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會長的話

崔綺雲

時光飛逝，香港市民在港股創下二萬點歷史性紀錄的時刻迎來了二零零七年，市民一切的憂慮和不快亦暫時拋諸腦後。

過去一年，公關行業亦呈現出一片興旺的景象。本屆執委會自去年三月上任以來，已渡過了四分之三的任期。過去三個月，本會舉辦了不同類型的活動——十月底與國際商業傳播人協會（IABC）合辦的「公關專業操守致勝之道」研討會；十一月初本會執委高玉桂、黎淑芬、葉衛國、周月香和本人應上海公共關係協會邀請，前往上海出席該二十周年慶典及「中外公關業合作交流論壇2006」。本人代表協會發表了以「香港公關業現況與未來發展趨勢」為題的演講；十二月初，本會舉辦了「走進納米新時代」的參觀活動，參觀香港理工大學，了解納米技術在紡織品方面的應用。

為了加強與會員的聯繫，十二月中旬，我們在中環組織了一次會員午餐聚會，新舊會員坐滿一桌，說說笑笑，輕輕鬆鬆享用了一頓美味的午餐。

此外，美國公關大師Professor James Grunig 及夫人Professor Larissa Grunig於十月初訪港，進行了兩場演講。其中由本會與IABC，香港總商會及香港浸會大學合辦了一場午餐講座，邀請兩人與香港公關界同業進行對話，場面熱鬧。

Professor Grunig 夫婦隨後前往台北出席十月十三日台北政治大學廣告學系主辦的「廣告暨公共關係國際學術與實務研討會」。本人有幸被邀請為講者之一，以「香港公共關係教育與實務：回顧與展望」為題，向與會人士演講。

十一月底，本會督導委員會委員陳燕玲女士應邀為運輸署運輸主任周年研討會擔任演講嘉賓，講題為「推出新政策時候的游說技巧」。

執委會在策劃年度活動時，希望能夠照顧會員不同的興趣和要求，無論是活動類型和活動內容，務求多元化，此外，我們亦注重與區內外公關專業組織和人士聯繫和合作，向會員傳遞各地公關業發展的訊息，並提供更多的交流機會。

今期《雙關》對本會舉辦的各項活動均有報道，內容豐富，敬希會員詳細閱讀。☒

新委任

本會會長崔綺雲博士獲政府續任為大型體育活動事務委員會及古物諮詢委員會委員，任期由二零零七年一月至二零零八年十二月止。

參加上海 『中外公關業合作交流論壇2006』

之感想

黎淑芬

十一月初的上海，秋高氣爽，令人心曠神怡。本人很榮幸能獲邀請出席「中外公關業合作交流論壇2006」，適逢主辦單位「上海市公共關係協會」慶祝創立二十週年，可謂意義深遠。

大會特意在第一天晚上齊集所有出席的公關人員出席晚宴，讓我們能先互相認識，熱身一番。在其後三天，大會也為我們提供了一個互動的環境，搭建起溝通的橋樑，讓我們能與講者及各國的同業正面交談和分享。

此次活動的每項主題及訊息分明清晰，每個參加者可在每個時段全情投入及專注活動。大會還安排我們參觀當地電視台及公關公司，讓我們更加深入了解各部門的運作。最令人驚喜的是在公關公司裡面遇見由香港到上海工作的從業員，倍感親切。經過多天的相處和溝通，我們對每個國家公關業務的獨特性，有更深入的了解及認識，好讓我們的眼光放得更遠，前景更清晰更明朗。

整個論壇的氣氛十分和諧和熱鬧，公關從業人員平時工作十分忙碌，能藉著這個機會聚首一堂，實屬難得！在短短的四天內，各人之間已建立起友誼。另外，本人亦十分讚賞和感謝大會的工作人員和翻譯人員，他們體貼的安排和周全的服務使這個論壇進行得更加完滿。

今年是上海市公共關係協會踏入第二十個年頭，確實不容易！祝願該會在公關範疇上繼續向前邁前，衝出亞洲，展望世界，邁向更多個二十週年。☑

代表團參觀當地電視台及公關公司





出席上海交流論壇的PRPA代表包括(左起)葉衛國、黎淑芬、崔綺雲及高玉桂



慶祝晚宴



上海市公共關係協會成立20周年慶祝晚宴



代表團在慶祝大會上與中國國際公共關係協會常務副會長兼秘書長鄭硯農先生(左三)合照



代表團向上海市公共關係協會會長毛經權先生(左二)致送紀念狀

本會代表出席運輸主任周年研討會 分享游說經驗與技巧

■ 陳燕玲

筆者有幸在十一月二十八日代表本會，為運輸署運輸主任周年研討會任演講嘉賓之一；當天的題目涉獵不同的交通範疇，而筆者的講題是推出新政策時候的游說技巧。

新政策每每關乎民生議題，議員或受影響團體可能有完全不同的意見，而時間的掌握亦是游說成功的重要元素。筆者認為游說前應先內部設定分工，包括總策劃者、政治及傳媒形勢分析、政策條文及文件的主理、專長溝通者等等。

工作團隊要定出目標、就內部的最低接受情況定調、撰寫政策文件及主要溝通訊息、評估有關受眾的意向，然後分批與受眾群先作溝通及收集意見。介紹內容之餘亦要有對話的機會，同時在適當的時間，透過傳媒引導受眾接受有關政策取向，及收集有關議員的取態。待一切時機及討論成熟，主流意見成形後方才提呈立法或有關審議程序，這樣才會大大增加成功立法或推出政策的機會。



研討會上亦引述一個案例，筆者留意到政府一直希望透過加強交通罰則來改善交通意外率，而兩年前的時機，政府便拿捏準確進行游說。當時在發生數宗小巴嚴重交通意外後，政府能夠敏捷及有部署地在不同媒體及渠道，立即安排發放一系列訊息、引起討論及向有關受眾游說，最後成功引導主流意見，讓傳媒及絕大部分市民認同，最後獲立法會通過提高衝燈扣分及罰款額。這是一個頗為成功的游說案例。☒

會員午餐聚會

會員事務委員會於十二月十九日舉辦了第一次會員午餐聚會，希望藉著無拘無束的環境，讓會員在輕鬆的氣氛下談天說地，互相了解。我們初步構思以分區小組開始，首次聚會集中邀請在中區上班的會員，其後將陸續在本港其他區域舉辦聚餐活動。☒



參加首次午餐聚會的會員包括（前排左起）葉衛國、石嘉麗、張一心、莫淑儀、陳漪明、崔綺雲；（後排左起）吳淑秋、譚錦儀及楊惠卿。



關則輝獲頒榮譽勳章

三十六期《雙關》報道，本會創會會員及督導委員會成員關則輝先生於二零零六年特區政府授勳名單中，獲頒授榮譽勳章，以表揚其積極參與公共服務。授勳儀式已於二零零六年十月二十八日在禮賓府舉行，由行政長官主持。圖示關則輝先生在授勳儀式後與父親合照。關則輝先生最近並獲政府委任為社會福利諮詢委員會成員，為期兩年，於二零零六年十二月一日生效。☒

Ethical PR - A Win-Win Strategy

Virginia Chi

When ten agencies are invited to a pitching exercise, I wonder if the company can receive any quality proposal," said Ms Catherine Cheung, Director, PRO Marketing Services Co Ltd.

Speaking on "Pitching business" at a roundtable on "Ethical PR – A Win-Win Strategy" jointly organized by the PRPA and IABC/HK in late October 2006, Catherine said it would not make business sense for the client to spend executive hours going through a large number of half-heartedly prepared proposals.

"Professional agencies are always prepared to participate in a pitching exercise expecting a fair and objective selection process. They expect that the intellectual property rights of the agency-owned pitching proposals will be respected; and the client has genuine interest in and due respect for the agencies they have invited.

"And for the agency who decided to take part, they would develop a professional proposal; make known to the client the deliverable tactics; the expected results of selected strategies; and declare conflict of interests, if any," said Catherine.

The emphasis on good ethical practice was echoed by Ms Lianne Ng, Director, Government and Public Affairs, Asia Pacific, INVISTA, the other speaker.

Lianne raised interesting questions that require some serious thoughts by PR professionals. "We are PR professionals and communicators. Do we think we have a social responsibility of upholding moral standard in the society apart from doing our job? Or is it the responsibility of the government?"

Speaking on the "use of doggy tactics to maximize PR mileage", Lianne said the tactic of sex appeal was being used everyday in different types of activities to draw public awareness, such as in commercials for chocolates and cars; in television and radio programmes; and even in news reports.

"When do we say it's not right or unethical? Did we do that to meet consumers' demands and interests or achieve business results?" These are questions PR professionals should be asking themselves. We need to balance what we want to achieve for the client or for our company, versus what we think is right to do.

Ms Genevieve Hilton, Senior Vice

President, Ketchum Hong Kong, spoke about "Conflict of interests" at the roundtable.

According to Genevieve, ethical issues are not black or white. Otherwise they would be called legal issues. That is why we have codes of ethics. Codes of ethics give a process for reviewing issues in that huge grey area, which often involve a number of parties including the agency, client and journalist.

Having reviewed the codes of ethics of organizations in different parts of the world, Genevieve found common emphases on "free flow of information" and "transparency".

Genevieve said conflict of interests might take place when journalists playing dual roles; agencies serving conflicting clients; agency serving clients with conflicting product categories; and in public affairs, special interest groups not disclosing affiliated organizations.

How to arrive at a decision on issues with conflict of interest? Genevieve suggested the followings:

- 1) Staff training with a checklist on things to be aware of and suggested actions;
- 2) Do legal checks for contractual data, especially for global agencies serving clients with cross-country markets;
- 3) "Headline Check" – Ask yourself how the issue will be covered by the news, if it gets disclosed;
- 4) "Grandmother Check" – Ask yourself if the issue is in conflict with any moral principles.

For the relationship with journalists, some corporations and agencies have very strict guidelines for their staff. Some do not allow their staff to accept any gift from journalists, not even a cup of coffee.

In response to a question on how to achieve "Win-Win" between the agency and client, Genevieve said "Unethical behaviour is often a short-term solution rather than a long-term strategy. It may win in a short term but undermine you in the long term objective.

"If you pay a journalist to write a story before he is convinced that the brand or company is newsworthy, you may get news coverage now but the story may not interest the readers. He may come back again for money next time.



Guest speakers from left: Ms Catherine Cheung and Ms Lianne Ng.



Participants at the roundtable.

"Why not use professional PR skills to pitch a more interesting story for the readers to read. The journalist may come back for another story," she said.

Lianne also shared her recent experience of a media roundtable in Shanghai. Her company has very strict guidelines of not paying journalists, even not through agencies they hired. Surprisingly, the result turned out to be satisfactory.

"The media scene in China is changing; moving towards more transparent and professional practice. The journalists want good news stories," said Lianne. "As PR professionals we have to take leadership in taking them to the right direction."

The roundtable was one of the recent PRPA events with PR ethics as the focus. There were active sharing of views and experience amongst the participants over a broad range of subjects in PR ethics.

Ms Linda Tsui, President, PRPA, as well as the moderator of the roundtable, also noted the issue over ethics in the cross-cultural scene. When we think some PR practice is unethical, the local practitioners may think otherwise. PR practitioners need to be aware of the differences.

In her conclusive remarks, Linda said according to views and comments expressed, it was agreed that sound ethical conduct and a high level of professionalism are important performance of the PR profession. ☒



Dr Linda Tsui (right) presents a souvenir to Ms Genevieve Hilton.

Ethical Issues in Public Relations

Professor Larissa A Grunig



Introduction

Public relations professionals and educators face many critical ethical issues related to the study and practice of their field. In this paper, I discuss three of those issues – issues I consider important and related to each other. They are discretion, accountability, and professionalism. All three are inculcated and developed through experience and continuing education of many types – workshops, seminars, accreditation reviews, the reading of books and journals, and so forth. *These three considerations all speak to the question of whether public relations people are obliged to be completely open and truthful about their organizations when communicating with the media and other publics.*

Typically, public relations professionals around the world support the concept of disclosure in their work. Disclosure, rather than concealment or deception, is a hallmark of this field in contemporary times. However, such transparency may be selective (asymmetrical) or complete (symmetrical). That is, practitioners who are *asymmetrical* in their outlook may carefully choose how much to disclose or to reveal. They keep secrets. They are not totally open primarily because they favor the interests of their organization over the concerns of their publics, such as the community, the employees, and the customers or consumers. Their colleagues who prefer a *symmetrical* approach are completely open about the plans and activities of the organizations that employ them. Thus they try to balance the organization's self-interest with the legitimate interests of its strategic constituencies.

Discretion

To me, discretion is an appropriate middle ground between the two extremes of asymmetry and symmetry. Discretion, according to philosopher Bok (1984), is *the capacity to exercise judgment about secrecy*. Although full disclosure or total symmetry may be a professional ideal in the practice of public relations, at times it does not facilitate the high-quality relationships that organizations need to

develop with all their stakeholders. Consider the analogy with personal relationships. Full disclosure means, at times, telling other people things that may be hurtful to them. The wise friend involved in a personal relationship thus may balance the important need for transparency with the equally important need to judge when to withhold that damaging information.

Using discretion or good judgment is different from lying or the telling of untruths. According to Western philosophers and ethicists, lying is always wrong. Keeping secrets, on the other hand, may be innocent. All *deception* requires secrecy; not all secrecy is meant to deceive. *Concealment*, or keeping secrets, is largely unexplored ethical territory in public relations. When studied adequately, academics and their colleagues in professional practice may find that discretion helps resolve what seems to be a perennial conflict between organizations, which have an interest in concealment, and publics, which want greater access to information.

People in public relations need to study concealment because secrecy, joined with the growing *power* of the public relations function, risks abuse. Nevertheless, it is important to safeguard the confidences of colleagues and especially clients. Thus discretion is important. In most countries around the world, reporters and public relations people have finely calibrated senses of discretion. However, what is secret in one culture is openly revealed in another.

Secrecy increases the likelihood of a felt split between those in the know and outsiders. As the philosopher Jung said, concealment alienates the possessor of secrets from the community. This can lead to conspiracy theories. It also can diminish the public relations practitioner's sense of personal responsibility for what is communicated.

But must public relations professionals divulge organizational wrongdoing? What about managerial inefficiencies or faulty judgment? Because the culture of public relations rejects deceit and embraces

disclosure, top management might exclude its top public relations staffer from the power elite – where competitive strategies are developed. This represents a serious limitation for professionals who want to be transparent in their dealings with all stakeholders. They need to be included among the most senior decision-makers in the organization in order to adequately represent the concerns of the external publics.

Accountability

Professionals in all fields, such as law, medicine, and education, believe they should accomplish what they say they will do for the people who pay them for their professional services. The same is true for public relations practitioners (although public relations, in my view, is only approaching professional status). The current calls for more evaluation research suggest that increasingly, people in this field are recognizing the obligation to be accountable.

In their eagerness to achieve accountability, practitioners must reject spurious evidence of success rather than meaningful evaluation. That is, they cannot claim that advertising equivalencies, for example, represent the achievement of real public relations goals. Also, practitioners must not promise results they cannot control. They should not oversell the effects of what they can do. Communication often works in tandem with other organizational functions, such as marketing and research and development. Thus it is important to sort out what public relations contributes to organizational effectiveness vis a vis these other functions.

Of course, it is also critically important that this field determine what it means by effectiveness. The Excellence research

study (L. Grunig, J. Grunig, & Dozier, 2002; Dozier, L. Grunig, & J. Grunig, 1995; J. Grunig, 1992), funded by the Foundation of the International Association of Business Communicators and of which I was a part, went a long way toward answering the so-called "effectiveness" question. The research explains why public relations contributes to organizational effectiveness and to what extent by showing how public relations adds value to the organization: It helps reconcile the organization's goals with the expectations of its strategic constituencies. It builds long-term relationships with those publics. It is most likely to make this contribution to organizational effectiveness when the manager of public relations is a member of the dominant coalition – the group of senior-most decision-makers. In that way, the top communicator is able to help shape the organization's goals and to determine which external publics are strategic.

The public relations practitioner's process should be a transparent one as he or she works with top management of the organization and with its stakeholders. Openness about accountability challenges biases, errors, and ignorance. It compels communicators to determine *before acting* what they would say if called to account for their actions. Thus even asymmetrical public relations can be ethical if the motives that underlie persuasive publicity are revealed.

However, the ethical public relations practitioner does not confuse rationales for legitimate concealment with rationalizations that serve to shield organizational practices from public scrutiny. Avalanches of information – seemingly full disclosure – can keep motives and actions secret or blurred. Information overload results. Similarly, "confidentiality" and "national security" are code words to convey a sense of self-evident legitimacy. Public relations practitioners must be accountable for their actions on the organization's behalf. (The answer to the question of whether the public relations counselor is responsible for clients' claims or actions is less certain.)

Professionalism

At least two major issues surround the

question of professionalism and ethics: preserving the confidentiality of clients and cultivating the reputation of public relations as a legitimate, ethical organizational function.

Confidentiality

Professionals in public relations have a duty to safeguard the confidences exchanged with their clients (even though such exchanges are not legally protected, at least in the United States). Unfortunately, clients typically insist that even the most trivial information must be kept confidential. This is why a professional code of ethics may help communicators respond to such demands. Most such codes encourage transparency and discourage concealment. Practitioners can use their professional code to help explain to management why they must engage in full disclosure. One often-cited reason for transparency is the outcome of informed debate – which is the opposite of confidentiality.

However, as I said earlier, practitioners have a duty of confidentiality that – in turn – helps reinforce their claim to professional status. Too often, though, protecting clients' confidences has become a way of covering up questionable and even dangerous practices. Such concealment may deflect legitimate public attention from organizational problems. As philosopher Jeremy Bentham said in his plea for publicity: "Without publicity, no good is permanent. Under the auspices of publicity, no evil can continue."

Of course, publicity can be a tool of injustice. It can be manipulated to skew public opinion. However, practitioners of public relations who have experience and discretion understand the need to keep exceptions to openness or full disclosure at a minimum. In so doing, they help elevate the reputation of the practice.

Reputation

There is no place for malfeasance and incompetence in this vital organizational function. They diminish the publics' trust in the individual professional as well as in the field. Thus I believe communicators must work against the stereotype of public relations practitioners as hacks, flacks, and spin-doctors. There is an

ethical obligation to overcome this stigma. Only by doing so can the practice attract the best and the brightest university graduates and retain them in the field of public relations.

Such practitioners will be equipped with the requisite discretion to engage in symmetrical or asymmetrical disclosure with their publics. They will approach their work with a professional orientation, guided by their profession's codes of ethics. They will protect necessary confidences of clients while urging more transparency whenever possible. Largely through conducting evaluative research, they will be accountable for what they accomplish – and their accomplishments will have the potential for substantially increasing their organization's effectiveness. As a result, the reputation of the field also should increase substantially.

Concluding Thoughts

Discretion, accountability, and professionalism help us understand ourselves and the people with whom we have relationships – both professional colleagues and members of our publics. All three ethical areas deserve greater attention from scholars and public relations professionals practicing around the world. I hope this brief introduction to these ethical concerns will help prompt such scrutiny. ☒

Dr Larissa A Grunig, recently retired professor in the Department of Communication at the University of Maryland, College Park, taught public relations and communication research. The public relations graduate program at UMCP was rank #1 in the USA in 1996 by US News & World Report and in 2002 by a study done at Marquette University. Dr Grunig received her doctorate in public communication, also from UMCP, in 1985. She was on the faculty there since 1978. In 1996, she was named Outstanding Educator by the Public Relations Society of America.

Starting from this issue, we will be carrying articles on ethical issues. Coming up in our next issue will be an exploratory study on Ethical Decision Making by Shannon A Bowen, Assistant Professor at the University of Houston in the School of Communication.

- Editor

最新科技全接觸

趙栢豪

素仰香港理工大學在科研上的卓越成就，而眾所周知，其在紡織和成衣設計方面的發展更是一枝獨秀。為增廣見聞，本會特別安排會員於二零零六年十二月九日參觀理大的香港紡織及成衣研發中心，以及創新館，一睹理大在各科技發展領域上研製成的最新產品。

當天我們一行十多人獲得理大香港紡織及成衣研發中心市場經理馮秋盈、及傳訊及公共事務高級經理黎明輝的熱情接待。

理大香港紡織及成衣研發中心是世界一流的紡織及成衣研發中心，設備完善。我們參觀了紡織資源中心、梭織工場及車衣工場，深入了解紡織的各個工序，以及認識各類紡織機——由最原始手動的，以至最尖端科技的，應有盡有。

理大創新館集合了理大最近期且具代表性的科技和成就，展出的科研項目和產品多不勝數，其中包括有導盲器、掌紋辨識系統、納米書包、納米殺菌口罩、自動清潔服裝、環保磚，以至保健精品、及用來治療肝癌的特效針藥等等，令人歎為觀止。

百聞不如一見，此行不但拓寬我們的視野，更讓我們對理大的科研及學術發展留下深刻印象。☒



紡織資源中心展出嶄新織物



掌紋辨識系統



手動梭織機



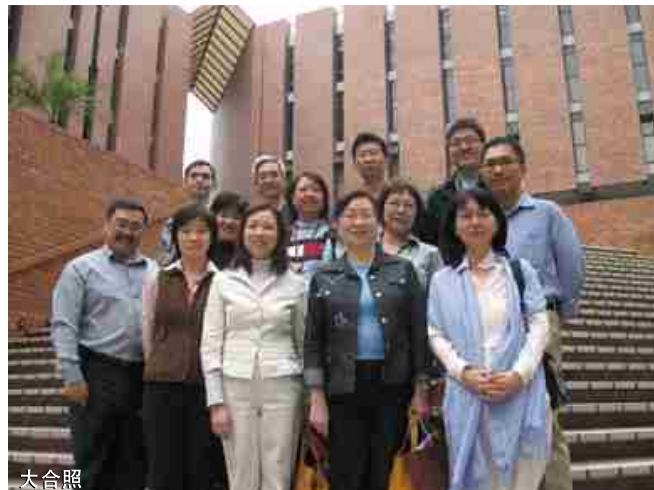
其中一款最新穎的紡織機



本會會長崔綺雲（中）與理大代表交換紀念品



導盲器



大合照