Letter from the Editor

First, the important business.

Contained in this issue are the names and brief biographies of six candidates for election to PCS AdCom for the 1983-85 term, and a ballot that has a space for a write-in nominee. Please vote for six candidates. As you may note, this means that the nominees probably will be elected. If you thus feel somewhat helpless in determining the leadership of your Society, realize how difficult it was for the Nominating Committee to identify even these six candidates.

Nominations come from PCS members, and if none are received from you, then you must live with the Nominating Committee's choices. Don't be shy. Nominate your favorite capable PC-er. Get involved.

Second, the Apology.

It is indeed an inauspicious beginning for this first issue to be somewhat long on late and perhaps short on substance. The infamous "combination of unfortunate circumstances" that caused this condition has passed, and with a little help from my friends (that's you folks), I hope that future issues will be on time, informative, and fun to read.

Third, the Invitation.

This Newsletter is for PC-ers, and should be about PC-ers and PCS, and should be written by PC-ers (after all, that is our profession). As interesting as articles borrowed from other sources may be, and as useful as we may find them, we need to share our own ideas with each other. Write a letter. Send a copy of your article. Review a book. Do something. Each issues will have a "PC-ers Own" column. Help fill it.

PC-ers Own

Senior Member?

Each member renewing 1983 IEEE membership will have mailed to them a Member Record Confirmation form. This Autumn, members who may qualify for Senior Member grade will also have included with this mailing a Senior Member application request form. These members are urged to return the request form with their Member Record Confirmation form to assure receiving Senior Member grade information and application.

IEEE is interested in encouraging all members to hold the highest grade of membership for which they are qualified. If you're a Senior in the profession, you should be a Senior in your Professional Society.

When you renew membership and receive this important mailing be sure to request a Senior Member grade application with the enclosed form.
A survey of IEEE readers of our PCS Transactions was held in the fall of 1981. The results were:

<table>
<thead>
<tr>
<th>Question</th>
<th>Responses</th>
</tr>
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<tbody>
<tr>
<td>1. How does this publication match your interest, in a range from 4 for high match - includes my main interest - to 1 for low match - read only for general breadth?</td>
<td>4 7 3 10 2 12 1 5</td>
</tr>
<tr>
<td>2. What is its value to you in your professional work, in a range from high 4 to low 1?</td>
<td>4 5 3 14 2 11 1 2</td>
</tr>
<tr>
<td>3. What did you do with recent issues: Read half or more of the papers 4? Read about one-third of the papers 3? Read one or two papers 2? At most, scanned the issue 1?</td>
<td>4 15 3 4 2 11 1 2</td>
</tr>
<tr>
<td>4. Of the papers you read, did you find the technical quality excellent 4, high 3, fair 2 or low 1?</td>
<td>4 7 3 21 2 5 1 0</td>
</tr>
<tr>
<td>5. Of the papers you read, did you find the clarity of presentation excellent 4, high 3, fair 2 or low 1?</td>
<td>4 14 3 16 2 0 1 0</td>
</tr>
<tr>
<td>6. Do you feel that the physical appearance of the text pages should be made less elaborate 3, remain as is 2, or be upgraded 1?</td>
<td>3 1 2 25 1 6</td>
</tr>
<tr>
<td>7. Do you consider this to be the leading publication in its field 5, a leading publication in its field 2, or neither 1? If 1, list below one or two publications that you consider ahead of this one.</td>
<td>3 8 2 18 1 2</td>
</tr>
</tbody>
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(1) 64 mailings; 32 responses
(2) Any variations between and among the total number of responses and the totals for individual questions are due to questions left unanswered.
Call For Papers
Special Issue: Proposal Writing

There are four forms of writing: exposition, which informs the reader by presenting facts and figures; description, which helps the reader visualize an idea or situation; narration, which tells a chronological story; and persuasion, which tries to convince the reader to accept the writer’s perspective. Most writing is predominantly one of these forms. Proposal writing may require all four forms. Perhaps this explains why many proposals are not effective.

Generally defined, a proposal is a response to a request for goods or services. Those who evaluate the proposal are certainly looking for the most effective proposal, but what makes a proposal effective? What topics should be included? How might they be developed? How should they be packaged? As competition for “services rendered” increases, more emphasis needs to be given to proposal writing as a process.

Special Issue June 1983
Proposal Writing
Deadline November 15, 1982

Effective proposals require a thoughtful, systematic approach. Such an approach should produce a complete and self-supporting proposal—one that accurately states the problem and explains the resources, technologies, and experience to be used.

We invite papers that will help our readers design and develop effective proposals. Such papers may be written from three perspectives: those who request proposals, those who write proposals, and those who evaluate them. Case studies with an illuminating result are of interest, as are models of good (and bad) proposals. Papers should be previously unpublished but need not contain new research results. All papers will be refereed.

Although original, unpublished papers are preferred, selected reprinting will also be considered. Papers will be due by November 15, 1982. The principal requirements are double-spaced typing, an informative abstract, well prepared illustrations, an original and one complete copy, and a signed copyright transfer form (reprinted in each March issue of this Transactions).

Our “Information for Authors and Readers” is in most issues of the Transactions and some specific “Tips on Style and Structure” are in the preface to the December 1980 issue (PC-23/4, p. 158). Please write or phone the editor for further information.

Jeff Brand, Associate Editor
IBM Corp., 588/22
P.O. Box 1900
Boulder, CO 80302
(303) 447-7547

PCS AdCom Nominees

Six members have been nominated to AdCom for the 1983-1985 term. Brief profiles of each are presented below, along with a ballot. Please complete the ballot and return it promptly.

David B. Dobson
Previous Employers: U.S. Army, RCA
Education: BS
Other Professional Activities: Registered Professional Engineer, Senior Member of the Society for Technical Communication.

James W. Hill
Present Employer: HBB-Singer, Inc.
Education: BS Management Engineering, graduate-level courses in communications
Other Professional Activities: Member of the Society for Technical Communication, Sustaining Member of the American Business Communications Association

Bertrand B. Pearman
Present Employer: Stauffer Chemical Co.
Position: Manager of Design Engineering
Education: BSEE
IEEE Activities: Past-President of PCS, Chairman of Public Information Committee, Vice-Chairman of IAS Electrochemical Committee
Other Professional Activities: Member of the Society for Technical Communication, Member of the Society for Scholarly Publishing, Member of the AIChE, Member of the Chemical Manufacturers Association

Leon C. Pickus
Present Employer: RCA
Position: Unit Manager
Education: BSEE, graduate-level courses in electrical engineering, and in technical and science communication
IEEE Activities: FC Education Committee

Richard M. Robinson
Present Employer: Grumman Aerospace Corp.
Position: Editorial Supervisor
Previous Employers: General Dynamics, Raytheon Corp., Hazeltine Corp., Sperry Gyroscope Corp.
Education: BS Physics, MS Technical Writing
IEEE Activities: Nominations Chairman of PCS AdCom; Member, Computer Society
Other Professional Activities: Senior Member of the Society for Technical Communication

Emily Schlesinger
Present Employer: Baltimore Gas and Electric
Position: Technical writer-editor and production manager
Education: AB and MA Physics, MA and PhD English (Phi Beta kappa)
IEEE Activities: PCS AdCom, past-Editor PCS Newsletter, past-President PCS (1976-1977)
Other Professional Activities: Senior Member of the Society for Technical Communication

Published Works: Articles in IEEE/PCS Transactions, and in Technical Writing and Communication.

IEE Professional Communication Society Ballot
Ballot for Election of AdCom Members
Term 1983-1985
Vote for six candidates by marking their names with X.

David B. Dobson
James W. Hill
Bertrand B. Pearman
Leon C. Pickus
Richard M. Robinson
Emily Schlesinger

Other (Write-in)

Mail completed ballot to
Richard Robinson, Grumman Aerospace Corp., Bethpage, L.I., NY 11714
New PC-ers
January-April, 1980

Australia
Palazzolo, T., E.
Swierczek, J. A.
Young, J. D.

Brazil
Stangler, G. G.

China
Pan, G. C.

Columbia
Rubio, C. I.
Salazar, T. A.

El Salvador
San Juan, J. C.

Finland
Maria, J. P.

France
Sadler, J.
Sullier, J. P.

Greece
Daskalakides, S. D.
Papayannopoulos, J. D.

Hong Kong
Au, R. D.

India
Desai, R. M.
Ramakrishna, R.
Sinha, B.

Japan
Ohata, Y.
Yamazaki, K.

Korea
Cho, Y. D.
Choi, Y. J.

Kuwait
Abdin, M. R.

Libya
Musa, M. M.

Manitoba
Perkary, D. V.

Massachusetts
Flaherty, M. I.
Hansen, B. I.
MacMillan, V. I.
McMaster, G. G.
Mollin, L. H.
Piloto, Z.
Simpson, G. H.
Taylor, A. E.

Michigan
Carter, L.
Hurley, N. A.

Minnesota
Paragon, J. D.

Missouri
White, P. C.

Mississippi
Bumham, L. D.
Carrigan, J. G.
Saunders, W. R.

Montana
Hill, A.

Nevada
Johansen, R. D.

New Hampshire
Barnum, L. D.
Concannon, J. G.

New Jersey
Fraga, J.
Kochoski, J. F.

New Mexico
Abreu, R. L.

New York
Drace, D.

North Carolina
Ingram, J. M.

Ohio
Andrus, D. J.
Stock, N. J.

Pennsylvania
Benulis, C. A.

Rhode Island
Bryce, N. C.

Tennessee
Cox, J. M.

Texas
Dave, D.

Virginia
Finnegan, J. R.

Washington
Reece, J. C.

West Virginia
Cook, J. L.

Wisconsin
Lee, R. A.

Colorado
Ford, L. W.

Connecticut
Aharon, Z.

District of Columbia
Nolan, F.

Florida
Angstadt, B. L.
Boykin, T. R.

Georgia
Nempton, O. F.

Illinois
Gage, K. J.

Indiana
Aimil, M.

Iowa
Sheffield, L. S.

Kentucky
Glanco, J. P.

Maine
Warren, R. I.

Maryland
Choy, R. F.

Massachusetts
Fleibmam, N. I.
Hansen, B. I.
MacMillan, V. I.
McMaster, G. G.
Mollin, L. H.
Piloto, Z.
Simpson, G. H.
Taylor, A. E.

Michigan
Carter, L.
Hurley, N. A.

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Paragon, J. D.

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Montana
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Abreu, R. L.

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Texas
Dave, D.

Virginia
Finnegan, J. R.

Washington
Reece, J. C.

West Virginia
Cook, J. L.

Wisconsin
Lee, R. A.

methods improve Business Communication

How can you communicate better? Dr. Carl Hawer, made these suggestions to participants in a National Chamber of Commerce Public Affairs Forum:

• Research your own goals before what should be said to whom and for what purpose.
• Plan the communications to fulfill that objective.
• Send your planned communications through channels most likely to reach the desired audiences.
• Determine whether the communications accomplish the objective.

Dr. Hawer served as chairman of the Chamber's Association Committee and is executive vice president of the National Consumer Finance Association.

— Jim Born
President
PATAFROB

... stylify—use nouns as verbs, or to use nouns in such wordlagnal sentences that the reader or listener concludes that "there must be a verb there somewhere?" Nounification should not be used by senior-level bureaucrats or those who are striving for executive positions even though the practice is in common use at the entry level in Washington. It is the marginal skill of marginal thinkers who have not mastered the higher art form of vertical mumbling.

AESS Newsletter, July 1982
Learn to spell. Learn to parse a sentence. Enhance your vocabulary on a regular basis.
Don’t abuse expense accounts. You make things tough for the entire staff.
Read “Write To The Point” by John Stahr. Apply its lessons.
Pay your bills, or work with your creditors. Garnishments and duns do not set well in the business office.
Realize that your constant grip about “not getting enough information about the operation” may mean management cannot spare the time to hold daily informatory meetings. Also accept the doctrine of “need to know.” You may be denied certain information because you have no need to know.
Read those memos on writing, script preparation, leads, teasers, headlines and the myriad other parts of your job responsibilities. Once you’ve read them, comply. If you don’t understand them, ask. Rather than complain about your assignments, come up with ideas. They are all around you. The best communicators can empathize themselves from the desk and leave everybody happy in the process.
Guard your relationships with the other departments. You may need their goodwill sooner than you think.
Don’t backbite. Do the best job you can every day and leave the petty gossiping to others. Don’t play office politics unless you’re prepared for the consequences of picking the losing side.
Read your copy aloud, read it again and read it for sense.
Don’t expect to be paid overtime for career enhancement meetings. If you don’t attend, don’t be surprised if management thinks you don’t have much

Letters To Home

Not too many years ago, the company which employed a letters-to-the-homes program was considered quite sophisticated. This medium provided an opportunity for the discussion of controversial topics - something which just couldn’t be done properly in the then old standbys, bulletin boards and employee publications.
Today, letters are really not much of an “in” medium. Communicators explore the wonders of video tape, teleconferencing, the dynamics of motion pictures, the impact of full-color publications. Letters are used mostly for crisis situations which require speed and clarity. More often than not they are among the last media the communicator offers to help solve a problem.
There are reasons for this. Of course, communicators are always searching for new ways to tell old stories. But moving employee letters way down on the list sometimes stems from the communicators’ efforts to raise their own images in the minds of line management.
The line manager often thinks of the communicator as that letter writer. The communicator doesn’t want to be thought of as merely a letter writer, and in his or her zeal to prove more than that often bypasses the technique, even though it might have proved the best possible solution to the problem.
Ask yourself this question. Is there a proper foundation for the letter?
Read if a company has been silent on controversial issues, and decides that it wants to begin to speak out, caution should be used. The purpose of a letter is not to make anyone mad; it is to influence thinking and actions. It may take a number of slow curves before the audience is ready for a fast break. There are numerous opportunities for communication which can get employees into the habit of receiving letters. But each letter must be informative and worthwhile. Don’t write one just for the sake of having a program. The communicator should be the judge of style, content, and length. Too many subjects are often crowded into one message: if two or more letters are used the net result would be more effective.
A better judge of the choice of words or phrases than the communicator? He or she chooses language as a doctor selects a medicine, or a composer a note of music. Line managers must accept the letter as it is printed - and they must say it. The professional selects language to fit the situation and the audience.
Letters can be divided into two general categories: non-crisis and crisis. The first includes such subjects as company policy, employee benefit programs, promotions, illegal work rules, union representations and elections, etc. Here again the communicator, bombarded with facts from line management, must be careful. Subjects such as these are very emotional. Readers respond to language and an approach which plays on the emotions. They are inclined to refuse letters heavily-laden with unimportant detail. They should finish reading with an opinion.
How readable should a letter be?
This is another area in which there are experts galore. We hear about “log indexes” and writing to certain levels of education; a sentence should only be so long; it should never contain complicated words or phrases.
Communicators generally agree with critics who argue for simplified writing. But they also insist it can be overdone. They point to union communicators who have long taken the approach that they will raise the level of understanding of their readers, rather than lower the level of their writing. They cite examples of increased understanding of economics, politics, etc., on the part of the average worker today.
Modern television has also done a lot to increase the awareness and capacity to understand of the average man. Log indexes are useful as checks on writing techniques, but they should not dictate to the extent that the end results seems to talk down to the reader.
How should letters be distributed? They should be mailed to homes, not distributed on the job. The cost is significantly greater, but so are the benefits. A number of communicators mentioned situations, taken in their own companies, which showed that a low of 25% and a high of 60% of the letters read were read by more than one member of the family. When this is the case, the discussion is bound to occur, and such discussion can do even more to change or formulate opinion.
Another thing most frequently mentioned was the practice of sending advance copies of letters to supervisors on the job. (Some even include additional information on the letter’s subject, on the theory that this makes the supervisors “feel” better informed and increases their sense of importance.) Advance information such as this fosters face-to-face conversation between supervisors and employees, and makes the supervisor appear as a more qualified communicator.
Such a program can’t be done spasmodically. Once you begin the practice, you must continue it. Otherwise, whatever good has been done will dissipate and supervisors will resent being “out of the know.”

Professionalism

A recent speaker listed the qualities that communication staff members have a right to expect in their manager, but it is also appropriate and instructive to list qualities that the manager has a right to expect of his or her staff.
Stay informed of business, local and national international events. If you lack the curiosity to keep current, you may be in the wrong business.
Be prompt. The day’s assignments may depend on your showing up on time and saving unnecessary shuffling.
Dress appropriately for the job. Keep rough gear in the trunk of your car or plant assignments.

T.W. TYPO
1. Insert both A thru H into holes L thru HH and Sflight.
17. Sult plates M, DQ, HT, and LA onto frame 22f.
112. Securely mount condensing lower and properor.
155. CAUTION: Apply epoxy adhesive to all mating surfaces and fasteners before assembly.

reprinted from Rough Draft
Phoenix Chapter
Ken McGinty, editor
A tie-in with other media was also mentioned frequently. Side-bar stories in publications and yearly wrap-ups such as employee annual meetings should definitely include references to the company's letter efforts to inform on important topics.

Last, but certainly not least, evaluation of any letter program is important. Studies tell us that an effective letter is read by fewer than one-third of the people who receive it. But who is to say that those who read letter number one are those who read letter number two, or that letters number three and four have identical audiences? Each person reached is an accomplishment: a better informed, more thinking individual.

No communication technique yet developed will reach and impress 100% of its intended audience, but don't allow your letter program to be judged on the basis of popularity. Judge it instead by its credibility factor — how many who read believed? If that figure is high, you have a successful and worthwhile program.

from ICC Newsletter, April 1982

See Editors First, Not Last

In many organizations, procedures for editing and reviewing do differ, and it is only because editors and reviewers are involved in the writing process too late, after the document already has a rigid structure and is on its way out the door, that Document designers should be involved with the writers and managers of a writing project from the planning stage on. Decisions about the document should be based on guidelines derived from technical as well as technical research.

Such procedures are already in use. For example, some parts of the U.S. Department of Agriculture now send preliminary reports out for a "pre-edit review" (a review for organization and language) at the same time that they send it out for a "peer review" (a review for technical content). The Nuclear Regulatory Commission employs "technical information specialists" who may advise on publications at the planning stage. The World Bank has "English language specialists" to teach writing and advise on reports.

Dr. Mary Valana, Associate Head of Publications at the Rand Corporation in Santa Monica, California, has defined a new role for document designers at the planning stage of the writing process. She calls these people Communicators - to be specific, they are consultants to knowledgeable writers, who may be experienced writers; they are also familiar with the research process (all have Ph.D.s in linguistics or other language fields).

Communicators are report and briefings on their policy-oriented research. But Rand's reports were frequently too long and technical to be as useful to clients as they could have been, and they were also not always the best way to reach all the audiences that might have had interest in the research findings. CAS help solve these problems. They are most effective when they are integrated at the planning stage of a report, but may also be asked to intervene at later stages.

Early in the writing process, the CAS helps the researcher focus on communicating research results rather than simply reporting masses of data, findings, and implications. Once the researcher has identified the audience and major conclusions of a report, the CAS advises the researcher on how to shape the report in a way that is suited to its audience. For example, the CAS might advise the researcher to treat a particular section of the report rather than several, or to provide summaries and structural cues in certain parts of the report, or to move certain data to an appendix.

The CAS also brings a valuable outside perspective and might identify gaps in the logical presentation that might confuse an audience of nontechnologists but that the researcher may overlook because of his relationship with the material. The CAS's help can range from calling attention to unnecessary jargon to questioning the purpose of the research so that the researcher can explain more clearly how the research results are to be applied. Although the CAS does not make substantive changes in a report, the CAS's review may uncover gaps or weaknesses in the report's structure that lead the researcher to make substantive changes.

CAS also write research briefs and summaries that are geared to special audiences. For example, a CAS might write a one-page brief about technology transfer for third-world audiences whose first language is not English.

The note that had to be overcome at Rand was the notion that CASs might impose their own stylistic preferences on other peoples work. Researchers, however, found that CASs offer genuine expertise grounded in research in language and psychology — a new editorial approach that researchers find comfortable.

Many organizations that could benefit from the communication planning that CASs do cannot easily accept this type of innovation. To be successful, this type of program needs the backing of top administrators as well as professional staff in an organization.

Adapted from Simply Stated, February - March, 1982.

Does Teleconferencing Denounce?

Think twice before transmitting meetings via satellite — says Professor Gerald Goldhaber, chairman of the communications department at State University of New York at Buffalo.

"As much as 90 percent of communication is nonverbal, and information gets "lost" during an electronic meeting, he claims. "It's impossible to communicate effectively when you have confirmation and feedback, and teleconferencing just doesn't provide for that."

Teleconferencing could prove more of a danger than an asset, he thinks, if important business decisions are on the line. "When you're making million-dollar judgments, you want everyone to be there. In person. Imagine what would happen if you had someone on a hot line who said, 'Hey, no one is there."

With teleconferencing, you won't see that frown, which could prove very significant.

"Many important signals we send out are hard to express in words." Electronic communications simply cannot pick them up, he said.

Communications via telephone, audio teleconferencing, and video teleconferencing all denounce interpersonal relations. Having studied communications within some 100 corporations, Goldberg believes that "U.S. workers are getting bombed with the distance between them and their superiors." Electronic communication, he thinks, increases rather than decreases that distance.

"The problem, Goldhaber noted, is rooted in the fact that most communication does not invoke words. Our appearance, clothing, facial expressions and manner are just some of the symbols we use in sending signals without words.

Feedback is extremely important, because we tailor these signals on the response we get from others. For every word we try to send out during an encounter, Goldhaber said, "we also transmit another, unintentional one. As a result, the messages we're trying to send may be different then the ones others receive."

"I'd be flattered if people thought that I'm a slob." That is why communication must be a two-way street: it must elicit feedback from others.

"Two other factors can make communication still more difficult. One is the size of a meeting: as the number of participants increases, communication becomes more complicated, more diffused, and more difficult, "Six to eight people is the number for discussion, he said. "By the time you are up to ten, too many are involved."

The second confounding factor is the physical distance between participants: as it increases, "transac tion" becomes more difficult. "Face to face encounters are easy because they provide emotional validation," Goldhaber said. The new electronic technologies make communication more difficult and less effective.

The oldest of technologies is probably the most likely to hinder communication. "Telephones disem body human beings," he charged. "When the phone rings, I think, 'Hello, I am going to talk to someone."

Audio teleconferencing, he added, is also not effective. The non-verbal cues that would be available in face-to-face discussions are lost.

"The point of teleconferencing is to reduce pressures and the stress on bodies, and the exchange of information supposedly makes it worthwhile. It's often not worthwhile, though, because in a conference call teleconference, too much information gets lost."

In audio teleconferences without two-way communication, where one individual addresses a large group, the same problems still exist. The quality of a talk is kept very high. But there is no feedback."

Goldhaber said that putting eight people in one room and having them communicate with eight people in another room is ineffective.

The only way to make it an effective communication medium is for Goldhaber, who said, "Eight television monitors, so that every participant could see every other participant, as in face-to-face meetings.

Voice-activated cameras solve no problems, he thinks, because often people make significant expres sions without actually speaking. Video teleconferencing has its own disadvantages as well. "People don't have to be on TV." Goldhaber said. "It's a huge invasion of privacy."

Teleconferencing does have its advantages, he remarked. "Sometimes it is more cost-effective than face-to-face meetings. People can "feel" that something is happening, even with processing information more efficiently. But it must be more effective as well: that is, the interpersonal aspect should not be harmed."

"If I want a "transactive" (CAS in this case), he continued, citing numerous studies he has made. "But I've found that there is a real need for face-to-face communication in this country."

Goldhaber said that the people he has talked to, including Goldhaber, said that executions often fall to assess their needs before jumping on the electronic bandwagon. "The technol -
Many organizations, procedures for editing and reviewing documents only because editors and reviewers are involved in the writing process too late, after the document already has a rigid structure and is on its way out the door. Document designers should be involved with the writers and managers of a writing project from the planning stage on. Decisions about the document should be based on guidelines derived from the content as well as technical research.

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Rand's final products are reports and briefings on their policy-oriented research. But Rand's reports were frequently too long and technical to be as useful to clients as they could have been, and they were also not always the best way to reach all the audiences that might have had an interest in the research findings. CAs help solve these problems. They are most effective when they are involved at the planning stage of a report, but may also be asked to intervene at later stages.

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Think twice before transmitting meetings via satellite, says Professor Gerald Goldhaber, chairman of the communications department at State University of New York at Buffalo. "You have to be careful."

As much as 90 percent of communication is nonverbal, and information gets lost, during an electronic meeting, he claims. "It's impossible to communicate unless you have eye contact, the feedback, and feedback, and teleconferencing just doesn't provide for that."

Teleconferencing could prove more of a danger than an asset, he thinks, if important business decisions are on the line. "When you're making million-dollar judgments, you want everyone to be there. In person. Imagine what might happen if you had to make a decision and you couldn't see anyone you didn't want there."

With teleconferencing, you won't see that frown, which could prove very significant. "Many important signals we send out are hard to express in words. Electronic communications simply cannot pick them up, he said.

Communications via telephone, audio teleconferencing, and video teleconferencing all dehumanize interpersonal relations. Having studied communications within some 100 corporations, Goldhaber believes that "U.S. workers are not comfortable with the distance between them and their superiors." Electronic communication, he thinks, increases rather than decreases that distance.

The problem, Goldhaber noted, is rooted in the fact that most communication does not involve words. Our appearance, clothing, facial expressions and manner are just some of the symbols we use in sending signals without words.

Feedback is extremely important, because we tailor these signals on the response we get from others. For example, if we intend to send out during an encounter, Goldhaber said, we also transmit another, unintended one. As a result, the messages we're trying to send may be different than the ones others receive. "You can't do that," he noted. "I may be dressed in jeans, intending to give you the impression of casualness, but you may actually think that I'm a slob." That is why communication must be a two-way street; it must include feedback.

Two other factors can make communication still more difficult. One is the size of a meeting; the number of participants increases, communication becomes more complicated, more difficult; thus it becomes more difficult. "Six to eight people is the number for discussion," he said. "By the time you are up to ten, too many are involved."

The second confounding factor is the physical distance between participants; as it increases, "transacao becoming more difficult. "Face to face encounters are the most effective," Goldhaber said. The new electronic technologies make communication more difficult and less effective.

The oldest of technologies is probably the most likely to hinder communication. "Telephones desensitize human beings," he charged. "When the phone rings, you rush to answer it. Touch Someone? They're speaking about a paradox. If really, you can't touch anybody over the phone!"

Audio teleconferencing, he added, is also not effective. The non-verbal cues that would be available in face-to-face discussions are lost.

"The point of teleconferencing is to reduce expenses and the stress on bodies, and the exchange of information supposedly makes it worthwhile. It's often not worthwhile, though, because in a conference-call teleconference, too much information gets lost.

In audio teleconferences without two-way communication, where one individual addresses a large group, the same problems still exist. The quality of a talk is decreased because it is only a few of these problems. Calling a well-known permanent teleconference network "a bomb," Goldhaber said that putting eight people in one room and having them communicate with eight people in another room is ineffective.

The only way to make it an effective communication channel, he said, is to have eight television monitors, so that every participant could see every other participant, as in face-to-face meetings.

Voice-activated cameras solve no problems, he thinks, because often people make significant expressions without actually speaking. Video teleconferencing has its own disadvantages as well. "People don't want to be on TV, Goldhaber said. "It's a huge invasion of privacy.""

Teleconferencing does have its attributes, he remarked. Sometimes it is more cost-effective than face-to-face meetings; he also notes that "nothing is better with processing information more efficiently. But it must be more effective as well; that is, the interpersonal aspect should not be harmed."
Professionalism

A recent speaker listed the qualities that communication staff members have a right to expect in their manager, but it is also appropriate and instructive to list qualities that the manager has a right to expect of his or her staff:

Stay informed of business, local and national-international events. If you lack the curiosity to keep current, you may be in the wrong business.

Be prompt. The day's assignments may depend on your showing up on time and saving unnecessary shuffling.

Dress appropriately for the job. Keep rough gear in the trunk of your car; plant assignments.

Learn to spell. Learn to parse a sentence. Enhance your vocabulary on a regular basis.

Don't abuse expense accounts. You make things tough for the entire staff.

Read "Write To The Point" by John Stahr. Apply its lessons.

Pay your bills, or work with your creditors. Garnishments and duns do not set well in the business office.

Realize that your constant gripe about "not getting enough information about the operation" may mean management cannot spare the time to hold daily inforamcy meetings. Also accept the doctrine of "need to know." You may be denied certain information because you have no need to know.

Read those memos on writing, script preparation, leads, teases, headlines and the myriad other parts of your job responsibility. Once you've read them, comply. If you don't understand them, ask.

Rather than complain about your assignments, come up with ideas. They are all around you. The best communicators can empathize themselves from the desk and leave everybody happy in the process.

Guard your relationships with the other departments. You may need their goodwill sooner than you think.

Don't backbite. Do the best job you can every day and leave the petty gossiping to others. Don't play office politics unless you're prepared for the consequences of picking the losing side.

Read your copy aloud, read it again and read it for sense.

Don't expect to be paid overtime for career enhancement meetings. If you don't attend, don't be surprised if management thinks you don't have much

Letters To Home

Not too many years ago, the company which employed a letters-to-the-homes program was considered quite sophisticated. This medium provided an opportunity for the discussion of controversial topics - something which just couldn't be done properly in the then old standbys, bulletin boards and employee talk sessions.

Today, letters are really not much of an "in" medium. Communicators explore the wonders of video tape, teleconferencing, the dramatics of motion pictures, the impact of full-color publications. Letters are used mostly for crisis situations which require speed and clarity. More often than not they are among the last media the communicator offers to help solve a problem.

There are reasons for this. Of course, communicators are always searching for new ways to tell old stories. But moving employee letters way down on the list sometimes stems from the communicators' efforts to raise their own images in the minds of line management.

The line manager often thinks of the communicator as a letter writer. The communicator doesn't want to be thought of as merely a letter writer, and in his or her zeal to prove more that often bypasses the technique, even though it might have proved the best possible solution to the problem.

Ask yourself this question. Is there a proper foundation for the letter? Read.

A company has been silent on controversial issues, and decides that it wants to begin to speak out. Caution should be used. The purpose of a letter is not to make anyone mad: it is to influence thinking and actions. It may take a number of slow curves before the audience is ready for a fast break. There are numerous opportunities for communication which can get employees into the habit of receiving letters. The letter itself must be informative and worthwhile. Don't write one just for the sake of having a program. The communicator should be the judge of style, content, and length. Too many subjects are often crowded into one message; if two or more letters are used the net result would be more effective.

In other words, the communicator has, in a sense, better judge of the choice of words or phrases than the communicator. He or she chooses language as a doctor selects a medicine, or a composer a note of music. Line managers must accept the communicator's guidance in the way they would say it. The professional selects language to fit the situation and the audience.

Letters can be divided into two general categories: non-crisis and crisis. The first includes such subjects as company policy, employee benefit programs, promotions, incidents of strikes or labor-management conflict.

Letters used in crisis situations should be viewed in a different light. These would include such topics as strikes, illegal work actions, union representation and elections, etc. Here again the communication, bombarded with facts from line management, must be careful. Subjects such as these are very emotional. Readers respond to language and an approach which satisfies the emotions. They are inclined to refuse letters heavily laden with unimportant detail. They should finish reading with an opinion.

How readable should a letter be?

This is another area in which there are experts galore. We hear about "log indexes" and writing to certain levels of education; a sentence should only be so so long; it should never contain complicated words or phrases.

Communicators generally agree with critics who argue for simplified writing. But they also insist that it can be overdone. They point to union communicators who have long taken the approach that they will raise the level of understanding of their readers, rather than the level of their writing. They cite examples of increased understanding of economics, politics, etc., on the part of the average worker today.

Modern television has also done a lot to increase the awareness and capacity to understand of the average man. "Fog" indexes are useful as checks on writing techniques, but they should not dictate to the extent that the end results seems to talk down to the reader.

How should letters be distributed? They should be mailed to homes, not distributed on the job. The cost is significantly greater, but so are the benefits. A number of communicators mentioned size factors, taken in their own companies, which showed that a low of 25% and a high of 60% of the letters read were read by more than one member of the family. When this is the case, the discussion is bound to occur and such discussion can do even more to change or formulate opinion.

Another thing most frequently mentioned was the practice of sending advances copies of letters to supervisors on the job. (Some even include additional information on the letter's subject, on the theory that this makes the supervisors "feel" better informed and increases their sense of importance.) Advance information such as this fosters face-to-face conversation between supervisors and employees, and makes the supervisor appear as a more qualified communicator.

Such a program can't be done sparsely. Once you begin the practice, you must continue it. Otherwise, whatever good has been done will dissipate and supervisors will resent being "out of the loop."
New PC-ers
January-April, 1980

Australia
Libya
Mauritania
Mexico
Ghana
Armenia
Timor
Brazil
Stangler, G.G.
China
Pon, G.C.
Columbia
Rubio, C.I.
Salazar, T.A.
El Salvador
Shi, J.
England
Bengston, R.I.
Fernick, P.W.
Finland
Muhil, P.I.
France
Salles, M.A.
Sunder, J.F.
Greece
Daskalakis, S.D.
Papayannopoulos, J.D.
Hong Kong
Aka, K.D.
India
Desai, R.M.
Ramakrishna, R.
Sinha, B.
Japan
Ohara, Y.
Yamazaki, K.
Korea
Choi, Y.D.
Cho, Y.J.
Kuwait
Abdin, M.K.

Manitoba
Perkay, D.V.
Van Rody, L.Y.

Colorado
Ford, L.W.

Massachusetts
Flennihan, M.I.

Ohio
Andreas, D.J.
Stock, N.J.

Weinstein, E.

Oregon
Norwood, S.J.

Pennsylvania
Bennulis, C.A.

Rhode Island
Bryce, M.C.

Tennessee
Cow, J.M.

Jones, W.T.

Texas
Dave, D.

Lineberger, J.W.

Ramsey, S.L.

Smith, J.D.

Tuttle, J.

Webb, J.

Young, R.E.

Virginia
Finneyar, J.R.

Washington
Reese, J.C.

West Virginia
Cook, J.L.

Sykes, P.L.

Zeilmann, J.W.

Wisconsin
Lee, R.A.

Australia
Palazzo, T.E.
Strueve, J.A.
Young, J.D.

Belgium
Verhaegen, G.

Brazll
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China
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Columbia
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Salazar, T.A.

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Hong Kong
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Korea
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Cho, Y.J.

Kuwait
Abdin, M.K.

New Hampshire
Bumham, L.D.

Coxenon, J.G.

Sandhur, R.W.

New York
Drumond, E.A.

Edge, E.L.

Xlkon, C.W.

Kim, J.S.

Kroeg, N.S.

North Carolina
Ingram, J.J.

Mayberry, J.S.

Rubi, R.

Take away the art of writing from this world, and you will probably take away their glory.
Call For Papers
Special Issue: Proposal Writing

There are four forms of writing: exposition, which informs the reader by presenting facts and figures; description, which helps the reader visualize an idea or situation; narration, which tells a chronological story; and persuasion, which tries to convince the reader to accept the writer's perspective. Most writing is predominantly one of these forms. Proposal writing may require all four forms. Perhaps this explains why many proposals are not effective.

Generally defined, a proposal is a response to a request for goods or services. Those who evaluate the proposal are certainly looking for the most effective proposal, but what makes a proposal effective? What topics should be included? How might they be developed? How should they be packaged? As competition for "services rendered" increases, more emphasis needs to be given to proposal writing as a process.

**Special Issue June 1983**

**PROPOSAL WRITING**

**Deadline November 15, 1982**

Effective proposals require a thoughtful, systematic approach. Such an approach should produce a complete and self-supporting proposal—one that accurately states the problem and explains the resources, technologies, and experience to be used.

We invite papers that will help our readers design and develop effective proposals. Such papers may be written from three perspectives: those who request proposals, those who write proposals, and those who evaluate them. Case studies with an illuminating result are of interest, as are models of good (and bad) proposals. Papers should be previously unpublished but need not contain new research results. All papers will be refereed.

Although original, unpublished papers are preferred, selected reprinting will also be considered. Papers will be due by November 15, 1982. The principal requirements are double-spaced typing, an informative abstract, well-prepared illustrations, an original and one complete copy, and a signed copyright transfer form (reprinted in each March issue of this Transactions).

Our "Information for Authors and Readers" is in most issues of the Transactions and some specific "Tips on Style and Structure" are in the preface to the December 1980 issue (PC-23/4, p. 158). Please write or phone the editor for further information.

Jeff Brand, Associate Editor
IBM Corp., 588/022
P.O. Box 1900
Boulder, CO 80302
(303) 447-7547

PCS AdCom Nominees

Six members have been nominated to AdCom for the 1983-1985 term. Brief profiles of each are presented below, along with a ballot. Please complete the ballot and return it promptly.

**David B. Dobson**
Position: Vice-President for Marketing
Previous Employers: U.S. Army, RCA
Education: IEEE
Other Professional Activities: Registered Professional Engineer, Senior Member of the Society for Technical Communication.

**James W. Hill**
Present Employer: HBB-Singer, Inc.
Position: Senior Proposal Coordinator
Education: BS Management Engineering, graduate-level courses in communications
Other Professional Activities: Member of the Society for Technical Communication, Sustaining Member of the American Business Communications Association
Published Works: "A Creative Look at Publications Management", "Teaching Communications in the Penn State MBA Program"

**Bertrand B. Pearlman**
Present Employer: Stauffer Chemical Co.
Position: Manager of Design Engineering
Education: BSEE
IEEE Activities: Past-President of PCS, Chairman of Public Information Committee, Vice-Chairman of IAS Electrochemical Committee
Other Professional Activities: Member of the Society for Technical Communication, Member of the Society for Scholarly Publishing, Member of the AIChe, Member of the Chemical Manufacturers Association

**Leon C. Pickus**
Present Employer: RCA
Position: Unit Manager
Education: BEE, graduate-level courses in electrical engineering, in technical and science communication
IEEE Activities: PC Education Committee

**Richard M. Robinson**
Present Employer: Grumman Aerospace Corp.
Position: Editorial Supervisor
Previous Employers: General Dynamics, Raytheon Corp., Hazeltine Corp., Sperry Gyroscope Corp.
Education: BS Physics, NS Technical Writing
IEEE Activities: Nominations Chairman of PCS AdCom; Member, Computer Society
Other Professional Activities: Senior Member of the Society for Technical Communication

**Emily Schlesinger**
Present Employer: Baltimore Gas and Electric
Position: Technical writer-editor and production manager
Education: AB and MA Physics, MA and PhD English (Phi Beta kappa)
IEEE Activities: PCS AdCom, past-Editor PCS Newsletter, past-President PCS (1976-1977)
Other Professional Activities: Senior Member of the Society for Technical Communication
Published Works: Articles in IEEE/PCS Transactions, and in Technical Writing and Communication.

**IEEE Professional Communication Society Ballot**

Ballot for Election of AdCom Members
Term 1983-1985
Vote for six candidates by marking their names with X.

1. David B. Dobson
2. James W. Hill
3. Bertrand B. Pearlman
4. Leon C. Pickus
5. Richard M. Robinson
6. Emily Schlesinger

Other (Write-in)

Mail completed ballot to
Richard Robinson, Grumman Aerospace Corp., Bethpage, L.I., NY 11714

For Technical Communication, Member of the Society for Scholarly Publishing, Member of the AIChe, Member of the Chemical Manufacturers Association
A publication of the IEEE Professional Communication Society

Patents and Patenting
for engineers and scientists

ISBN: 0-87942-700-0

Edited by
R.J. Joens
IBM Corporation

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This primer on patents and patenting does four things for the would-be inventor and interested layman: (1) It explains the conditions necessary for patenting—what kinds of inventions can be patented and what characteristics the individual inventions must have to actually receive patent protection. (2) It tells how to read and interpret a patent and how to search for existing patent information. This is especially important because an invention can be patented only once, even if it is developed independently by different people; the inventor must be aware of what exists in his field. (3) It advises how to protect ideas and create the best possible basis for a patent application. And (4), it describes the process of patenting, i.e., how to obtain a patent.

This book is based on the special issue on patents of the IEEE Transactions on Professional Communication (vol. PC-22, no. 2) published in June 1979 but now out of print. Written not in legalese but in reasonable English, that issue was widely used in both industry and the legal profession to demystify patenting and to educate and encourage would-be inventors.

To the original collection of 17 papers were added three papers on preventing and coping with patent infringement, an update on the legal status of inventions involving software, and an introduction to the new concept of patenting man-made life forms. The original papers were reviewed and updated for currency of information and most of the tables and figures were either replaced or updated.

The bibliography was enlarged to 220 items and includes Creativity and Inventors; Guides and Introductions; Invention Protection; Searching, Retrieval, and Use; Business and Management; and Special Topics. An appendix provides the text of the more frequently cited sections of the patent laws; a glossary was added to define the technical terms of patent language; and an index was created to expedite use of the book and simplify information retrieval.

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(1) 64 mailings; 32 responses
(2) Any variations between and among the total number of responses and the totals for individual questions are due to questions left unanswered.
Letter from the Editor

First, the important business.
Contained in this issue are the names and brief biographies of six candidates for election to PCS AdCom for the 1983-85 term, and a ballot that has a space for a write-in nominee. Please vote for six candidates. As you may note, this means that the nominees probably will be elected. If you thus feel somewhat helpless in determining the leadership of your Society, realize how difficult it was for the Nominating Committee to identify even these six candidates.
Nominations come from PCS members, and if none are received from you, then you must live with the Nominating Committee's choices. Don't be shy, nominate your favorite capable PC-er. Get involved.

Second, the Apology.
It is indeed an auspicious beginning for this first issue to be somewhat long on late and perhaps short on substance. The infamous "combination of unfortunate circumstances" that caused this condition has passed, and with a little help from my friends (that's you folks), I hope that future issues will be on time, informative, and fun to read.

Third, the Invitation.
This Newsletter is for PC-ers, and should be about PC-ers and PCS, and should be written by PC-ers (after all, that is our profession). As interesting as articles borrowed from other sources may be, and as useful as we may find them, we need to share our own ideas with each other. Write a letter, send a copy of your article, review a book, do something. Each issues will have a "PC-ers Own" column. Help fill it.

PC-ers Own

Senior Member?

Each member renewing 1983 IEEE membership will have mailed to them a Member Record Confirmation form. This Autumn, members who may qualify for Senior Member grade will also have included with this mailing a Senior Member application request form. These members are urged to return the request form with their Member Record Confirmation form to assure receiving Senior Member grade information and application.
IEEE is interested in encouraging all members to hold the highest grade of membership for which they are qualified. If you're a Senior in the profession, you should be a Senior in your Professional Society.

When you renew membership and receive this important mailing be sure to request a Senior Member grade application with the enclosed form.