2004 gender study of the New Jersey Public Relations Society of America

Megan A. York
Rowan University

Follow this and additional works at: https://rdw.rowan.edu/etd

Part of the Public Relations and Advertising Commons

Let us know how access to this document benefits you - share your thoughts on our feedback form.

Recommended Citation
Theses and Dissertations. 1253.
https://rdw.rowan.edu/etd/1253

This Thesis is brought to you for free and open access by Rowan Digital Works. It has been accepted for inclusion in Theses and Dissertations by an authorized administrator of Rowan Digital Works. For more information, please contact LibraryTheses@rowan.edu.
2004 GENDER STUDY
OF THE NEW JERSEY PUBLIC RELATIONS SOCIETY OF AMERICA

By Megan York

A Thesis

Submitted in partial fulfillment of the requirements of the
Master of Arts Degree
of
The Graduate School
at
Rowan University
May 2004

Approved by

Date Approved 6-30-04

© 2004 Megan York
The purpose of the study was to determine the climate of New Jersey Public Relations Society of America, 2004. The researcher sought to find logical alternatives to the much-touted theory of the “glass ceiling,” that many researchers blame for salary differential between the genders. E-mail surveys were distributed to research salary, title, industry, experience, etc.

Although NJPRSA men and women have much in common, not everything is mutual. The average male is older and more experienced. Overall female dominance continues in the trade, including in two of the three highest-paying industries. Most respondents were in management positions; however, men occupy more executive level management positions, and females skew toward in-department administration.

Respondents distinguished feelings that women often sacrifice career for family, but existence of gender discrimination was nearly unanimously denied. Comments indicate no prejudice against the success of diligent women who prioritize their career. Simply stated, the salary gap results from unequal skill comparison between men and women.
MINI-ABSTRACT

Megan A. York
2004 GENDER STUDY
OF THE NEW JERSEY PUBLIC RELATIONS SOCIETY OF AMERICA
Academic Year: 2003-2004
Advisor: Dr. Don Bagin
Corporate Public Relations Graduate Program

The research used an Internet questionnaire to poll New Jersey Public Relations Society of America members. Through analysis of demographic and psychographic response data, findings prove that while male public relations practitioners are paid higher salaries, they are much more experienced than female practitioners.
Dedications:

To my mother, for showing me that we really can do anything.

To my father, who never stopped pushing me; he’s made me who I am.

To Ray Ray, for reminding me who I am underneath.

To Kel, who’s always been there.

To my ‘JP,’ for every single day.

Especially for AB & AB.

Thank the Lord for this wonderful family, and all the other blessings.

Acknowledgments of Support:

Dr. Don Gallagher  Larry Litwin
Dr. Suzanne Sparks FitzGerald  Janice Hillman
Brenda Marlin  Mom & Dad Parker
Morgan Johnson  Jake Farbman
Barbara J. Bradney Wahl  Sherry Tomlinson
Mark Marmur  Tom Paollela
Steph & Bill  Megan & Scott
Personal Interview One  Personal Interview Two

And Very Specially,

Dr. Don Bagin  Dr. Joe Basso
<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover</td>
</tr>
<tr>
<td>Abstract</td>
</tr>
<tr>
<td>Acknowledgments</td>
</tr>
<tr>
<td>Table of Contents</td>
</tr>
<tr>
<td>Index of Graphical Aides</td>
</tr>
<tr>
<td><strong>Chapter One: Introduction</strong></td>
</tr>
<tr>
<td>1.1 Background</td>
</tr>
<tr>
<td>1.2 Need for a Study about Women in Public Relations</td>
</tr>
<tr>
<td>1.3 The Statement of the Problem</td>
</tr>
<tr>
<td>1.4 The Hypothesis</td>
</tr>
<tr>
<td>1.5 Definition of Terms</td>
</tr>
<tr>
<td>1.6 Assumptions and Limitations</td>
</tr>
<tr>
<td><strong>Chapter Two: Related Research</strong></td>
</tr>
<tr>
<td>2.1 Introduction</td>
</tr>
<tr>
<td>2.2 Background of Gender in the Public Relations Field</td>
</tr>
<tr>
<td>2.3 So, What Are Public Relations Practitioners Usually Paid?</td>
</tr>
<tr>
<td>2.4 Across the Board: The Bigger Picture</td>
</tr>
<tr>
<td>2.5 Salary Inequality: Is there a logical explanation?</td>
</tr>
<tr>
<td>2.6 What will the future bring?</td>
</tr>
<tr>
<td>2.7 Conclusion</td>
</tr>
<tr>
<td><strong>Chapter Three: Procedure</strong></td>
</tr>
<tr>
<td>3.1 Research Design</td>
</tr>
<tr>
<td>3.2 Survey</td>
</tr>
<tr>
<td>3.3 Sample</td>
</tr>
<tr>
<td>3.4 Basis</td>
</tr>
<tr>
<td>3.5 The Personal Interviews</td>
</tr>
<tr>
<td>3.6 The Results</td>
</tr>
<tr>
<td><strong>Chapter Four: Research Findings</strong></td>
</tr>
<tr>
<td>4.1 Audience Demographics</td>
</tr>
<tr>
<td>4.2 Salary Findings</td>
</tr>
<tr>
<td>4.3 The Industry Debate</td>
</tr>
<tr>
<td>4.4 Geography</td>
</tr>
<tr>
<td>4.5 Educational Background</td>
</tr>
<tr>
<td>4.6 Job Title Significance</td>
</tr>
<tr>
<td>4.7 Supervision Responsibilities</td>
</tr>
<tr>
<td>4.8 Company Size</td>
</tr>
<tr>
<td>4.9 Self-Employment Statistics</td>
</tr>
<tr>
<td>4.10 Office Space</td>
</tr>
<tr>
<td>4.11 Work Ethic</td>
</tr>
<tr>
<td>4.12 Socializing at the Office</td>
</tr>
<tr>
<td>4.13 Office Opinions</td>
</tr>
<tr>
<td>4.14 Parenthood</td>
</tr>
<tr>
<td>4.15 Respondent Commentary</td>
</tr>
<tr>
<td>4.16 Personal Interviews</td>
</tr>
<tr>
<td><strong>Chapter Five: Interpretation</strong></td>
</tr>
<tr>
<td>5.1 Introduction</td>
</tr>
<tr>
<td>5.2 Salary and Industry</td>
</tr>
<tr>
<td>5.3 Geography</td>
</tr>
<tr>
<td>5.4 Age as a Function of Experience</td>
</tr>
<tr>
<td>5.5 Education</td>
</tr>
<tr>
<td>5.6 Job Title</td>
</tr>
<tr>
<td>5.7 Work Hours</td>
</tr>
<tr>
<td>5.8 Family</td>
</tr>
<tr>
<td>5.9 Office Socialization</td>
</tr>
<tr>
<td>5.10 Selected Comments</td>
</tr>
<tr>
<td>5.11 Personal Interview Expansion</td>
</tr>
<tr>
<td>5.12 Conclusion</td>
</tr>
<tr>
<td><strong>Bibliography</strong></td>
</tr>
<tr>
<td><strong>Appendix</strong></td>
</tr>
<tr>
<td>Reference No.</td>
</tr>
<tr>
<td>--------------</td>
</tr>
<tr>
<td>2.3.1 Table</td>
</tr>
<tr>
<td>2.4.1 Table</td>
</tr>
<tr>
<td>2.4.2 Table</td>
</tr>
<tr>
<td>2.4.3 Table</td>
</tr>
<tr>
<td>2.5.1 Table</td>
</tr>
<tr>
<td>4.1.1 Table</td>
</tr>
<tr>
<td>4.2.1 Table</td>
</tr>
<tr>
<td>4.3.1 Table</td>
</tr>
<tr>
<td>4.3.1 Table</td>
</tr>
<tr>
<td>4.3.2 Table</td>
</tr>
<tr>
<td>4.3.3 Table</td>
</tr>
<tr>
<td>4.4.1 Table</td>
</tr>
<tr>
<td>4.4.2 Table</td>
</tr>
<tr>
<td>4.5.1 Table</td>
</tr>
<tr>
<td>4.5.2 Table</td>
</tr>
<tr>
<td>4.5.3 Table</td>
</tr>
<tr>
<td>4.5.4 Table</td>
</tr>
<tr>
<td>4.5.5 Table</td>
</tr>
<tr>
<td>4.5.6 Table</td>
</tr>
<tr>
<td>4.5.7 Table</td>
</tr>
<tr>
<td>4.5.8 Table</td>
</tr>
<tr>
<td>4.5.9 Table</td>
</tr>
<tr>
<td>4.6.1 Table</td>
</tr>
<tr>
<td>4.6.2 Table</td>
</tr>
<tr>
<td>4.6.3 Table</td>
</tr>
<tr>
<td>4.6.4 Table</td>
</tr>
<tr>
<td>4.6.5 Table</td>
</tr>
<tr>
<td>4.7.1 Table</td>
</tr>
<tr>
<td>4.7.2 Table</td>
</tr>
<tr>
<td>4.7.3 Table</td>
</tr>
<tr>
<td>4.7.4 Table</td>
</tr>
<tr>
<td>Table Code</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>4.8.1</td>
</tr>
<tr>
<td>4.8.2</td>
</tr>
<tr>
<td>4.8.3</td>
</tr>
<tr>
<td>4.9.1</td>
</tr>
<tr>
<td>4.9.2</td>
</tr>
<tr>
<td>4.10.1</td>
</tr>
<tr>
<td>4.10.2</td>
</tr>
<tr>
<td>4.11.1</td>
</tr>
<tr>
<td>4.11.2</td>
</tr>
<tr>
<td>4.11.3</td>
</tr>
<tr>
<td>4.11.4</td>
</tr>
<tr>
<td>4.11.5</td>
</tr>
<tr>
<td>4.11.6</td>
</tr>
<tr>
<td>4.11.7</td>
</tr>
<tr>
<td>4.11.8</td>
</tr>
<tr>
<td>4.12.1</td>
</tr>
<tr>
<td>4.12.2</td>
</tr>
<tr>
<td>4.13.1</td>
</tr>
<tr>
<td>4.13.2</td>
</tr>
<tr>
<td>4.13.3</td>
</tr>
<tr>
<td>4.13.4</td>
</tr>
<tr>
<td>4.13.5</td>
</tr>
<tr>
<td>4.13.6</td>
</tr>
<tr>
<td>4.13.7</td>
</tr>
<tr>
<td>4.13.8</td>
</tr>
<tr>
<td>4.13.9</td>
</tr>
<tr>
<td>4.14.1</td>
</tr>
<tr>
<td>4.14.2</td>
</tr>
<tr>
<td>4.14.3</td>
</tr>
<tr>
<td>4.14.4</td>
</tr>
<tr>
<td>4.14.5</td>
</tr>
<tr>
<td>4.14.6</td>
</tr>
<tr>
<td>4.14.7</td>
</tr>
<tr>
<td>4.14.8</td>
</tr>
<tr>
<td>Section</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>4.14.9</td>
</tr>
<tr>
<td>4.14.10</td>
</tr>
<tr>
<td>4.14.11</td>
</tr>
<tr>
<td>4.14.12</td>
</tr>
<tr>
<td>4.14.13</td>
</tr>
<tr>
<td>4.14.14</td>
</tr>
<tr>
<td>4.14.15</td>
</tr>
<tr>
<td>5.1.1</td>
</tr>
<tr>
<td>5.1.2</td>
</tr>
<tr>
<td>5.1.3</td>
</tr>
<tr>
<td>5.1.4</td>
</tr>
<tr>
<td>5.1.5</td>
</tr>
<tr>
<td>5.1.6</td>
</tr>
<tr>
<td>5.2.1</td>
</tr>
<tr>
<td>5.2.2</td>
</tr>
<tr>
<td>5.2.3</td>
</tr>
<tr>
<td>5.2.4</td>
</tr>
<tr>
<td>5.2.5</td>
</tr>
<tr>
<td>5.2.6</td>
</tr>
<tr>
<td>5.3.1</td>
</tr>
<tr>
<td>5.3.2</td>
</tr>
<tr>
<td>5.3.3</td>
</tr>
<tr>
<td>5.4.1</td>
</tr>
<tr>
<td>5.4.2</td>
</tr>
<tr>
<td>5.4.3</td>
</tr>
<tr>
<td>5.4.4</td>
</tr>
<tr>
<td>5.5.1</td>
</tr>
<tr>
<td>5.5.2</td>
</tr>
<tr>
<td>5.6.1</td>
</tr>
<tr>
<td>5.6.2</td>
</tr>
<tr>
<td>5.6.3</td>
</tr>
<tr>
<td>5.8.1</td>
</tr>
<tr>
<td>5.8.2</td>
</tr>
</tbody>
</table>
CHAPTER ONE
-1-

THESIS INTRODUCTION
Chapter One

1.1 Background

In 1993, a graduate student in Rowan University’s public relations program, Barbara J. Wahl, submitted a thesis titled “A Study of the Acceptance of Women as Professionals in the Public Relations Field: Are We There, Yet?” This 1993 thesis updated a study performed in 1979 that also considered gender equality in public relations. The 1979 study surveyed the Philadelphia Chapter members of the Public Relations Society of America (PRSA), as did the 1993 research. Both attempted to compare the success of women in the public relations profession to that of men in the field.

“According to the Bureau of Labor Statistics, public relations will be one of the fastest growing fields between 1998 and 2008 that does not require a master’s degree or higher. Although the PRSA/IABC 2000 Salary Survey reports that the number of PR professionals has risen from 22% in 1996 to 30%. In 1998, public relations specialists held approximately 122,000 jobs, according to the Bureau of Labor Statistics. Approximately 13,000 of those people were self-employed. The Bureau of Labor Statistics also states that there were approximately 485,000 advertising, marketing and public relations managers working in all industries in 1998.”

In 1979, the Philadelphia chapter of PRSA had only 25 percent female membership; 73 percent of membership was male. In 1993, the Philadelphia chapter figures grew to reflect 58 percent domination by women. The problem with the Pennsylvania research, in my mind, is two-fold. Firstly, although the membership spans

---

the state, the focus is definitely upon the Philadelphia area. The metro sets unrealistic standards of higher salaries. Secondly, while the Philadelphia chapter spans both New Jersey and Pennsylvania, it provides a Philadelphia-biased pool of possible respondents. Studying New Jersey not only provides a section of Philadelphia and New York practitioners living in New Jersey, but also the considerable population between the large cities. The densely populated landscape of New Jersey provides a contrast to Pennsylvania and its rather rural mid-section.

For this updated research, the New Jersey chapter of the PRSA was examined. Geographically, New Jersey provides a more continuous study sample, with public relations just as prevalent in the southern section as the northern section. At the time of this survey in 2004 the New Jersey Chapter of PRSA had 461 members, of which 58.7 percent were female. This figure fairly accurately mimics the proportion of female practitioners across the nation.

The results of the 1993 survey show that the majority of men and women concur that women were often discriminated against in the public relations workplace.\(^3\) One of the most important findings showed that women in public relations earn far less annual income than do their male peers for similar work.\(^4\) These complaints are echoes of those reported in the 1979 study. Elizabeth Lance Toth and her co-authors discuss this issue in the 1986 landmark study, *The Velvet Ghetto: The Impact of Increasing Percentage of Women in Public Relations and Business Communications*. Some analysts apparently believe that the rush of women into a field is the exact reason that women’s salaries

\(^3\) Barbara J. Bradney Wahl, *A Study of the Acceptance of Women as Professionals in the Public Relations Field: Are We There, Yet?* (Thesis, Rowan University), 92.

decline. Surplus work force prevents practitioners from achieving their true earning potential in many female saturated fields. Toth notes in her study that discrimination is easily disguised in some situations. Women are performing management functions under a lesser title, therefore earning less money and recognition while contributing the same amount of effort.\(^5\)

After ten years, the public relations job market has undoubtedly changed. Women gravitate toward public relations in larger numbers everyday. According to the United States Department of Labor Statistics in 1968, “only 25 percent of those in the public relations occupational category were female. By the end of 1983, women held more than 50 percent of public relations jobs.”\(^6\) Yet, to paraphrase a female PRSA leader who prefers to remain anonymous, “Men dominate the leadership within PRSA. This is far from representative of the PRSA population it acts on behalf of.”\(^7\)

This woman, encountered at the Public Relations Society’s National Conference in New Orleans (2003), has actually broken that upper management obstruction that seems to find women in public relations. The concept the so-called “glass ceiling,” or an invisible barrier that prevents women from breaking into upper management, is not a new one. “In a forty-year career, a woman will lose $1 million on gender alone,” according to Susan Faludi.\(^8\) And in a more recent 1998 study, “Over a lifetime of work, the average 25-year-old woman who works full-time, year-round until she retires at age 65 will earn $523,000 less than the average working man.”\(^9\) Even general public relations textbooks recognize the plight of women in public relations. *Effective Public Relations*, practically

\(^{5}\)Toth, Dr. Elizabeth Lance, Cline, Dr. Carolyn Garrett, & Turk, Dr. Judy VanSlyke. *The Velvet Ghetto: The Impact of Increasing Percentage of Women in Public Relations and Business Communications*. 1986 1.3-1.6.


\(^{7}\)Prefers to Remain Anonymous. 2003 Public Relations Society of America National Conference, LA.


the standard public relations textbook by Cutlip, Center and Broom says that, "In a study that surveyed the same practitioners in 1979 and again in 1985, the salary gap worsened...the results show that women earn less than men even when they have equal education, professional experience, and tenure in their jobs."10

This could be a major detriment to the business world, however. Studies show that women in management increase profit. "Companies with the most women and minority directors had shareholder returns 21 percent higher than companies with none," according to a 1998 study performed jointly by Michigan State University, the University of Notre Dame, and Texas A&M.11

It is undeniable that women have advanced their position since the 1993 study, but a measure of their progress still remains to be seen. The distinction now lies in how many women hold management positions, and how much the salary gap has narrowed, if at all. "Although women are moving into jobs with management titles, there is concern that for many women the titles are empty, and the jobs are in corporate ‘female ghettos’ with little impact on company policy, offering little access to top management."12 A common complaint among women is the inability to advance beyond the position of technician or middle management. Even an advanced degree is no guarantee of career progression. In Carol Austin Bridgewater’s Sex and the Prestigious Job, Bridgewater cited a 1983 Yale study that discovered that educated women were just as likely to settle

---

for low-status jobs, such as nursing or teaching, as they were to pursue more prestigious careers.\textsuperscript{13}

"Commitment to a career is another factor in career aspiration... Significantly more men than women expected to wait longer in their career to take a leave of absence \[t(675)=7.92, p<.000\], while women were more likely to expect to take a leave of absence in the first ten years of working. Men saw themselves taking a leave after 30 or more years. Women also overwhelmingly stated that starting a family would be a reason they would interrupt their career."\textsuperscript{14}

Untouched in the Rowan University study is the effect of parenthood on a public relations career. Parenthood takes its toll on a career, regardless of sex. Women are "concerned with successfully combining their jobs and their personal lives," according to Toth.\textsuperscript{15} They seek "an undemanding and flexible career thereafter."\textsuperscript{16} To ponder the roots of the "male provider and female homemaker" stereotype would be a thesis in and of itself. It must be recognized, however, that women in all fields seem to pause their careers for at least six months around the birth. Physical limitations, birthing, and sometimes breastfeeding immutably tie a mother to a child in ways that a father will never be tied. Men, in almost any situation, feel a reduced demand upon them as parents. Parents are entitled to up to twelve weeks unpaid maternity leave, under covered employers.\textsuperscript{17} Mothers were much more likely to return to work by the sixth month after their first child's birth in 1991-94 (52 percent) than in 1961-65 (14 percent). The gap in

\textsuperscript{15} Toth, Dr. Elizabeth Lance, Cline, Dr. Carolyn Garrett, & Turk, Dr. Judy VanSlyke \textit{The Velvet Ghetto: The Impact of Increasing Percentage of Women in Public Relations and Business Communications}. 1986 III-2.
\textsuperscript{16} Toth, Dr. Elizabeth Lance, Cline, Dr. Carolyn Garrett, & Turk, Dr. Judy VanSlyke \textit{The Velvet Ghetto: The Impact of Increasing Percentage of Women in Public Relations and Business Communications}. 1986 III-2.
\textsuperscript{17} Department of Labor Statistics Online. http://www.dol.gov/esa/whd/fmla/
employment, or gaps in employment that come with multiple births, have an effect on a woman’s career. If a woman is just hitting her career stride in her thirties, and then diverts up to or over a year to have a child, management must question her devotion to the position, if nothing else.

“Two important factors are likely to shape women’s employment histories prior to first birth: their age at the time of the birth and their educational attainment level. Younger women are still developing job skills and often have yet to complete their educational careers as teenagers or even by their mid-twenties, the age by which marriage and motherhood frequently have begun. Women who have delayed childbearing until their thirties are more likely to have completed their schooling and accumulated more years of work experience prior to their first birth. This experience, in turn, may affect their income level and job security and influence their decisions about working during pregnancy and how soon after their child’s birth to return to work.”

This study will delve a bit deeper into the chemistry between women and their managers, and the repercussions of gender on a public relations career. Are career “perks,” such as golf outings, business dinners, and business travel offered exclusively to men? Are they offered to anyone? Are these benefits even influential on career success at all? Concerns expressed in Toth’s *The Velvet Ghetto* focus group tell us that women are worrying over these very issues:

---


1. Women are not "one of the boys," not eligible for membership in the old-boy network.
2. Women are excluded from after-work drinks, lunches, and golf games.
3. Men do not take women seriously.
4. Women are not tough enough for management.
5. Women are not breadwinners, and so they won't take their work as seriously.
6. Women will get pregnant, her kids will get sick, and her husband will be transferred.
7. Women have never developed the skills to be a "team player" in management.

This is where the double-edged sword lies. If we find that women are excluded from power-socializing opportunities with management, then what effect can we expect to see when those women are mothers? Can parents be nurturing at home and aggressive at work? Is parenthood a perceived or actual hindrance to career? Are there even a substantial number of mothers and fathers in New Jersey PRSA to judge?

_Communications World_ said in 1983, "Women executives in U.S. organizations feel their greatest obstacle to success was being a woman." Twenty years later, is this still the case? Is the public relations field truly a meritocracy, or is reward usually given to the suitable male candidate?

---

20Toth, Dr. Elizabeth Lance, Cline, Dr. C. G., & Turk, Dr. J. V. *The Velvet Ghetto. The Impact of Increasing Percentage of Women in Public Relations and Business Communications.* 1986, III-12.

1.2 Need for a Study About Women in Public Relations

A sensitive situation, such as equality between the sexes, needs to be measured regularly. As Susan Faludi explains in great detail in her novel, modern publications would have you believe that women are gaining ground in record-setting numbers; however, statistics do not always support these claims. The use of personal interviews and case studies is often cited in journalistic publications and documentaries on the subject of women in the general workplace, but this is one situation where judgmental sampling may not be the most judicious option for realistic and viable data.22

A recent US News article dealt with the mentor gap between women of today and the women of the Equal Rights Era. In over 1,400 words, there was scarcely a survey or percentage to be seen. The article offers two personal stories of younger women climbing the ladder of management, and a few quotes from established management professionals. The distance in ideals between older women, or “feminists,” and the younger additions to the company looking to “have it all,” was enough to demand US News’ attention; however, it does not seem as if there was any research done to tabulate any such trend or occurrence.23

The researcher will issue a survey to all members, both male and female, of the New Jersey members of the Public Relations Society of America (PRSA). The responses of those surveyed will offer a demographically specific representation of the situation of equality in public relations. Also included are personal in-depth interviews with selected female public relations professionals. This allowed the researcher a more private insight

into the opinions of female public relations professionals, both from this area and practicing outside of this area.

"Although a discrepancy still exists in the salaries of women and men in the field, the results show that women are generally accepted as professionals in public relations." Wahl’s 1993 thesis pointed out that there was a gap in monetary compensation between the sexes, but that there was a general acceptance of women in the field. In 1988, pr reporter commented that women "comprised 48.1 percent of practitioners... A year earlier the International Association of Business Communicators put the number as high as 70 percent." The researcher will focus on exactly what level women are advancing to, and why.

If John Doe's Sunday golf outings with the CEO give him an unfair advantage at a promotion, there is an underlying problem to be addressed. A mother of three young children, or even a single woman, is far less likely to engage in a golf outing than a man.

One wonders what type of ramifications this has on a career. To this end, Betty Lehan Harragan argues in her novel Games Mother Never Taught You, "Management patterns its functions after the most sophisticated of all team games – football." She continues in great detail to symbolically relate management to football. It's a fascinating metaphor if the reader is familiar with football, and if not, it's lost. When office politics and favoritism center on golf outings and last night's score, it is easy for the average woman to feel excluded. It is important, however, that exclusion does not carry over into the professional realm.

1.3 The Statement of the Problem

This study was designed to ascertain the following things:

1. Has the salary gap between the genders closed at all in this area since the 1993 survey at Rowan University? If not, is there an explanation for the gap?
2. Are both genders given equal advancement opportunities as similarly qualified males in public relations based on education and experience?
3. Are both genders doled an equal amount of work, employees to supervise, and 'pull' in management functions?
4. Does parenthood negatively affect the public relations professional? Does the quality of work suffer when public relations professionals have children?
5. Are public relations professionals all equally included in social/business affairs conducted out of office, (i.e. luncheons, golf outings, business travel) Again, if they are parents, are both sexes equally at a disadvantage to participate in such activities?
1.4 The Hypotheses

The original survey in 1979 issued a hypothesis that women in public relations do not feel equal acceptance with male peers as professionals in the field.

The 1993 reevaluation hypothesizes that although women have become the majority in the field, they have not received notable acceptance as professionals. On average, men surveyed will indicate that women are more equally accepted in public relations than the women surveyed will indicate.

The 2004 hypotheses are to follow:

1. The majority of women, 50 percent or greater, are being compensated as well as men with equal qualifications in their industry in public relations.
2. The majority of women who qualify, 50 percent or greater, feel that motherhood has limited their career options in some way, although not necessarily in a negative way.
3. The majority of men who qualify, 50 percent or greater, feel as though parenthood has limited their career options in some way, although not necessarily in a negative way.
4. Industry trend determines salary in greater than 50 percent of the practitioners interviewed.
5. The majority of women in public relations, 50 percent or greater, feel as if their sexuality or femaleness alienates them from the 'camaraderie' of the management at their respective companies.
6. The majority of men, 50 percent or greater, are included in the 'camaraderie' of the management of their respective audiences.
1.5 Definition of Terms

Definitions from the two original studies have been included and new terms have been added.

1. Acceptance – Webster’s New World Dictionary offers this definition of “accept” – “to take what is offered or given…receive favorably…approve.” “Acceptance” is defined as “approving reception, approval.” For the purposes of this study, “acceptance” will be defined as favorable reception or approval equal to that a man would receive in the same position.

2. Professional in the public relations field – “Public Relations is the function that maintains an organization’s relationship with society in a way that most effectively achieves the organization’s goals.” For the purposes of this study, a “professional in the public relations field” will be defined as a Public Relations Society of America dues paying member operating in a public relations program.

3. PRSA – Public Relations Society of America – a professional organization for public relations practitioners. For the purpose of this study, this is our ‘population.’

4. PR – The field of public relations. Public relations is defined as the “management of communications between an organization and its publics.”

5. Motherhood – Merriam-Webster defines motherhood as “a female parent…a woman in authority; woman…maternal tenderness or affection. For the purpose of this study, motherhood will define anyone charged with the care of young children to which they are sole guardian, biologically their own or not.

6. Parenthood, as defined by Merriam-Webster, is “the state of being a parent…specifically, the position, function, or standing of a parent. For our study, parents shall include anyone charged with the care of young children to which they are sole guardian, regardless of biology.

7. Meritocracy – Merriam-Webster defines this as “a system in which the talented are chosen and moved ahead on the basis of their achievement...leadership selected on the basis of intellectual criteria.”

8. Egalitarianism – Merriam-Webster defines egalitarianism as a belief in human equality especially with respect to social, political, and economic rights and privileges...a social philosophy advocating the removal of inequalities among people.”

9. Discrimination - the process by which two stimuli differing in some aspect are responded to differently

10. Harassment - to annoy persistently; to worry and impede by repeated raids

11. Generalist - one whose skills, interests, or habits are varied or unspecialized

12. Manager - one that manages: as a: a person who conducts business or household affairs; a person whose work or profession is management

13. Executive - designed for or relating to execution or carrying into effect <executive board>; having administrative or managerial responsibility

14. Promotion - the act of furthering the growth or development of something; especially: the furtherance of the acceptance and sale of merchandise through advertising, publicity, or discounting.

15. Director Public Relations - Directs and implements a company's public relations strategies. Manages media relations, announcements, editorial placement, and speaking opportunities. Develops press releases, white papers and supporting materials. Requires a bachelor's degree and at least seven years of public relations experience with software and Internet products. Generally manages a group of public relations professionals. Relies on experience and judgment to plan and accomplish goals. Typically reports to an executive.

16. Editor - Writes, edits, proofreads, and copyedits a variety of documents. Plans and prepares stories for dissemination. Requires a bachelor's degree in a related area as well as 2-4 years of experience in the field or in a related area. Familiar with standard concepts, practices, and
procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a supervisor or manager. A certain degree of creativity and latitude is required.

17. Public Relations Manager - Develops and implements policies and procedures for the public relations. Requires a bachelor's degree in a related area and at least seven years of experience in the field. Generally manages a group of public relations specialists. Relies on experience and judgment to plan and accomplish goals. Typically reports to an executive.

18. Public Relations Specialist I - Prepares and disseminates information regarding an organization through newspapers, periodicals, television and radio and other forms of media. May require a bachelor's degree in a related area and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Little creativity is required. Works under immediate supervision; typically reports to a supervisor or manager.

19. Top Public Relations Executive - Plans and directs all aspects of an organization's public relations policies, objectives, and initiatives. Maintains public good will towards the organization. Requires a bachelor's degree with at least 15 years of experience in the field. Relies on experience and judgment to plan and accomplish goals. Typically reports to top management.
1.6 Assumptions and Limitations

Details of empiricism must be invoked in a survey of this type. The researcher must adapt some of the assumptions of social science research; mainly, that the respondent is telling the truth.

Two major limitations of the study are the return response rate and choice of the sample. This sample represents a non-random convenience sample, and so conclusions drawn can only be generalized to the immediate situation. Almost all responses are limited to the demographic region of New Jersey. The researcher realizes that conclusions drawn may only be representative of this particular region of the country, and in certain situations only.

As much as the researcher attempted to eliminate biased questions and to include options for every potential situation, there are some questions that are not flexible enough to allow for all respondents' particulars.

Because the survey is electronic, there are elements of technical problems encountered by respondents.
CHAPTER TWO

-2-

RELATED RESEARCH
Chapter Two

2.1 Introduction

“We (Wright, L. Grunig, Springston, & Toth, 1991) found, based on a sample of more than 1,000 members of the PRSA, that a statistically significant degree of salary disparity between men and women appears after the fifth year at work.”

This statement, in the 2001, *Women in Public Relations: How Gender Influences Practice*, sets the tone for virtually every piece of research done on this subject. Elizabeth Lance Toth, Larissa Grunig and Linda Childers Hon, the authors of the book, have become the foremost Public Relations Society of America experts on the subject, with topical writings spanning two decades. Their research points to a gender inequality in public relations without an explanation beyond that of sexual discrimination keeping women from gaining equal ground in the field.

Salary is the issue mentioned most in research regarding women in the workplace. So, is there any backing to the complaint that women in public relations are unfairly compensated for the same, or greater, amounts of work? If so, why?

---

2.2 Background of Gender in the Public Relations Field

Early research proves that the salary gap between men and women has been a continuous source of discontent over the years, regardless of what occupation a person chooses. "Gender is the greatest determinant of salary, according to P. Edwards & S. Edwards in 1985." Public relations makes an interesting study because of its microcosmic capture of the business world. Public relations has bloomed so recently in the public eye; it is an ideal experimental environment. It is just taking its leave from the umbrella of advertising and marketing. As it continues to cement itself as a credible career path, researchers have a ground floor entrance to observe and influence the future of the field.

"PRSA reported that on average, female public relations practitioners make 45 percent less salary than men in the field ($41,110 vs. $59,460) as cited in Simmons Market Research Bureau, 1996,” says Toth in 2001. A year earlier, the same source, Simmons Market Research, reported, “There continue to be disparities between the salaries of men and women. These exist across age, experience and job title.”

In the 1993 thesis of Rowan University public relations graduate student Barbara J. Bradney Wahl, the salary disparity was investigated in depth within the 451 members of the Philadelphia chapter of the Public Relations Society of America. Wahl’s findings reinforced those of Elizabeth Toth and her 2001 research. “A considerable disparity still exists between the salaries of men and women,” says Wahl. “The majority of the male respondents earned over $75,000 while the majority of the women respondents earned between $40,500 and 50,499. Only 19 percent of the men earned below $34,500.

---

compared with 32 percent of the women.” This research provides a backdrop for updated studies to find if the situation remains a problem.

Some research says that it does not. “The same study states that women are attracted to public relations because, "the hurdles aren't too onerous to attain professional status, the profession allows for flexibility in work arrangements, and promotions look promising." Leon Stafford, author of "Ad Women Not at Helm; Presence Much Stronger in Public Relations," says that "women are represented far better in those PR agencies, running at least half of the top ten and making up the majority of the rank-and-file."³⁴

---

2.3 So, What Are Public Relations Practitioners Usually Paid?

"According to the Bureau of Labor Statistics, public relations will be one of the fastest growing fields between 1998 and 2008, that does not require a Master's Degree or higher. Although the PRSA/IABC 2000 Salary Survey the number of PR professionals has risen from 22% in 1996 to 30%."35

Pr reporter published in 2001 that the median annual salary for a public relations firm senior executive vice president is $160,000 a year. A public relations firm president's median salary, they say, is $150,000 a year. A vice president in that type firm's median salary is $145,250 a year. A consultant might make a median salary of $53,207 a year; a junior consultant might command a median salary of $40,210 a year.

New Jersey Geography and Salary:

Salary also has the propensity to vary in different parts of the country, even different parts of a state. Investigating the salary in various parts of New Jersey was essential. New Jersey is interesting because it is influenced by the major metropolitan of New York City at one extreme, the city of Philadelphia at its center, and the Delaware chemical and pharmaceutical industry at its extreme southern points. It will be interesting to see the influence that these big money areas have upon the salary ranges of New Jersey PRSA. Monster.com provides a variety of job research services, among them, a salary research tool. It provided me with the following detail.

1. College Educated, Entry Level Public Relations Specialist I Description:

Prepares and disseminates information regarding an organization through newspapers, periodicals, television and radio and other forms of media. May

35 Public Relations Society of America. Professional Resources Online 1998
require a bachelor's degree in a related area and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Works under immediate supervision; typically reports to a supervisor or manager.

2. College Educated, Entry Level Public Relations Specialist I Salary:

"The median expected salary for a typical Public Relations Specialist I in Trenton, NJ, is $40,718. This basic market pricing report was prepared using our Certified Compensation Professionals’ analysis of survey data collected from thousands of HR departments at employers of all sizes, industries and geographies.

IMPORTANT: Your pay can be dramatically affected by compensable factors such as employer size, industry, employee credentials, years of experience and others.

3. College Educated, Entry Level Public Relations Specialist I Geographical Salary Sampling:

<table>
<thead>
<tr>
<th>National Average...</th>
<th>Public Relations Specialist I</th>
<th>25th%ile</th>
<th>Median</th>
<th>75th%ile</th>
</tr>
</thead>
<tbody>
<tr>
<td>the United States</td>
<td>$33,189</td>
<td>$37,425</td>
<td>$41,399</td>
<td></td>
</tr>
<tr>
<td>Trenton, NJ</td>
<td>$36,109</td>
<td>$40,718</td>
<td>$45,042</td>
<td></td>
</tr>
<tr>
<td>Bergen, NJ</td>
<td>$37,536</td>
<td>$42,328</td>
<td>$46,822</td>
<td></td>
</tr>
<tr>
<td>New York, NY</td>
<td>$38,333</td>
<td>$43,226</td>
<td>$47,816</td>
<td></td>
</tr>
<tr>
<td>Atlantic City, NJ</td>
<td>$35,877</td>
<td>$40,456</td>
<td>$44,752</td>
<td></td>
</tr>
<tr>
<td>Paramus, NJ</td>
<td>$36,673</td>
<td>$41,355</td>
<td>$45,746</td>
<td></td>
</tr>
<tr>
<td>Vineland, NJ</td>
<td>$35,611</td>
<td>$40,157</td>
<td>$44,421</td>
<td></td>
</tr>
</tbody>
</table>

### 2.3.1 TABLE 37
PUBLIC RELATIONS FIRM EXECUTIVES MEDIAN ANNUAL SALARY

<table>
<thead>
<tr>
<th>Title</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior/executive vice president</td>
<td>$160,000</td>
</tr>
<tr>
<td>President</td>
<td>150,000</td>
</tr>
<tr>
<td>Vice president</td>
<td>145,250</td>
</tr>
<tr>
<td>Principal consultant</td>
<td>93,690</td>
</tr>
<tr>
<td>Chief financial Executive</td>
<td>80,188</td>
</tr>
<tr>
<td>Chief marketing Executive</td>
<td>76,000</td>
</tr>
<tr>
<td>Senior consultant</td>
<td>74,195</td>
</tr>
<tr>
<td>Chief human-resources executive</td>
<td>70,000</td>
</tr>
<tr>
<td>Consultant</td>
<td>53,207</td>
</tr>
<tr>
<td>Junior consultant</td>
<td>40,210</td>
</tr>
</tbody>
</table>

---

<sup>37 pr reporter, Sept. 10, 2001, Exeter, N.H.</sup>
2.4 Across the Board: The Bigger Picture

"While the gender switch isn't unique to public relations, the change is more dramatic than in other occupations," says Toth.\(^{38}\) The relatively recent influx of women to the field, she feels, makes it an interesting, and necessary, study.

However, as the 2001 Bureau of Labor Statistics data shows, the salary disparity is not singular to the public relations profession. In every single "white collar" occupation category, women average lower median weekly earnings, with the gap widening in favor of men as the job title approaches that of higher management. In fact, "Managerial, professional, and related occupations," the upper stratosphere of this BLS chart, women represent a majority of the 2004 workforce, or 50.5 percent. These women make $322 less than their male counterparts per week, according to this median data.

The BLS statistics also show that men in the "management, business, and financial operations occupations" category experienced the greatest salary advantage over their female counterparts in 2001. Men comprise 55 percent of this second tier, in which they make median earnings of $359 more than females in comparable positions. Findings show that men out-earned women in each of the remaining categories. Even in fields where women were the majority, men made more money.

### BUREAU OF LABOR STATISTICS, 2001. MEDIAN USUAL WEEKLY EARNINGS OF FULL-TIME WAGE AND SALARY WORKERS BY OCCUPATION AND SEX, QUARTERLY AVERAGES, NOT SEASONALLY ADJUSTED.

<table>
<thead>
<tr>
<th>Occupation &amp; Sex</th>
<th>Number of workers</th>
<th>Median weekly earnings (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2003</td>
<td>2004</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial, professional, and related</td>
<td>35,451</td>
<td>36,382</td>
</tr>
<tr>
<td>Management, business, and financial</td>
<td>1,873</td>
<td>1,904</td>
</tr>
<tr>
<td>Professional and related occupations</td>
<td>24,077</td>
<td>24,675</td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>24,629</td>
<td>24,765</td>
</tr>
<tr>
<td>Sales and related occupations</td>
<td>9,869</td>
<td>9,979</td>
</tr>
<tr>
<td><strong>Men</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial, professional, and related</td>
<td>17,559</td>
<td>18,019</td>
</tr>
<tr>
<td>Management, business, and financial</td>
<td>7,666</td>
<td>8,100</td>
</tr>
<tr>
<td>Professional and related occupations</td>
<td>9,466</td>
<td>9,766</td>
</tr>
<tr>
<td>Service occupations</td>
<td>5,462</td>
<td>5,600</td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>5,901</td>
<td>5,875</td>
</tr>
<tr>
<td>Sales and related occupations</td>
<td>5,776</td>
<td>5,759</td>
</tr>
<tr>
<td>Office and administrative support</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial, professional, and related</td>
<td>17,932</td>
<td>18,349</td>
</tr>
<tr>
<td>Management, business, and financial</td>
<td>6,091</td>
<td>7,293</td>
</tr>
<tr>
<td>Professional and related occupations</td>
<td>10,643</td>
<td>11,579</td>
</tr>
<tr>
<td>Service occupations</td>
<td>6,357</td>
<td>8,345</td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>5,822</td>
<td>13,926</td>
</tr>
<tr>
<td>Sales and related occupations</td>
<td>4,157</td>
<td>4,393</td>
</tr>
<tr>
<td>Office and administrative support</td>
<td>10,888</td>
<td>10,989</td>
</tr>
</tbody>
</table>

**NOTE:** Beginning in January 2004, data reflect revised population controls used in the household survey.

---

2.4.2 TABLE 40  
MEDIAN USUAL WEEKLY EARNINGS OF FULL-TIME WAGE AND
SALARY WORKERS BY SELECTED CHARACTERISTICS

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Median weekly earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>White men</td>
<td>$615</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$523</td>
</tr>
<tr>
<td>Black men</td>
<td>$468</td>
</tr>
<tr>
<td>White women</td>
<td>$468</td>
</tr>
<tr>
<td>Black women</td>
<td>$400</td>
</tr>
<tr>
<td>Hispanic men</td>
<td>$390</td>
</tr>
<tr>
<td>Hispanic women</td>
<td>$337</td>
</tr>
</tbody>
</table>

Farther back, 1998 Bureau of Labor Statistics reinforce the findings of median salary inequality, seemingly based on sex. According to this data, this problem is not one that merely plagues women. “Median weekly earnings for white men were $615, compared to $468 for white women. Median earnings for black men were $468 per week; black women’s were $400. Median earnings for Hispanics were lower than those for blacks or for whites. Hispanic men had the second lowest average weekly earnings at $390, while Hispanic women had the lowest at $337.” It must be noted that this data does not detail education level or any other indication of the workers it represents.

“In a study of male and female managers employed by 20 Fortune 500 corporations, Stroh (1992) found significant disparities in men’s and women’s salary progression and geographical mobility even when the women had gotten ‘a similar education as the men, maintained similar levels of family power, worked in similar industries, (had) not moved in and out of the work force and (had) not removed their names from consideration from transfer more often.” This suggests a much more serious issue based purely in discrimination.

On the surface, a longitudinal study done by the International Association of Business Communicators seems to support that the gender gap is widespread among its members, which are communicators in various industries. Although not exclusive to public relations, they provide an accurate picture of the gender salary gap in communication. IABC’s salary survey suggests that the gender-related salary gap is closing, but at an extremely slow and non-continuous manner. It is important to note that

in 1987, the salary gap was $10,500. In 1997, a startling ten years later, the salary gap was $10,044. Ten long years passed with the gap closing only $456 between men and women’s salaries.

Alternatively, IABC’s study can be seen in a positive light, although it seems as if many researchers overlook this fact. From 1987 to 1997, the median salary of women made a $16,017 jump. Men’s median salary during that same period, however, rose by only $15,561. This represents an almost 50 percent salary increase for women over a ten year period. In those ten years, men only experienced a 36.5 percent raise. Although men are making more, women saw a greater salary increase over that ten-year period. Women are coming up fast on the heels of the men.

2.4.3 TABLE IABC 1998 SALARY SURVEY

<table>
<thead>
<tr>
<th>Year</th>
<th>Men</th>
<th>Women</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profile/85</td>
<td>$40,800</td>
<td>$29,600</td>
<td>$11,200</td>
</tr>
<tr>
<td>Profile/87</td>
<td>$42,700</td>
<td>$32,200</td>
<td>$10,500</td>
</tr>
<tr>
<td>Profile/89</td>
<td>$48,000</td>
<td>$36,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Profile/97</td>
<td>$58,261</td>
<td>$48,217</td>
<td>$10,044</td>
</tr>
</tbody>
</table>

2.5 Salary Inequity: Is There a Logical Explanation?

According to Linda Hon, "women in public relations lag behind their male peers in salary and advancement. And this gender gap cannot be explained by age, level of education, or years of experience." Hon goes on to say, "Women in public relations are discriminated against, pure and simple." 

The Changing Face of Public Relations

The overwhelming theory in this area is that women who have been steadily increasing their market share of the public relations field since the 1970's have driven down salaries. "In the mid-seventies more than 70 percent of the public relations field was male. Today that ratio has reversed itself; conservative estimates show 60 percent of the field as female. Elizabeth Toth thinks the number is much higher, 'especially if you look in our classrooms, where 80 percent of those studying public relations are women.'"

Widely referred to as the "feminization" of public relations, "Several researchers have argued that women seemingly 'crowd' specific occupations, bringing their wage value down because there is an 'oversupply' of women to fill these positions (Field & Wolff, 1990; Gerhart & El Cheikh, 1991; Terrell, 1992; Orazem, Mattila, & Yu, 1990; Preston 1990; Skvoretz & Smith, 1990). Reskin and Roos (1990) concluded that fully 30-45 percent of the pay gap between men and women can be attributed to occupational segregation." 

---

"Reasons offered for why the gendered salary gap exists include the following:

1. Women have less experience and tend to be younger than men because of their later entry into the field of public relations;
2. Women cluster in lower paying kinds of organizations; and
3. Women work in lower paying roles.

Some researchers have argued that the salary statistics themselves are wrong. Others have acknowledged that things may have been bad, but ‘they’re getting better.’  

In contrast, the Bureau of Labor Statistics tells us “Between the mid-1980s and 1993, men’s earnings were dropping as women’s earnings were increasing, narrowing the historic wage gap between them. After 1993, however, men’s earnings began to recover and the wage gap began to widen again.”  

Education and Professional Associations

“A study conducted by the U.S. Department of Education (Adelman, 1991) found that U.S. women are among the best educated in the world. We have known for some time that women generally are better educated than men who hold similar jobs (Mason, 1988).”  

Despite this assertion, it seems that women are not compensated equally. “Adelman (1991) initiated his report on “Women at Thirtysomething” with the revelation that women not only have achieved equality of education with men but have surpassed men in academic achievement all along the line.”  

Additionally, women have entered the professional communication associations in droves. In 2001, IABC and PRSA reported that, “Between 50 and 60 percent of the

---

membership of the two major associations is female. PRSA...about 19,000 members, or
the IABC, with only slightly fewer members." An international organization with
nearly half of those numbers, the Association of Women in Communications, formed in
1909, has evolved into a “strong national network of communicators in a broad range of
disciplines.” Although the organization welcomes men, the majority of its members are
female.

Position Preferences

“Despite these preferences by employers and in contrast with some students’
inclinations, a large number of practitioners has reported a preference for remaining at the
level of tactician- whether they be writers, photographers, editors, publication designers,
or artists (McGoon, 1993). Many of these communicators who responded to IABC’s
informal fax poll eschewed promotion into senior management for what one called the
“down and dirty” stuff. More than half opted for writing, editing, producing publications
and so forth. Perhaps most surprisingly, only four of the 170 respondents said that
working with top management was their favorite part of the job.”

“Broom and Dozier (1986) found in their panel study of PRSA members that
being male is a powerful predictor of participation in management decision making.
Studies of both PRSA and AIBC members, however, determined that gender is still a
weaker predictor than is the practitioner’s predominant role (manager or technician) and
the amount of environmental scanning he or she does.”

52 Association for Women in Communications, The. The AWC Fact Sheet. Severna Park, MD: AWC,
"They continue to communicate, both verbally and nonverbally, the messages, 'It's OK to discount me,' and 'Don't listen to me as seriously as that man on the other side of the table,"" says Barbara Pachter, a Cherry Hill- based expert in business communications training. Pachter says that women must focus on improving everything from the way they speak and dress to body language to how they present themselves to others when they are on the job.

"We recognize that of the nearly 58 million women who were employed in 1995, the largest proportion still worked in technical, sales, and clerical jobs ("Women in the Workplace," 1998). Are women being passed over for promotion? Do they prefer to stay in technician roles? Or, as it has been suggested, are they keeping the title and salary of technician and assuming the role of public relations director?

---

Under the Influence... of Industry?

What is not thoroughly explored in Toth’s research, however, is industry effect on salary. Toth herself says, “They [men] had many more fields to choose from and public relations was not as lucrative, so they went where the money was.” This implies one of two things: either women are responsible for the lowered wages in public relations, or that public relations is a relatively low paying career path by its nature.

Toth has been quoted as saying, “It's a very flexible field in which women can balance family and marriage. Organizations seem to prefer women in public relations roles because they think they are better communicators, more nurturing and willing to listen and collaborate.” This gravitation toward goodwill assignments she describes, which you will read more about in the next paragraph, has a definite effect on the size of a practitioner’s paycheck.

The women in public relations triple threat, Toth, Hon and Grunig, do say this in their 2001 publication: “Another possible explanation of the sex-based salary difference in public relations is the type of organization for which a public relations person works.” They go on to say, “Women were thought to choose to work in the kinds of organizations that are relatively low paying, such as religious or charitable organizations and the other nonprofits. Men outnumber women by 26 percent to 30 percent in what traditionally have been the best paying jobs in public relations: corporate. Men also tend to work in the highest paying sectors: financial services, investor relations and mergers and

---

acquisitions, industrial/manufacturing, public affairs, and crisis communication (Seidman & Leyland, 2000).”

59

The theory is largely dismissed in the Toth/Grunig/Hon text, commanding only a couple of pages in a rather lengthy book. However, the 1992 Jacobson & Tortorello study they mention only lends further credence to the theory that industry determines compensation. Men controlled 22 percent more of the workforce in the most lucrative business area, ‘industrial and manufacturing.’ Women’s two largest industry presences in the study – miscellaneous services and miscellaneous non-profits/museums – were dominated with 81 percent female participation. These positions, in 1992, paid an average of $23,293 less than the median salary of the men’s dominant industry.60

In the ten lowest paying careers investigated in the study, women occupy the majority in all but three areas – education, solo practitioner and advertising agency work. (not taking “other” into account). Each of the lowest ten careers pays as little as $18,076 a year and as much as $27,346 a year. No one forced these careers on the respondents; in this case, pay differences are clearly logically justified.

### TABLE 8.10. Organizational Type, Median Salary, and Gender

<table>
<thead>
<tr>
<th>Type of Organization</th>
<th>Median Salary</th>
<th>% Men</th>
<th>% Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial/manufacturing</td>
<td>51,496</td>
<td>61</td>
<td>39</td>
</tr>
<tr>
<td>Utility</td>
<td>54,196</td>
<td>57</td>
<td>43</td>
</tr>
<tr>
<td>Scientific/technical</td>
<td>51,791</td>
<td>55</td>
<td>45</td>
</tr>
<tr>
<td>Public relations counseling firm</td>
<td>50,216</td>
<td>52</td>
<td>48</td>
</tr>
<tr>
<td>Media/communications</td>
<td>48,115</td>
<td>47</td>
<td>53</td>
</tr>
<tr>
<td>Financial/insurance</td>
<td>47,300</td>
<td>45</td>
<td>55</td>
</tr>
<tr>
<td>Government</td>
<td>43,420</td>
<td>49</td>
<td>51</td>
</tr>
<tr>
<td>Solo practitioner</td>
<td>42,845</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Association/foundation</td>
<td>42,841</td>
<td>36</td>
<td>62</td>
</tr>
<tr>
<td>Health care</td>
<td>42,424</td>
<td>33</td>
<td>67</td>
</tr>
<tr>
<td>Transportation/hotels/Entertainment</td>
<td>42,136</td>
<td>35</td>
<td>65</td>
</tr>
<tr>
<td>Miscellaneous services</td>
<td>41,997</td>
<td>19</td>
<td>81</td>
</tr>
<tr>
<td>Education</td>
<td>41,927</td>
<td>54</td>
<td>46</td>
</tr>
<tr>
<td>Advertising Agency</td>
<td>40,184</td>
<td>54</td>
<td>46</td>
</tr>
<tr>
<td>Miscellaneous non-profits/museums</td>
<td>34,409</td>
<td>19</td>
<td>81</td>
</tr>
<tr>
<td>Religious/charitable</td>
<td>34,150</td>
<td>35</td>
<td>65</td>
</tr>
<tr>
<td>Other</td>
<td>40,032</td>
<td>25</td>
<td>75</td>
</tr>
</tbody>
</table>

Sample of respondents totaled 2,019; of the sample, 47% were men and 53% were women.

---

Relationship to Management

Public relations, at its core, is a management and counseling function, according to Larry Litwin. We have heard about women deliberately sticking to the rank and file and avoiding management, but we need more.

Sally Helgensen writes, “As women’s leadership qualities come to play a more dominant role in the public sphere, heir particular aptitudes for long-term negotiating, analytic listening, and creating an ambiance in which people work with zest and spirit will help reconcile the split between the ideals of being efficient and being humane. This integration of female values is already producing a more collaborative kind of leadership, and changing the very ideal of what strong leadership actually is.”

And yet, “Women...historically have been viewed as having characteristics that were antithetical to modern management. They were “unfit” for the managerial role because they were “too emotional” and lacked the analytic abilities of men schooled in the scientific approach to management.”

Toth/ Grunig/ Hon contribute this information on the topic, “Broom and Dozier (1986) found in their panel study of PRSA members that being male is a powerful predictor of participation in management decision making. Studies of both PRSA and IABC members, however, determined that gender is still a weaker predictor than is the practitioner’s predominant role (manager or technician) and the amount of environmental scanning he or she does.”

---

“At meetings, women are often talked over and interrupted; their ideas never seem to be hard. Last week, I attended a meeting with ten men and one other woman. As soon as the women started her presentation, several side conversations began. Her presentation skills were excellent, but she couldn’t seem to get people’s attention.” This quote is attributed to Liz Ames, a marketing executive at Vision Software. It is a common story encountered when reading women’s management books.

Assertiveness also has its downside. “Take the case of Ann Hopkins, a women who approached her job as a consultant by exhibiting a traditional male approach to authority. Hopkins was in her early forties in 1983 when she was denied a partnership at the time; her application was rejected. When she discussed her rejection with the firm’s chairman, Joseph Connor, Hopkins was told to relax and ‘take charge less often.’ Another partner suggested the she try to appear more feminine and wear more jewelry and makeup. Ann Hopkins had succeeded at being an accountant, but she had failed, in their eyes anyway, at being a woman.”

There has been much speculation as to why more women do not garner more top positions in the corporate world, but at least one workplace expert thinks it is because some women hold themselves back. "They continue to communicate, both verbally and nonverbally, the messages, ‘It's OK to discount me,’ and ‘Don't listen to me as seriously as that man on the other side of the table,’” says Barbara Pachter, a Cherry Hill-based expert in business communications training.

---

Socially Speaking

Even when women are comfortable in their office with both sexes, invariably social situations arise that can make or break professional relationships. What sort of effect on career does socializing outside of work create?

One story familiar to some women is detailed here: "It started out as one of those rare quiet mornings when I could count of having the office to myself. The Mets had won the World Series the night before, and most of the people in the office had celebrated late into the night at a bar across the street. I'm a fan too, but they all like to go to one of those bars where the waitresses dress like slave girls and the few women customers have to run a mine field of leers when they go to a ladies' room labeled "Heifers." Instead, I watched the game at home with my husband..."^69

These experiences stretch across all occupations, as you see in this next tale.

"Marguerite Schaffer was on her way to what was supposed to be a golf game and business meeting, but it was Wednesday, a day when mornings were set aside for men at Fairmount Country Club in Chatham. She did not know about that restriction before she got to the Morris County course. The caddie master, she said, had a talk with the club member who invited her. After some discussion, Schaffer said, she was allowed to play as long as she and the three men in her foursome teed off on the back nine, away from the clubhouse. 'They didn't want anyone to see me,' said Schaffer, 53, a Bernardsville attorney."^70

---


^70 Koloff, Abbott. "All men - and women - are created equal, even on the golf course?" Gannett State Bureau for the *Courier Post* South Jersey Newspaper March 9, 2003, Sunday.
Parenthood: Does it Negatively Affect a Public Relations Career?

"About 90% of women who work outside the home either have children or are projected to have children during their lifetime."\(^7\) Having children typically means time away from the office for both mother and father. So, what is the impact on their career in public relations?

"Few roles studies have questioned why women in public relations typically have fewer years of experience than men. In spite of the growing feminization of public relations, women and men in the field have not reported parallel increases in average years of professional experience. Dozier and Broom (1995) found that in 1979 and in 1991, men maintained … the same experience, 16.1 and 16.9 years. Women’s experience increased on average from 9.9 to 11 years over that same 12-year span."\(^2\)

The Family and Medical Leave Act outlines the law on missing work for family emergencies or other events, i.e., births. The law, enacted in 1993, says: Covered employers must grant an eligible employee up to a total of 12 workweeks of unpaid leave during any 12-month period for the following reasons:

1. for the birth and care of the newborn child of the employee;
2. for placement with the employee of a son or daughter for adoption or foster care;
3. to care for an immediate family member (spouse, child, or parent) with a serious health condition.\(^3\)

"The good news is that public relations may be more welcoming than other management fields for women who are mothers. Andrea Pace, vice president of national media relations at Ketchum Public Relations, recently adorned the cover of Working Mother in 1998. [Pace told] of her promotion to vice president upon returning from

\(^3\)U.S. Department of Labor. *Compliance Assistance — Family and Medical Leave Act (FMLA).* Employment Standards Administration Wage and Hour Division. United States. Department of Labor, 1993
maternity leave. Pace later cautioned women to establish themselves and their credibility before they decided to have a child. Other female practitioners interviewed for the Working Mother article alluded to the all-important flexibility the field affords: opportunities for hourly work; variety of work itself; and options of working for a firm, a corporation, or on your own.74

"The cumulative effect is that women's work schedules are less likely to be interrupted by the birth of their first child, and women today are making longer-term commitments to the labor force than women in the 1960s." says Kristin Smith.75 Women working before their first birth increased 23 percent from 1961 to 1965; from 1991 to 1995, it jumped from 44 to 67 percent.

1. Mothers were much more likely to return to work by the sixth month after their first child's birth in 1991-94 (52 percent) than in 1961-65(14 percent).
2. In the period 1991-94, 78 percent of mothers who returned to work within 12 months of their first birth were employed by their pre-birth employer.
3. Only 27 percent of women quit their job around the time of their first birth in 1991-95, compared with 63 percent in 1961-65.
4. In 1991-95, 43 percent of women received paid leave before or after their first child's birth; only 16 percent did so in 1961-65.

Time away has its negative results for both mother and father. "As Dana Friedman, co-president of the Families and Work Institute, explained, 'You're not promoted or don't get that choice assignment because you're seen as someone who won't stay the extra hour.'"76

"At least some women even in the mid-1990s found themselves dissembling about why they miss work. As one woman explained: 'You cannot say, 'The school just

called, my child’s got a sore throat, I’ve got to leave.’ You’ve got to lie. You’ve got to
say, ‘I forgot to pick up something from the printer.’ Or just [get] the secretary to cover
for you.”

“I’d leave my two young children at home and fly off to a meeting in California
and cry all the way to the coast thinking, I should be home taking care of my kids,” says
Kye Anderson, who founded and operates Medical Graphics Corporation specializing in
cardio-respiratory diagnostics.78

And what if a woman waits until secure in a management position to have
children? “To many [women], having a family often was incompatible with corporate
life at the managerial level. Many with children left for a career in freelancing, which
they said ‘men perceive to be a step backward.’ By contrast, they saw freelance
consulting as an opportunity – one that makes public relations attractive to them as a
flexible field. Women who create their own companies enjoy what one woman called “a
sense of freedom.” 79

“Women who had children late felt they were particularly caught. Many
had achieved high visibility, recognition and success... Yet, when they
had children, both men and women assumed they would no longer be
interested in, much less capable of, maintaining their career tracks. The
result was that they had to work doubly hard, taking on extra tasks. Many
resented the fact that they had to prove themselves again, after they had
gone through all that during their twenties.”80

“The stress that women feel at work is compounded when there are children at
home. Indeed, while many women leave corporations because they are simply fed up with

---

78 Kanter, Rosabeth Moss, Nancy A. Nichols, (ed). Reach for the Top: Women and the Changing Facts of
trying to fight back or exhausted from trying to fit in, many more leave to raise children.
Perhaps the biggest brain drain facing corporations today is the stampede of young, well-
trained women choosing baby bottles over boardrooms. The result, according to Felice
Schwartz, is that women have become more expensive than men to hire.” Felice is the
founder and former president of Catalyst, a national not-for-profit research and advisory
organization that works with business to affect change for women. She is also author of
seem to suffer the same sorts of pressure when faced with fatherhood?

Indra Gardiner, President and Co-Founder of Bailey Gardiner Inc. in San Diego,
says she, “believes in personal choice and does not attribute the overall majority of men
in the senior level positions solely to maternity and child rearing.” Gardiner says, “Let's
be real about how long women have really been working in this profession and trying to
rise through the ranks. Thirty, forty years? Men have been working a whole lot longer
than that. This stuff takes time.” As a mother of a two year-old, Gardiner feels that
having a baby should take one's attention away from his or her job. But, she does not see
this as a career-stopper.

Gardiner believes it is a personal choice to have a child and to decide where, and
with whom, one works. "In my experience it is very hard to have it all-career and family.
Each day you have to make choices about who gets your time. So, if a woman works for
a publicly-held PR agency where the pressure is on to focus primarily on her career, she's
gonna have some real challenges.

---

2.6 What will the future bring?

"Impulse Research for PR Week reported for 1999...despite outnumbering men by almost two to one, women earn 38% less. The average salary for men was $81,920, whereas the average salary for women was $59,026." They continue, "This salary divide is predicted to widen ... because men's pay increased by 8.3% in 1999, when women's pay went up by only 7.6% (Seideman & Leyland, 2000). The study concluded that the numbers show "a distinct discrimination."84

If the basis of the problem is rooted in unchanging discrimination, the future of public relations could be disastrous. "Without reversing what PRSA called the 'downward salary spiral' that can occur when one segment of the profession consistently is under compensated and denied advancement, surely such expertise will be lost... Eradicating sexism will mean that PRSA itself, and the profession...should be ensured that qualified, talented women will continue to work in this career."85

Although a 1992 study suggests an equal distribution of sole practitioners, one of the PRSA subject experts, Linda Childers Hon, says three years later, "Women in the workforce are starting their own businesses at three times the rate of men. Female entrepreneurs often cite the glass ceiling as the reason for leaving their former employer."86

Toth, L. Grunig and Childers Hon say in their 2001 book, "...we have discovered little overt bias against women in public relations. What we have found is that old habits die hard. Stereotypes persist. Family obligations overwhelm women. Women themselves doubt their own and their sisters' worth. Socialization undoes the best efforts of enlightened parents of both sexes. Role models for women are few and mentors overworked. Powerlessness begets powerlessness."87

2.7 Conclusion

Two very separate states of mind exist on the subject of women in public relations; those that champion the glass ceiling theory, and those that doubt the very existence of gender discrimination. Case in point, “In the field of public relations there is argument as to whether the glass ceiling even exists.”

“The pay inequity between women and men was apparent at every age level and for nearly all titles or positions. As a result, pr reporte”r (“30th survey,” 1998) concluded, “It is no longer possible to deny a prejudice here…” A rather simple answer to a complicated question, it seems. Maybe too simple. There is little published on the subject, and it is undeniable that the voices loudest and most listened to are that of Elizabeth Toth, Larissa Grunig, and Linda Hon.

It has become a question of the what came first to public relations - women with their existing low salaries, or the women, followed by increasingly lower salaries in public relations. Are women stalling out in public relations as a function of discrimination?

“The bottom line is straightforward. Because the public relations profession is now predominately a female profession, situations that negatively affect women have a negative impact on the entire profession and on the ability of public relations professionals to be effective.”

---

CHAPTER THREE

PROCEDURE
Chapter Three

3.1 Research Design

The study consists of a survey administered to public relations field practitioners. Electronic distribution was chosen mainly for convenience, but also due to the sensitive nature of the questionnaire content. Administering a faceless email survey encourages honesty. That has been the situation in similar research designs. "Many respondents also provided copious additional written information of a frank nature, contributing to increased reliability and validity. This phenomenon is consonant with the work of Kiesler and Sproull (1986), who found that responses to electronic surveys provoked less courtesy bias and more "honest" answers."\(^9\)

3.2 Survey

The researcher programmed the survey into an internet site, www.surveymonkey.com. With a small fee, the survey was accessible 24 hours a day for changes, up-to-the-minute tabulations, and response tracking.

The questionnaire contains 30 questions. Most are dichotomous or multiple choice; however, there are a handful of open-ended questions. There are also a few Lichert scale rankings. The majority of the questionnaire is very quantitatively oriented, focusing on facts and demographic characteristics of each gender, but for a few exceptions that ask perception. Men and women were both given the same survey.

The survey was pretested through three rigorous content editing meetings with Dr. Don Bagin, Dr. Joe Basso and Dr. Don Gallagher.

3.3 Sample

As the thesis title says, this research will focus on the members of the New Jersey chapter of the Public Relations Society of America. Hand-assembly of an email directory was necessary for all 461 members. Of that 461, only 37 had no email listing in the book and none that could be recovered after copious efforts to do so through internet investigation. The questionnaire link was emailed to 424 non-random NJPRSA members with an initial query letter. Within the next day, exactly 132 of those sent emails were returned due to delivery failures. They were each resent to verify that the email address was indeed no longer functioning. After those encounters, a total of 292 email queries were sent and received, representing 63.3 percent of the total NJPRSA members.

With a final response pool of 100 NJPRSA members, this survey should not be generalized for all 20,000 Public Relations Society of America members. The sample was convenience based, and not scientifically random. It is a valid representation of the state of New Jersey's PRSA; however, it should not be generalized beyond that except only peripherally.

With that in mind, the response rate (34.2 percent) was very pleasing. In fact, the number of encouraging messages left on the site (20 percent) and delivered personally to my email box was surprising.

Women made up 52 percent of the responses, and men held 40 percent. The remaining eight percent did not reveal gender. Because of the nature of the study, these eight will be excluded from many sections of the study. It will be clearly noted if that is the case. In New Jersey, 270 of the PRSA members, or 58.57 percent, are female. Men make up the remaining 37.53 percent, with 173 members. Again, 18 PRSA members cannot be immediately identified as male or female, and that comprises the remaining 3.9 percent of the full NJ PRSA population.
3.4 Basis

In 1993, a Rowan University graduate student named Barbara Bradney Wahl completed thesis research on the Philadelphia chapter in this same subject matter. It will be interesting to see what changes, if any, have occurred in this area over the past decade.

3.5 The Personal Interviews

In-depth personal interviews were conducted with female public relations practitioners whom the researcher made contact with during various Public Relations Student Society of American (PRSSA) and PRSA events, such as National Conference or PRSSA presentations. One contact was made during preparation for Rowan University's Graduate Mentor Program; an alumnus of the graduate Public Relations Program volunteered to assist in compilation of interviews.

These women were asked for personal reaction to each of the items. This is a less reliable method used to evaluate psychographics, but it did offer an interesting point of view. Many of them requested their responses to be kept confidential; they allowed me to use their responses, under the agreement that names and/or other identifying factors would be omitted.

3.6 Results

Results were drawn directly off the website used for collection through the use of filters. Interview responses are detailed word for word, with names omitted. These were then interpreted and narrated in this thesis. A short result report was also prepared for participants interested in study results.
CHAPTER FOUR

-4-

RESEARCH FINDINGS
Chapter Four

4.1 Audience Demographics

The New Jersey chapter of the Public Relations Society of America has 461 members. Women constitute 58.57 percent of that group, or 270 people. Men account for 37.53 percent of the population, or 173 members. The gender of the remaining 18 people cannot be identified on the basis of their name alone; they comprise 3.9 percent of NJ PRSA.

A convenience sample based on geography entailed individually gathering the name, location and email address of each of the 461 NJ PRSA members from the 2003 Blue Book. The organization would not provide a list, and so labor-intensive research was required. Thirty-seven of the members did not have an email address in their PRSA listing. This 37 were eliminated from the sample pool. The remaining 424 were emailed an invitation to participate. Within hours, 132 of those emails returned because they were invalid addresses. The rest (292) were delivered to their intended recipient. A hundred people responded, giving a response rate of 34.25 percent.

Of the 100 respondents, 52 were female and 40 were male. Eight chose to conceal their gender. These people are excluded in many computations because of the nature of the study.

<table>
<thead>
<tr>
<th>4.1.1 TABLE</th>
<th>NEW JERSEY PUBLIC RELATIONS SOCIETY OF AMERICA GENDER/GEOGRAPHY BREAKDOWN</th>
</tr>
</thead>
<tbody>
<tr>
<td>• NJ Counties =</td>
<td>20</td>
</tr>
<tr>
<td>• Registered NJ PRSA Members =</td>
<td>461</td>
</tr>
<tr>
<td>• Female Members =</td>
<td>270</td>
</tr>
<tr>
<td>• Male Members =</td>
<td>173</td>
</tr>
<tr>
<td>• Undetermined Sex =</td>
<td>18</td>
</tr>
</tbody>
</table>

*All figures are rounded to the nearest tenth.
*Undetermined Sex means that the practitioner's gender could not be determined from the name in the PRSA Blue Book, i.e., "Chris," "Francis," or "Jette."
4.2 Salary Findings

Men took the category in the salary department. The largest majority, 30 percent, report having at least an $110,000 a year position. This refers to base salary, without any health benefits or perks added. Almost an equal percentage of men report an annual income of between $90,000 and $109,999, with 27.5 percent of men.

Women's salary responses were fairly spread across the categories, with the majority, 23.1 percent, making between $50,000 and $69,999, base salary. Women occupied a 19.2 percent share in the $90,000 to $109,999, $70,000 to $89,999 and $31,000 to $49,999 categories.

It important to mention, particularly in this area, that the validity of the survey is hinged upon the honesty of the responses. The data presented is contingent on the truth of the answers given.

<table>
<thead>
<tr>
<th>Salary Range (in thousands)</th>
<th>Men %</th>
<th>Women %</th>
<th>Combined Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>$110,000 or More</td>
<td>30</td>
<td>13.5</td>
<td>19.2</td>
</tr>
<tr>
<td>90 - 109,999</td>
<td>27.5</td>
<td>19.2</td>
<td>22.2</td>
</tr>
<tr>
<td>70 - 89,999</td>
<td>17.5</td>
<td>19.2</td>
<td>20.2</td>
</tr>
<tr>
<td>50 - 69,999</td>
<td>22.5</td>
<td>23.1</td>
<td>24.2</td>
</tr>
<tr>
<td>31 - 49,999</td>
<td>2.5</td>
<td>19.2</td>
<td>11.1</td>
</tr>
<tr>
<td>21 - 30,999</td>
<td>0</td>
<td>5.8</td>
<td>5.8</td>
</tr>
</tbody>
</table>
4.3 The Industry Debate

Among New Jersey PRSA members, the majority of men and women work in the for-profit or business consulting industry. (62 percent) Both hospital/health care public relations and not-for-profit organizations tie for second most concentrated at 13 percent each, both dominated by women.

TABLE 4.3.1 SURVEY INDUSTRY FINDINGS

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>% Of Male Responses</th>
<th>% Of Female Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Profit or Business Consulting</td>
<td>70</td>
<td>57.7</td>
</tr>
<tr>
<td>Hospital/Health Care</td>
<td>5</td>
<td>21.2</td>
</tr>
<tr>
<td>Non Profit</td>
<td>10</td>
<td>13.5</td>
</tr>
<tr>
<td>School/Education</td>
<td>7.5</td>
<td>5.8</td>
</tr>
<tr>
<td>Government</td>
<td>5</td>
<td>1.9</td>
</tr>
<tr>
<td>Hospitality/Travel</td>
<td>2.5</td>
<td>0</td>
</tr>
</tbody>
</table>

For Profit Business or Consulting Industry:

Men, have a much higher concentration in the for-profit business industry at 70 percent of male respondents. Women only have 57.7 percent concentration among women respondents in the for-profit business or consulting field, which, as we've seen, is where the highest salaries seem to be focused.

When the data set of for-profit or consulting jobs was isolated, it reflected an equal majority of 27.4 percent response for the two highest salary ranges, totaling a 54.8 percent occupation of the $90,000 or greater bracket by the 62 individuals in that industry, regardless of gender.

Women represent only 30 percent of the total lucrative for-profit industry. New Jersey is home to 90 percent of the corporations that these women work with. The majority of these women, or 26.7 percent, make between $90,000 and $109,999 annually.
The majority of these female for-profit practitioners have a bachelor’s degree (43.3 percent) and between ten and 14 years of full-time experience (33.3 percent). The largest percentage of these women, 36.7 percent, identify themselves as being between 31 and 40 years of age. The majority spend between 40 and 49 hours a week in the office.

Men comprise 28 percent of the total for-profit industry. New York is the location of 14.3 percent of these men’s offices. New Jersey houses the remaining 85.7 percent. All of these men make more than $50,000 a year. The majority, 39.3 percent, make over $110,000 a year. Between ten and 14 years of experience backs these male for-profit practitioners, in combination with a bachelor’s degree in 39.3 percent of the respondents. The majority of these men, 39.9 percent, identify themselves as being between 41 and 50 years old. The majority spends between 50 and 59 hours a week in the office.

The only variances between men and women in this subset are the age of respondents, and their weekly hours in the office.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Salary</th>
<th>Weekly Hours</th>
<th>Age</th>
<th>Education</th>
<th>Years F/T Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>$110K+</td>
<td>50-59</td>
<td>41-50</td>
<td>Bachelor's</td>
<td>10-14</td>
</tr>
<tr>
<td>Female</td>
<td>$90000-109999</td>
<td>40-49</td>
<td>31-50</td>
<td>Bachelor's</td>
<td>10-14</td>
</tr>
</tbody>
</table>
Health Care Industry:

Women's second most concentrated industry was health care and hospital public relations (21.2 percent of women, 12 percent of respondents who indicated gender). The majority of female practitioners in this field reflect an annual salary of between $31,000 and $49,999. The majority have bachelor's degrees, work between 40 and 49 hours a week, and have between five and nine years of experience.

Men in this field, 2.2 percent of the total respondents who identified gender, show a majority pursuing a graduate degree. They also work between 40 and 49 hours a week, and have between five and nine years of experience. These men, however, split their majority pay: 50 percent are paid between $50,000 and $69,999 a year, and the other 50 percent are paid between $90,000 and $109,999 a year.

The difference between men and women only seems to lie in the graduate education of the male respondents. Even if that is the case, these two men are being paid unfairly based on each other's experience and education. Both men have equal experience, education, and hourly work schedule. Despite this, one is making over $20,000 more than the other. And they are both earning more than the female practitioners in the industry.

4.3.2 TABLE HEALTH PR INDUSTRY GENDER MAJORITY COMPARISON

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Total Responses</td>
<td>11% - 11 Responses</td>
<td>2% - 2 Responses</td>
</tr>
<tr>
<td>Majority Degree</td>
<td>Bachelor's</td>
<td>Some Graduate Work</td>
</tr>
<tr>
<td>Majority Work Hours</td>
<td>40 - 49/week</td>
<td>40 - 49/week</td>
</tr>
<tr>
<td>Majority Experience</td>
<td>5-9 years</td>
<td>5-9 years</td>
</tr>
<tr>
<td>Majority Salary</td>
<td>$31,000 - 49,999</td>
<td>$50,000 - 69,999</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$90,000 - 109,000</td>
</tr>
</tbody>
</table>
Government or Political Lobbying:

Two thirds of the three percent of respondents who work in this field are men. The female is better educated, holding a graduate degree; however, she has less experience. Much less. The woman makes an average of $59,999 annually, whereas the males in the field average $80,000. This is reasonable when you see that the average male experience level is 27.5 years. The female in the field only has three years.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% Total = 1 Response</td>
<td>2 % Total = 2 Responses</td>
<td></td>
</tr>
<tr>
<td>Average Salary</td>
<td>$59,999</td>
<td>$80,000</td>
</tr>
<tr>
<td>Average Experience</td>
<td>3 years</td>
<td>27.5 years</td>
</tr>
<tr>
<td>Education Level</td>
<td>Graduate Degree</td>
<td>Bachelor's/ Some College</td>
</tr>
</tbody>
</table>
4.4 Geography

Over all, the majority of respondents, 91 percent, work in New Jersey. Only five percent travel to New York for work, and one percent have offices in Delaware. The remaining three percent have offices in other areas of the country.

Interestingly, ten percent of the male respondents have offices in New York. Only 1.9 percent of the female respondents have an office in New York. This is compelling because the New York area median wage for an entry-level public relations specialist, as discussed in chapter two, is roughly $6,000 greater than the national average.

The majority of women, 92.3 percent, work in New Jersey. New Jersey is about $3,000 more than the national average; however, it still falls behind New York.

There is the potential for that ten percent of male respondents to make up to an average of 6.5 percent more a year by working in New York, as opposed to only 1.9 percent of the female respondents who work in New York.

Both Hudson and Middlesex counties, two of the three counties bordering New York, have a greater proportion of male practitioners than female. Those are the only two counties where this occurs. (Ocean County ties in the male to female ratio.)
## By County Breakdown of NJ PRSA Membership

<table>
<thead>
<tr>
<th>NJ County Name</th>
<th>% of Female</th>
<th>% of Male</th>
<th>Number of Unknown Gender</th>
<th>Total Number</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic</td>
<td>85.7</td>
<td>14.3</td>
<td>0</td>
<td>7</td>
<td>1.5</td>
</tr>
<tr>
<td>Bergen</td>
<td>52.7</td>
<td>41.8</td>
<td>5.45 = 3</td>
<td>55</td>
<td>11.93</td>
</tr>
<tr>
<td>Burlington</td>
<td>71.7</td>
<td>20.5</td>
<td>7.69 = 3</td>
<td>39</td>
<td>8.46</td>
</tr>
<tr>
<td>Camden</td>
<td>68</td>
<td>.28</td>
<td>4 = 1</td>
<td>25</td>
<td>5.42</td>
</tr>
<tr>
<td>Cumberland</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>.22</td>
</tr>
<tr>
<td>Essex</td>
<td>58.8</td>
<td>37.3</td>
<td>3.92 = 2</td>
<td>51</td>
<td>11.06</td>
</tr>
<tr>
<td>Gloucester</td>
<td>60</td>
<td>40</td>
<td>0</td>
<td>10</td>
<td>2.17</td>
</tr>
<tr>
<td>Hudson</td>
<td>47.1</td>
<td>52.9</td>
<td>0</td>
<td>16</td>
<td>3.69</td>
</tr>
<tr>
<td>Hunterdon</td>
<td>53.8</td>
<td>46.2</td>
<td>0</td>
<td>13</td>
<td>2.82</td>
</tr>
<tr>
<td>Mercer</td>
<td>57.1</td>
<td>42.9</td>
<td>0</td>
<td>42</td>
<td>9.11</td>
</tr>
<tr>
<td>Middlesex</td>
<td>41.7</td>
<td>58.3</td>
<td>0</td>
<td>24</td>
<td>5.21</td>
</tr>
<tr>
<td>Monmouth</td>
<td>65.2</td>
<td>26.1</td>
<td>8.70 = 2</td>
<td>23</td>
<td>4.99</td>
</tr>
<tr>
<td>Morris</td>
<td>62.1</td>
<td>31</td>
<td>6.9 = 4</td>
<td>58</td>
<td>12.58</td>
</tr>
<tr>
<td>Ocean</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>4</td>
<td>.87</td>
</tr>
<tr>
<td>Passaic</td>
<td>60</td>
<td>40</td>
<td>0</td>
<td>5</td>
<td>1.08</td>
</tr>
<tr>
<td>Salem</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>.43</td>
</tr>
<tr>
<td>Somerset</td>
<td>53.1</td>
<td>42.9</td>
<td>4.1 = 2</td>
<td>49</td>
<td>10.63</td>
</tr>
<tr>
<td>Sussex</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>1</td>
<td>.22</td>
</tr>
<tr>
<td>Union</td>
<td>55.2</td>
<td>41.4</td>
<td>3.4 = 1</td>
<td>29</td>
<td>6.23</td>
</tr>
<tr>
<td>Warren</td>
<td>57.1</td>
<td>42.9</td>
<td>0</td>
<td>7</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>N/a</strong></td>
<td><strong>N/a</strong></td>
<td><strong>N/a / 18</strong></td>
<td><strong>461</strong></td>
<td><strong>100 +/-</strong></td>
</tr>
</tbody>
</table>

4.4.1 Table
4.4.2 TABLE
BY COUNTY MAPPED BREAKDOWN OF NJ PRSA

Passaic: 3 Women
2 Men

Sussex: 0 Women
1 Man

Warren: 4 Women
3 Men
0 Undetermined

Somerset: 26 Women
21 Men
2 Undetermined

Hunterdon: 7 Women
6 Men
0 Undetermined

Camden: 17 Women
7 Men
1 Undetermined

Gloucester: 6 Women
4 Men
0 Undetermined

Burlington: 28 Women
8 Men
3 Undetermined

Salem: 2 Women
0 Men
0 Undetermined

Cumberland: 1 Woman
0 Men
0 Undetermined

Cape May: 0 Women
0 Men
0 Undetermined

Total NJ PRSA Figures by Gender,
Divided by County.
New Jersey map courtesy of U.S.
Census 2000.
4.5 Educational Background

Forty Male Responses to Educational Inquiry:

Male respondents reflected an equal distribution of educational background between bachelor’s degree holders (32.5 percent) and graduate degree holders (32.5 percent). Only 5.1 percent of male respondents are bar certified, degreed attorneys. Most of the men, 95 percent, have at least a bachelor’s degree. Nearly 30 percent of the males surveyed have some graduate studies in progress, and over 32 percent already possess graduate degrees. Only one respondent had a doctoral degree, accounting for 2.5 percent.

Fifty-Two Female Responses to Educational Inquiry:

Female respondents showed 40.4 percent with graduate degrees and another 44.2 percent with just a bachelor’s education. Nearly all NJPRSA have a bachelor’s degree or above (98.1 percent). Only one respondent had a doctoral degree, and another reported pursuing the degree currently.
TABLE 4.5.1 EDUCATION AMONG ALL 40 MALE RESPONDENTS

Education Percentages Among All 40 Male Respondent

% Responses
- Some College: 5%
- Bachelor's Degree: 32.50%
- Some Graduate School: 27.50%
- Graduate Degree: 0%
- Some Doctoral Study: 2.5%
- Doctoral Degree: 0%

TABLE 4.5.2 EDUCATION LEVEL OF MALE RESPONDENTS EXPRESSED AS A PERCENTAGE OF TOTAL RESPONSES

Education Level of Male Respondents as a Percentage of Total Responses

Percent of Total Responses
- Doctoral Degree: 1%
- Some Doctoral Study: 0%
- Graduate Degree: 13%
- Some Graduate School: 11%
- Bachelor's Degree: 13%
- Some College: 2%
- High School Diploma: 0%
4.5.3 TABLE  
EDUCATION OF WOMEN AMONG ALL 52 FEMALE RESPONDENTS

Education Among All 52 Female Respondent

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some College</td>
<td>1</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>23</td>
</tr>
<tr>
<td>Some Graduate School</td>
<td>5</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>21</td>
</tr>
<tr>
<td>Some Doctoral Study</td>
<td>1</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>1</td>
</tr>
</tbody>
</table>

Degrees

4.5.4 TABLE  
EDUCATION OF WOMEN AS A PERCENTAGE OF TOTAL RESPONSE

Educational Background of Female Respondents as a Percentage of the All Responses

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral Degree</td>
<td>1%</td>
</tr>
<tr>
<td>Some Doctoral Study</td>
<td>1%</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>21%</td>
</tr>
<tr>
<td>Some Graduate School</td>
<td>5%</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>23%</td>
</tr>
<tr>
<td>Some College</td>
<td>1%</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>0%</td>
</tr>
</tbody>
</table>
Other Forms of Education:

Men and women surveyed reflected willingness to continue their professional development. Women participate in continuing education type experiences, for example, workshops or non-credit classes, in 57 percent of cases. Male respondents indicate that they do so in about 47 percent of cases.

Men indicate that about 49 percent are involved in professional enrichment conferences and seminars. Women show participation in these opportunities in 51 percent of the responses.

When asked about the financial backing for such ventures, the majority of men and women responded that their company offers to contribute funds to send their employee. Women agree in 90.4 percent of the cases. The female response shows that about 55.8 percent of the conferences require an overnight stay out of town.

Of the 40 men who answered this question, 87.5 indicate that their company encourages them to participate by absorbing some of the conference costs. In 59 percent of those cases, the men are required to stay out-of-town at least overnight.
Involvement in Continuing Education

- Men: 47%
- Women: 53%

Involvement in Conferences and Seminar

- Men: 49%
- Women: 51%
**4.5.7 Table: Respondents with at least a Bachelor's Degree, by Gender**

<table>
<thead>
<tr>
<th>Number of Respondents with BA Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>38 Men = 95% of 40 who identified themselves as male.</td>
</tr>
<tr>
<td>51 Women = 98.1% of 52 who identified themselves as female.</td>
</tr>
</tbody>
</table>

**4.5.8 Table: Presence of degree, bar-certified attorneys in the sample**

<table>
<thead>
<tr>
<th>Number of Attorneys in the Respondent Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no female attorneys in all 52 responses.</td>
</tr>
<tr>
<td>There are no attorneys among the eight respondents that did not reveal their gender.</td>
</tr>
<tr>
<td>The remaining 38 men surveyed were not attorneys</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Women</th>
<th>Men</th>
<th>No response</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Male Attorneys</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Education by Gender: Comparison of Actual Respondent Figures

- **No Response**: 8 Total
- **Law Degree**: 2 Male, 0 Female
- **Doctoral Degree**: 1 Female, 1 Male
- **Some Doctoral Study**: 1 Female, 0 Male
- **Graduate Degree**: 13 Male, 21 Female
- **Some Graduate School**: 11 Male, 5 Female
- **Bachelor's Degree**: 23 Female, 13 Male
- **Some College**: 1 Female, 2 Male
- **High School Diploma**: 0 Male, 0 Female

- □ Number of Men
- ■ Number of Women
Female Job Titles:

Of the 49 females that responded, an overwhelming number were involved in management in some way. Upper management claimed 8.2 percent of the female respondents. Director or Associate Director represented 32.7 percent, by far the majority. Only four percent identified themselves on the supervisor level. Managerial level women accounted for 26.5 percent of the female respondents. Women who identified themselves as coordinators comprise 14.3 percent of the female population. Educational titles fell to 4.1 percent of the women interviewed; 6.1 percent of the women identified themselves as having an editorial position. Specialist and communication representative positions only fell to two percent of the women each.

Top tier positions - management, director and upper management position titles - account for 67.3 percent of the female responses, or 33 respondents of the 49 total female responses. This level of female candidate accounts for 33 percent of the entire public relations job market studied in this survey.

Positions of authority (upper management, director, manager, coordinator, supervisor, senior editor and principal) account for roughly 45 of the 49 responses, or 91.8 percent of women's job titles. These women in authority equate to 45 percent of the total pool of 100 NJ PRSA respondents.
Female Job Title Findings:

A. Upper Management: President/ Vice President 4 = 8.2% of Women = 4% Total Responses

1. President
2. Assistant Vice President of Public Relations
3. Partner/ Senior Vice President
4. Assistant Vice President/ Retail Communications Manager

B. Director and Associate Director 16 = 32.7% of Women = 16% Total

1. Director of Communications
2. Director, Marketing Communications
3. Corporate Director of Communications
4. Director of Marketing
5. Director of Public Relations
6. Director of Public Relations
7. Director of Public Relations and Marketing
8. Director
9. Director, External Affairs
10. Director of Corporate Communications
11. Senior Director, Corporate Communications
12. Director
13. Director of Public Relations
14. Marketing Director
15. Associate Director, Corporate Communications
16. Director

C. Managers and Assistant Manager - 13 = 26.5% of Women = 13% Total

1. Manager
2. Senior Manager Corporate Communications
3. Senior Manager of Communications
4. Public Relations Manager
5. Senior Manager of Marketing
6. Community Manager
7. Manager Communications
8. Communications Manager
9. Communications Manager
10. Assistant Manager - Global Public Relations
11. Senior Manager
12. Manager Communications
13. Asst. Manager of Public Relations
Female Job Title Findings List, Cont'd:

D. Supervisor –

1. Supervisor of Public Relations
2. Account Supervisor

2 = 4.08% of Women = 2% Total

E. Specialist –

1. Public Relations Specialist

1 = 2.04% of Women = 1% Total

F. Coordinator –

1. Marketing Coordinator
2. PR Coordinator
3. Event & Media Coordinator
4. Marketing Communications Coordinator
5. Public Relations Coordinator
6. Public Relations Coordinator
7. Coordinator, Media & Government Relations

7 = 14.3% of Women = 7% Total

G. Educational Title –

1. Principal
2. Professor

2 = 4.08% of Women = 2% Total

H. Editor -

1. Communications Editor
2. Sr. Editor
3. Contributing Editor

3 = 6.1% of Women = 3% Total

I. Representative –

1. Communications Representative

1 = 2.04% of Women = 1% Total
4.6.1 TABLE

FEMALE JOB DISTRIBUTION

Job Title Distribution, Women

- Educational Titles: 4%
- Editor: 6%
- Upper Management: 8%
- Manager: 27%
- Director: 33%
- Specialist: 2%
- Coordinator: 14%
- Supervisor: 4%
- Representative: 2%

4.6.2 TABLE

HIERARCHICALLY ARRANGED FEMALE JOB DISTRIBUTION

Women's Job Titles, Ranked

- Principal
- Professor
- Partner/Senior VP: 1
- Assistant Vice President: 2
- Supervisor: 2
- Senior Manager: 4
- Coordinator: 7
- Senior Editor: 1
- Editor: 2
- Assistant Manager: 2
- Specialist: 1
- Representative: 1
Male Job Titles:

The majority of male respondents, like the women surveyed, hold director positions. (37.1 percent) Over a quarter of these men indicated that they hold positions in upper management. Management positions accounted for 20 percent of the remaining responders. Account executives and public relations representatives each hold 5.7 percent of the position titles for male respondents. There was one spokesperson (2.9 percent) and one senior analyst (2.9 percent).

The male category had many more upper management positions than the female category, with nine job titles versus three for the women. Additionally, the male category houses the first mention of titles such as, “Chief Executive Officer,” and “Chief Operating Officer.”

Management, director and upper management position titles account for 82.5 percent of male respondents, or 29 of 35 respondents. These candidates, however, only account for 34.5 percent of the public relations job market studied in this survey.

Of the 35 men that responded to this question, only one does not occupy a position that is overtly supervisory. The remaining 97.1 percent of male respondents report that they hold a position of authority (upper management, account supervisor, manager, director, senior representative, senior analyst and company spokesperson) at their organization. These male authority figures make up 34 percent of the total NJ PRSA sample population.
Male Job Title Findings List:

A. Upper Management
President/ Vice President/ CEO/ COO:
9 = 25.7% of Men = 9% Total

1. Assistant Vice President
2. Vice President/Director, Corporate Communications
3. CEO
4. Vice President
5. VP Marketing
6. Senior Vice President & Chief Operating Officer
7. President
8. Vice President
9. President & COO

B. Account Supervisor/Executive:
2 = 5.7% of Men = 2% Total

1. Account Supervisor
2. Senior Account Executive

C. Manager
7 = 20% of Men = 7% Total

1. Manager, Media Relations
2. Manager, Strategic Communication
3. Manager - Media Relations
4. Manager, Communications and Research Services
5. Manager of Media Relations
6. Senior Marketing Manager
7. Public Affairs Manager

D. Director
13 = 37.1% of Men = 13% Total

1. Director, Corporate Media Relations
2. Director of Media Relations and Advertising
3. Director, Corporate and Market Communications
4. Director of PR
5. Director of Public Relations & Marketing Services
6. Director of Public Relations
7. PR Director
8. Director -- News Media Relations
9. Director of Internal Communications
10. Senior Director Corporate Communications
11. Director of Public Relations
12. Director of Public Affairs
13. Director of Public Relations & Communications

E. Representative:
2 = 5.7% of Men = 2% Total

1. Senior Public Relations Representative
2. Government Relations representative

F. Analyst:
1 = 2.86% of Men = 1% Total

1. Senior Analyst

G. Spokesperson
1 = 2.86% of Men = 1% Total

1. Spokesperson
Men's Job Title Distribution

- Representative: 6%
- Director: 36%
- Analyst: 3%
- Spokesperson: 3%
- Upper Management: 26%
- Account Supervisor: 6%
- Manager: 20%

Hierarchically Arranged Male Job Distribution

- President & COO or Chief Executive Officer: 3%
- Senior Vice President & COO: 1%
- Vice President: 5%
- Account Supervisor: 2
- Senior Manager: 1
- Senior Director: 1
- Spokesperson: 1
- Senior Analyst: 1
- Manager: 6
- Director: 12
- Senior Representative
- Representative
### Question Details:

<table>
<thead>
<tr>
<th>Number of Completed Surveys:</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>-- Skipped Questions:</td>
<td>16</td>
</tr>
<tr>
<td>= Total Responses:</td>
<td>84</td>
</tr>
<tr>
<td>Male Responses:</td>
<td>35 = 35%</td>
</tr>
<tr>
<td>Female Responses:</td>
<td>49 = 49%</td>
</tr>
<tr>
<td>Skipped Response:</td>
<td>16 = 16%</td>
</tr>
</tbody>
</table>

### Upper Management, Management and Director Statistics:

- Male: \( \frac{29}{35} \times 100 = 82.5\% \) of all men
- Female: \( \frac{33}{49} \times 100 = 67.3\% \) of all women
- Male: \( \frac{29}{100} \times 100 = 29\% \) of all
- Female: \( \frac{33}{100} \times 100 = 33\% \) of all

### Other Position Title Statistics:

- Male: \( \frac{6}{35} \times 100 = 17.1\% \) of all men
- Female: \( \frac{16}{49} \times 100 = 32.7\% \) of all women
- Male: \( \frac{6}{100} \times 100 = 6\% \) of all
- Female: \( \frac{16}{100} \times 100 = 16\% \) of all
4.7 Supervision Responsibilities

Women's Supervision Responsibilities:

The majority of women, 44.2 percent, have no employees reporting to them directly. The second largest majority, 19.2 percent, has two employees reporting to them. Managing three to five employees comes next, with 13.5 percent of women. The percentage of women with between six and ten employees reporting directly to them is 11.5. Women with only one reporting employee hold 7.7 percent of the surveyed population. Only 3.8 percent of all women have more than ten employees reporting to them.

Women were asked if they were on a first name basis with any of their company's decision-making executives. By far, women are comfortable enough to be on a first name basis with their executives, with 98 percent reflecting that they are. Only two percent responded that they were not.
4.7.1 TABLE  
WOMEN'S SUPERVISION RESPONSIBILITIES

Percentage Reporting Employees, Womer

- None: 43%
- More than Ten: 4%
- Six to Ten: 12%
- Three to Five: 14%
- Two: 19%
- One: 8%

4.7.2 TABLE  
WOMEN ON FIRST NAME BASIS WITH COMPANY EXECUTIVES

Women on First Name Basis with Company Executives

- Yes: 98%
- No: 2%
Men’s Supervision Responsibilities:

The majority of men, 40 percent, also have no employees reporting directly to them. Over 17 percent of men have between six and ten employees reporting to them. Men with one employee reporting to them equal 15 percent of the men surveyed. Men with two employees reporting to them account for 12.5 percent of respondents. The remaining 15 percent is split equally between men with three to five employees and men with more than ten employees reporting directly to them.

The overwhelming majority of men surveyed, 94.3 percent, indicated that they were comfortable on a first-name basis with at least one of their company’s decision-making executives. Only 5.7 percent of male respondents said that they were not.
4.7.3 TABLE MEN’S SUPERVISORY RESPONSIBILITIES

Percentage of Reporting Employees, Mei

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>39%</td>
</tr>
<tr>
<td>One</td>
<td>15%</td>
</tr>
<tr>
<td>Two</td>
<td>13%</td>
</tr>
<tr>
<td>Three to Five</td>
<td>8%</td>
</tr>
<tr>
<td>Six to Ten</td>
<td>17%</td>
</tr>
<tr>
<td>More than Ten</td>
<td>8%</td>
</tr>
</tbody>
</table>

4.7.4 TABLE MEN ON FIRST NAME BASIS WITH COMPANY EXECUTIVES

Men on First Name Basis with Company Executives

<table>
<thead>
<tr>
<th></th>
<th>100</th>
<th>90</th>
<th>80</th>
<th>70</th>
<th>60</th>
<th>50</th>
<th>40</th>
<th>30</th>
<th>20</th>
<th>10</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.7%</td>
</tr>
</tbody>
</table>

94.3 %
4.8 Company Size

The majority of respondents worked at larger companies, with more than 500 employees. (67.3 percent of the women and 52.5 of the men) The second largest groups both worked at the other extreme, that is, smaller companies with less than 100 employees.

With 96.7 percent of NJ PRSA responses indicating a first name basis with their company's decision-making managers, it was a surprise to see that so many people work for large companies; not to mention that the majority of responses, 42 percent, indicate that they have no employees reporting directly to them. Knowing, as we do, that the large majority of those surveyed serve a managerial function, it is odd that most of these people have no reporting employees.

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Female % of Responses</th>
<th>Male % of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 100</td>
<td>25</td>
<td>37.5</td>
</tr>
<tr>
<td>101 – 200</td>
<td>19</td>
<td>2.5</td>
</tr>
<tr>
<td>201 – 499</td>
<td>5.8</td>
<td>7.5</td>
</tr>
<tr>
<td>500 +</td>
<td>67.3</td>
<td>52.5</td>
</tr>
</tbody>
</table>
Women’s Company Size:

The large majority of female respondents, 67.3 percent, indicated that they work for a company with more than 500 employees. Exactly 25 percent responded that they were one of less than one hundred employees at their company. Only 5.8 percent of female respondents reflected that they worked for a company with between 201 and 499 people, while an even smaller percentage of 1.9 reflected a company size of between 101 and 200 people.
Men's Company Size:

Similarly, 52.5 percent of men surveyed indicated that they worked for a company with more than 500 employees. Also, the second largest majority of 37.5 percent responded that they were one of less than 100 employees with their company. Companies with between 201 and 499 employees claimed 7.5 percent of the remaining men, while companies with between 101 and 200 employees only accounted for 2.5 percent of all men.
4.9 Self-Employment Statistics

Women's Self-Employment Statistics:

When asked if they were self-employed, which was defined as "Your primary source of income is a business in which you exercise majority ownership," a majority of 88.5 percent of women responded that they were not. The remaining 11.5 percent, then, are sole proprietors.

4.9.1 TABLE WOMEN'S SELF-EMPLOYMENT PERCENTAGE

<table>
<thead>
<tr>
<th>Women's Self Employment Percentage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Employed</td>
<td>11.5%</td>
</tr>
<tr>
<td>Not Self Employed</td>
<td>88.5%</td>
</tr>
</tbody>
</table>

Men's Self-Employment Statistics:

When asked the same question, men responded that 77.5 were not self-employed. Slightly less than a quarter, 22.5 percent, reflected that they were self-employed.

4.9.2 TABLE MEN'S SELF-EMPLOYMENT PERCENTAGE

<table>
<thead>
<tr>
<th>Men's Self Employment Percentage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Employed</td>
<td>22.5%</td>
</tr>
<tr>
<td>Not Self Employed</td>
<td>77.5%</td>
</tr>
</tbody>
</table>
4.10 Office Space

Women's Office Space:

Women responded that they have their own office in 57.7 percent of the responses. Another 26.9 percent have a cubicle of their own at work. A rather surprisingly large percent, 9.6 work from home. In 3.8 percent of responses, women share a cubicle with a co-worker. Only 1.9 percent of women share an office with someone else. Only one woman did not answer this question.

<table>
<thead>
<tr>
<th>4.10.1 TABLE</th>
<th>WOMEN'S OFFICE SPACE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Response</td>
</tr>
<tr>
<td>I work from home.</td>
<td></td>
</tr>
<tr>
<td>I share a cubicle.</td>
<td></td>
</tr>
<tr>
<td>I have a cubicle assigned specifically to me.</td>
<td></td>
</tr>
<tr>
<td>I share an office.</td>
<td></td>
</tr>
<tr>
<td>I have an office specifically assigned to me.</td>
<td></td>
</tr>
<tr>
<td>Total Respondents</td>
<td></td>
</tr>
</tbody>
</table>
Men's Office Space:

The majority of male respondents, 72.5 percent, also indicated that they have their own office. Also, surprisingly, 7.5 percent of men tell us that they work from home. Working in a cubicle is the norm for 17.5 percent of men, while 2.5 percent share an office. No men replied that they share a cubicle.

<table>
<thead>
<tr>
<th>How would you describe your office space?</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I work from home.</td>
<td>7.5%</td>
<td>3</td>
</tr>
<tr>
<td>I share a cubicle.</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>I have a cubicle specifically to me.</td>
<td>17.5%</td>
<td>7</td>
</tr>
<tr>
<td>I share an office.</td>
<td>2.5%</td>
<td>1</td>
</tr>
<tr>
<td>I have an office specifically assigned to me.</td>
<td>72.5%</td>
<td>29</td>
</tr>
<tr>
<td>Total Respondents</td>
<td></td>
<td>40</td>
</tr>
</tbody>
</table>
Women’s Work?

The majority, or 46.9 percent of women, spends an average of 40 to 49 hours in the office during the typical workweek. Those working between 50 and 59 hours a week in the office account for 26.5 percent of respondents. Just over 16 percent of female responses indicate a 35 to 39 hour average workweek. Women who work fewer than 35 hours a week equal 6.1 percent, while 4.1 percent of women respondents reflect a workweek of 60 hours or more.

Women operating in an office setting were asked how many weekends they traveled to their office site to work on a weekend in the past year. The majority of women responded that they did not ever travel to work on the weekends. (26.5 percent) Three to five weekends a year was the response given by 22.4 percent of female respondents. Another 20.4 percent indicate that they travel to the office on the weekend five or more weekends a year. Those working two weekends a year count for 14.3 percent, while 16.3 contend that they work about one weekend a year.

Those working in an office setting were also asked how much additional work they take home and work on. Over 40 percent of women in public relations respond that they work over 16 additional hours working from home in the average year. Women working between five and nine hours at home comprise 21.3 percent of responses. Women working no additional hours tie with those women working ten to 15 additional hours, with 10.6 percent each.
4.11.1 Table: Female Public Relations Workweek Mode

<table>
<thead>
<tr>
<th>Mode</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 or more</td>
<td>41</td>
<td>26.5%</td>
</tr>
<tr>
<td>50 - 59</td>
<td>26.5</td>
<td>16.3</td>
</tr>
<tr>
<td>40 - 49</td>
<td>16.3</td>
<td>11</td>
</tr>
<tr>
<td>35 - 39</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Fewer than 35</td>
<td>7</td>
<td>5</td>
</tr>
</tbody>
</table>

4.11.2 Table: Female Weekend Overtime at Office

If you do the bulk of your work at an office, how many weekends did you travel to your office site to work during the past year?

<table>
<thead>
<tr>
<th>Travel Frequency</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>26.5%</td>
<td>13</td>
</tr>
<tr>
<td>One weekend a year</td>
<td>16.3%</td>
<td>8</td>
</tr>
<tr>
<td>Two weekends a year</td>
<td>14.3%</td>
<td>7</td>
</tr>
<tr>
<td>Three to Five weekends a year</td>
<td>22.4%</td>
<td>11</td>
</tr>
<tr>
<td>Five or more weekends a year</td>
<td>20.4%</td>
<td>10</td>
</tr>
</tbody>
</table>

Total Respondents: 49

4.11.3 Table: Female Overtime from Home

Women - Additional Work from Home Time

<table>
<thead>
<tr>
<th>Time</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>One to Four</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Five to Nine</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>10 to 15</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>More than 16</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>
Ok, Men’s Work?

The majority of men, 45.9 percent, work an average of 40 to 49 hours a week. Right behind those is the 35.1 percent of men who work between 50 and 59 hours a week. Only 8.1 percent of men work between 35 and 39 hours a week, and 5.4 percent of men work fewer than 35 hours a week. Men who work more than 60 hours a week account for another 5.4 percent.

Most men, 29.7 percent, work between three and five weekends a year. Another 27 percent devote five or more weekends to traveling to the office to work during the average year. Male respondents in the amount of 24.3 percent work no weekends during the year, while only 5.4 percent work one weekend a year. Another 13.5 percent of male respondents say they work two weekends a year.

The bulk of male respondents, 55.9 percent, indicate that they spend more than 16 additional hours working from home, on average. Even split for second, 14.7 percent of men work either one to four hours additional from home or ten to fifteen additional hours from home. Another 8.8 percent reflect five to nine home hours, while only 5.9 percent of men admit they take no work home with them.

<table>
<thead>
<tr>
<th>Men - Additional Weekend Work in Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five or More</td>
</tr>
<tr>
<td>27%</td>
</tr>
<tr>
<td>Three to Five</td>
</tr>
<tr>
<td>30%</td>
</tr>
<tr>
<td>One weekend</td>
</tr>
<tr>
<td>5%</td>
</tr>
<tr>
<td>Two weekend</td>
</tr>
<tr>
<td>14%</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>24%</td>
</tr>
</tbody>
</table>
### 4.11.5 Table

**Male Public Relations Workweek Mode**

If you do the bulk of your work at an office, how many hours do you spend in the office in a typical workweek?

<table>
<thead>
<tr>
<th>Hours per Week</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer than 35 hours a week</td>
<td>5.4%</td>
<td>2</td>
</tr>
<tr>
<td>35 to 39 hours a week</td>
<td>8.1%</td>
<td>3</td>
</tr>
<tr>
<td>40 to 49 hours a week</td>
<td>45.9%</td>
<td>17</td>
</tr>
<tr>
<td>50 to 59 hours a week</td>
<td>35.1%</td>
<td>13</td>
</tr>
<tr>
<td>60 or more hours a week</td>
<td>5.4%</td>
<td>2</td>
</tr>
<tr>
<td>Total Respondents</td>
<td></td>
<td>37</td>
</tr>
</tbody>
</table>

### 4.11.6 Table

**Overtime Spent Working From Home, Men**

If you do the bulk of your work at an office, how many additional hours did you spend working at home during the past year?

<table>
<thead>
<tr>
<th>Hours per Week</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>5.9%</td>
<td>2</td>
</tr>
<tr>
<td>1 to 4 hours</td>
<td>14.7%</td>
<td>5</td>
</tr>
<tr>
<td>5 to 9 hours</td>
<td>8.8%</td>
<td>3</td>
</tr>
<tr>
<td>10 to 15 hours</td>
<td>14.7%</td>
<td>5</td>
</tr>
<tr>
<td>More than 16 hours</td>
<td>55.9%</td>
<td>19</td>
</tr>
<tr>
<td>Total Respondents</td>
<td></td>
<td>34</td>
</tr>
</tbody>
</table>
4.12 Socializing at the Office

Female Participation in Office Social Events:

A large portion of surveyed women (87 percent) shows that they “often” or “sometimes” attend their company’s annual holiday party. A large number, 89 percent, admit going to lunch “often” or “sometimes” with co-workers. These women “often” or “sometimes” participate in company sponsored volunteer efforts, as well (81 percent).

Women, for the most part, “rarely” or “almost never” participate in happy hour gatherings (62 percent). About 82 percent of surveyed women, “rarely” or “almost never” take part in office related golf outings. All female respondents reflect that they “rarely” or “almost never” participate in company fishing trips. Another 88 percent “rarely” or “almost never” join the company sports team.

4.12.1 TABLE SOCIAL PARTICIPATION AMONG FEMALES

<table>
<thead>
<tr>
<th>How often do you participate in the following office-related social events?</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Almost never</th>
<th>Response Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happy Hour Gatherings</td>
<td>8% (4)</td>
<td>31% (16)</td>
<td>33% (17)</td>
<td>29% (15)</td>
<td>2.83</td>
</tr>
<tr>
<td>Golf Outings</td>
<td>2% (1)</td>
<td>15% (8)</td>
<td>13% (7)</td>
<td>69% (36)</td>
<td>3.50</td>
</tr>
<tr>
<td>Holiday Parties</td>
<td>50% (26)</td>
<td>37% (19)</td>
<td>10% (5)</td>
<td>4% (2)</td>
<td>1.67</td>
</tr>
<tr>
<td>Coworker Lunches</td>
<td>56% (29)</td>
<td>33% (17)</td>
<td>8% (4)</td>
<td>4% (2)</td>
<td>1.60</td>
</tr>
<tr>
<td>Company Sports Teams</td>
<td>6% (3)</td>
<td>6% (3)</td>
<td>19% (10)</td>
<td>69% (36)</td>
<td>3.52</td>
</tr>
<tr>
<td>Company Sponsored Volunteer Efforts</td>
<td>25% (13)</td>
<td>56% (29)</td>
<td>6% (3)</td>
<td>13% (7)</td>
<td>2.08</td>
</tr>
</tbody>
</table>
Male Participation in Office Social Events:

Men participate “often” or “sometimes” in their offices’ annual holiday party in 76 percent of the cases. Coworker lunches are engaged in by men “often” or “sometimes” 80 percent of the time. Company sponsored volunteering is “often” or “sometimes” undertaken by 57 percent of respondents.

Happy hour is “rarely” or “almost never” joined by 72 percent of our male respondents. Surprisingly, 80 percent of male responses show that they “rarely” or “almost never” participate in golf outings for work. Again, 100 percent of responses show “rare” or “almost never” participation in fishing trips. Company sports teams must be unpopular, because 80 percent of male respondents “rarely” or “almost never” join the team.

4.12.2 TABLE SOCIAL PARTICIPATION AMONG MEN

<table>
<thead>
<tr>
<th>How often do you participate in the following office-related social events?</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Almost never</th>
<th>Response Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happy Hour Gatherings</td>
<td>8% (3)</td>
<td>20% (8)</td>
<td>30% (12)</td>
<td>42% (17)</td>
<td>3.08</td>
</tr>
<tr>
<td>Golf Outings</td>
<td>0% (0)</td>
<td>20% (8)</td>
<td>20% (8)</td>
<td>60% (24)</td>
<td>3.40</td>
</tr>
<tr>
<td>Holiday Parties</td>
<td>38% (15)</td>
<td>38% (15)</td>
<td>15% (6)</td>
<td>10% (4)</td>
<td>1.98</td>
</tr>
<tr>
<td>Fishing Trips</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>2% (1)</td>
<td>98% (39)</td>
<td>3.98</td>
</tr>
<tr>
<td>Coworker Lunches</td>
<td>25% (10)</td>
<td>55% (22)</td>
<td>10% (4)</td>
<td>10% (4)</td>
<td>2.05</td>
</tr>
<tr>
<td>Company Sports Teams</td>
<td>5% (2)</td>
<td>15% (6)</td>
<td>2% (1)</td>
<td>78% (31)</td>
<td>3.53</td>
</tr>
<tr>
<td>Company Sponsor Volunteer Efforts</td>
<td>22% (9)</td>
<td>35% (14)</td>
<td>18% (7)</td>
<td>25% (10)</td>
<td>2.45</td>
</tr>
</tbody>
</table>
4.13 Office Opinions

Women’s Office Opinions:

Most women surveyed feel that the majority of their co-workers are female in the amount of 78.8 percent. Only 21.2 percent say that the majority of their co-workers are male. These women also opine that most of the upper management at their organizations is male (84.6 percent). Only 15.4 percent say that the upper management is mostly female.

Only 23.1 percent of surveyed women responded that they feel as if some tasks are assigned to them because of their gender. The bulk, or 76.9 percent, feels that gender does not effect assignment. Likewise, 82.7 percent of women respondents indicate that they do not ever feel excluded from office related social events due to gender. Only 17.3 percent of the women felt this to be the case in some instances.

When asked about the level of influence a certain factor had upon career success, women ranked eight categories from “very influential” to “least influential.” Personality and ability to bond with co-workers and managers, say every single female respondent, is either “fairly” or “very” influential. Hard work and dedication came in as second most influential, with 96 percent ranking it either “fairly” or “very” influential on career success. Another 88 percent of female respondents indicate that years of experience are “fairly” or “very” influential.

Gender, according to 56 percent of women’s responses, is “least” or only “somewhat” influential to career success. Personal or family connections are also “least” or “somewhat” influential factors, say 42 percent of female respondents. Reputation of alma mater is “least” or only “somewhat” influential for 67 percent of these females, and...
working excessive overtime hours is "least" or only "somewhat" influential on career success to another 56 percent of female respondents.

**A Word on Gender:**

Women were fairly spread across the board on this question, with the exception that only one response, equaling two percent of the female response pool, indicated that gender was the most influential factor on career success. The majority, 29 percent, ranked gender somewhat influential, while 27 percent said it was least influential. A quarter of female respondents answered that they had no opinion on that question, tying for first with one other selection as the highest "no opinion" percentage in the question. It is important to note that 19 percent of the women surveyed placed gender at fairly influential.

<table>
<thead>
<tr>
<th>TABLE “VERY INFLUENTIAL” CAREER SUCCESS TRIGGERS, WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Women Believe is &quot;Very Influential&quot; to Career Success</td>
</tr>
<tr>
<td>Experience                                               14%</td>
</tr>
<tr>
<td>Connections                                             6%</td>
</tr>
<tr>
<td>Gender                                                  1%</td>
</tr>
<tr>
<td>Education                                               6%</td>
</tr>
<tr>
<td>Overtime                                                2%</td>
</tr>
<tr>
<td>Hardwork and Dedication                                  34%</td>
</tr>
<tr>
<td>Personality                                             37%</td>
</tr>
</tbody>
</table>
What Women Believe is "Fairly Influential" to Career Success

- Experience: 21%
- Personality: 11%
- Hardwork: 11%
- Overtime: 12%
- Education: 22%
- Connections: 9%
- Gender: 7%
- Reputation of College Attended: 7%
What Women Believe is "Least Influential" to Career Success

<table>
<thead>
<tr>
<th>Trigger</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connections</td>
<td>18%</td>
</tr>
<tr>
<td>Overtime</td>
<td>18%</td>
</tr>
<tr>
<td>Education</td>
<td>5%</td>
</tr>
<tr>
<td>Gender</td>
<td>23%</td>
</tr>
<tr>
<td>Alma Mater Reputation</td>
<td>36%</td>
</tr>
</tbody>
</table>

### Table 4.13.4
**CAREER INFLUENCE RANKING CODES**

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very</td>
<td>5</td>
<td>Most Influential on Career</td>
</tr>
<tr>
<td>Fairly</td>
<td>4</td>
<td>Very Influential on Career</td>
</tr>
<tr>
<td>No Opinion</td>
<td>3</td>
<td>I have no opinion.</td>
</tr>
<tr>
<td>Somewhat</td>
<td>2</td>
<td>Somewhat Influential on Career</td>
</tr>
<tr>
<td>Least</td>
<td>1</td>
<td>This has Very Little Influence on Career.</td>
</tr>
</tbody>
</table>
Men's Office Opinions:

Men surveyed indicate that the majority of their co-workers are female (65 percent). The remaining 35 percent of men surveyed reply that the majority of their co-workers are male. The majority of men, 90 percent, also tell us that the majority of management at their company is male. A majority female management is reported from ten percent of men.

Most men do not feel that clients are assigned them based on gender. Only five percent indicate that this may be the case in some instances. Men, in 92.5 percent of cases, do not feel excluded form office-related social events because of gender. Only 7.5 percent report feeling that this occasionally occurs.

The majority, or 98 percent, of males surveyed, feels as though hard work and dedication are "very" or "fairly" influential on career success. Another 97 percent of men surveyed feel as if personality or ability to bond with co-workers or managers was "fairly" to "very" influential on career success. Years experience was "fairly" or "very" influential to 75 percent of male respondents. According to 56 percent of men surveyed, level of education was "fairly" to "very" influential. Family connections were "fairly" to "very" influential to 36 percent of male respondents.

Fifty-eight percent of male responses found that working excessive overtime hours was "least" or only "somewhat" influential on career success. Level of education was "least" to "somewhat" influential to 37 percent of male respondents. Reputation of alma mater struck out again, with 72 percent of male respondents saying that it was "least" or only "somewhat" influential. Personal or family connections, according to 56 percent of males surveyed, are "least" or "somewhat" influential.
Gender, according to the majority of men surveyed, was "least" or only "somewhat" influential (60 percent). No man ranked it "very" influential; 15 percent, however, did say it was "fairly" influential. Again, 25 percent gave no opinion.

4.13.6 TABLE
"VERY INFLUENTIAL" TO CAREER SUCCESS, MEN

<table>
<thead>
<tr>
<th>What Men Believe is &quot;Very Influential&quot; to Career Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience</td>
</tr>
<tr>
<td>Connections</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Overtime</td>
</tr>
<tr>
<td>Personality</td>
</tr>
</tbody>
</table>

4.13.7 TABLE
"FAIRLY INFLUENTIAL" CAREER SUCCESS TRIGGERS, MEN

<table>
<thead>
<tr>
<th>What Men Believe is &quot;Fairly Influential&quot; to Career Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience</td>
</tr>
<tr>
<td>Connections</td>
</tr>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>Alma Mater Reputation</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Overtime</td>
</tr>
<tr>
<td>Personality</td>
</tr>
</tbody>
</table>
4.13.8 TABLE  "SOMEWHAT INFLUENTIAL" CAREER SUCCESS TRIGGERS, MEN

What Men Believe is "Somewhat Influential" to Career Success

4.13.9 TABLE  "LEAST INFLUENTIAL" CAREER SUCCESS TRIGGERS, MEN

What Men Believe is "Least Influential" to Career Success
4.14 Parenthood

The eight respondents who did not identify sex were withheld from the following tabulations, as they are gender tabulations.

Marriage has found 67 percent of the New Jersey PRSA members that responded to this survey. The large majority of men, 87.5 percent, are married. The female members reflect a smaller portion of married persons, with 61.5 percent being of them married.

Of the 92 respondents who identified their gender, 55.4 percent replied that they have children; 76.5 percent of these parents are guardian to their children at their home full time.

The majority of men, 70 percent, are parents. Half of all of the male respondents have at least one child residing with them full time, which represents 71.4 percent of all men with children. Only 44.2 percent of women surveyed have children. Of these mothers, 82.6 percent have at least one of their children living with them full time.

Women with full-time children in the home represent 36.5 percent of the total pool of female respondents.

4.14.1 TABLE GENDER DISTRIBUTION OF MARRIAGE, PARENTHOOD AND GUARDIANSHIP

<table>
<thead>
<tr>
<th></th>
<th>Response of Given Gender</th>
<th>Married</th>
<th>Married</th>
<th># Parents</th>
<th>Parents</th>
<th>Parents</th>
<th>Parents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>#</td>
<td>with one child full time</td>
<td>with one child full time</td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>40</td>
<td>35</td>
<td>87.5%</td>
<td>28</td>
<td>70%</td>
<td>20</td>
</tr>
<tr>
<td>Women</td>
<td></td>
<td>52</td>
<td>32</td>
<td>61.5%</td>
<td>23</td>
<td>44.2%</td>
<td>19</td>
</tr>
<tr>
<td>Not</td>
<td></td>
<td>8</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Given</td>
<td></td>
<td>Total</td>
<td>100</td>
<td>N/A</td>
<td>51</td>
<td>N/A</td>
<td>39</td>
</tr>
</tbody>
</table>
4.14.2 TABLE  MARRIAGE PERCENTAGES AMONG RESPONDENTS

Marriage Among NJPRSA Respondent

No Response 8
Married Men 35
Unmarried Men and Women 25
Married Women 32

4.14.3 TABLE  PARENTHOOD PERCENTAGES AMONG NJPRSA RESPONDENTS

Parenthood Percentages Among NJPRSA Respondent

No Response 8
Men 28
Not Parents 41
Women 23

4.14.4 TABLE  PARENTHOOD, MEN

Percent of Fathers Among Male Respondent:

12 Not Fathers
28 Fathers

4.14.5 TABLE  PARENTHOOD, WOMEN

Percent of Mothers Among Female Respondents

29 Not Mothers
23 Mothers
Part One: Motherhood. Does it Affect Career?

According to women surveyed, 82.7 percent believe that women are more likely to make career sacrifices for family matters. Some women believe that neither gender is more likely to make career sacrifices (15.4 percent). Only 1.9 percent of female respondents believe that men are more likely to make career sacrifices for family.

The majority of women, as you’ll recall, use one to two days of sick leave a year, on average (42.9 percent). The second largest grouping is 34.7 percent of women, who take either three or four days of sick leave a year, on average. When asked how many of these days are usually used for a family member and not themselves, 63.3 percent of women indicated that none of these days was used for someone else, for example a parent, spouse or child. Women answered one or two days in 26.5 percent of cases, and 8.2 percent responded that they used three or four of their sick days for their family. Only two percent of women, or one respondent, indicated that five or more sick days were used for family illness.

Over 90 percent of female respondents indicate that their company offers to contribute funds to send them to communication conferences and seminars; 55.8 percent respond that these events require that they stay overnight. The other 38.5 percent of women say that they do not require an overnight stay. When female practitioners with children were asked if parenthood has curbed their employer’s interest in sending them away on such conferences or business, only 7.3 percent of women responded that they felt this was the case. The remaining, and overwhelming 92.7 percent of women did not feel as if parenthood was limiting their ability to travel for business whatsoever.
Now, we found that the majority of women, 61.5 percent, are currently or have been married in the past. However, the majority of women surveyed, 55.8 percent, have no children to speak of.

Of the 44.2 percent of women surveyed that have children, the majority has only one child (47.8 percent of all women with children, 21 percent of women overall). Those with two or three children comprise 43.5 percent of women with children surveyed and 19 percent of all women. Those women with either four or five children comprise 4.3 percent of women with children or 1.9 percent of women overall.

The majority of women with children, 21.7 percent, had equal odds of taking between six months to year or about three months off for the birth of a child, on average. The second highest percentage of mothers surveyed, 17.4 percent, took three and six months off. The third highest likelihood of leave was either between two weeks and a month, about two months, or over a year, with 8.7 of surveyed mothers each. Finally, mothers who took no time off and mothers who took up to two weeks off came in with 4.3 percent each of all women with children.

Of all the women with children surveyed, 82.6 percent have at least one of their children residing with them for the majority of the year. Each woman with children has an average of 1.7 children.

The majority of women with children, 41.4 percent, have children older than 20 years of age. Women with children in the two to six year old bracket account for 26.1 percent of respondents with children. Women with children between four and six, seven and ten, and 15 and 19 all control equal 21.7 percent shares of all women with children.
4.14.7 TABLE

NUMBER OF CHILDREN AMONG FEMALES, BY PERCENT

Women: Number of Children Among Women Who Reported Having Children (44.2% of total)

- Four - Five: 5%
- Two - Three: 45%
- One Child: 50%
- No Children: 56%

4.14.8 TABLE

AGES OF CHILDREN AMONG WOMEN WITH CHILDREN

Women: Children's Ages

- Infant - One: 2
- Two - Three: 6
- Four - Six: 5
- Seven - Ten: 5
- 11 to 14: 4
- 15 to 19: 5
- Older than 20: 12
4.14.9 TABLE TIME AWAY FROM WORK FOR CHILDBIRTH AMONG WOMEN WITH CHILDREN

Women: Time Off for Child's Birth, Percentages

- Longer than One Year: 9%
- Between Two Weeks and a Month: 9%
- About Two Months: 9%
- Between Six Months and One Year: 23%
- About Three Months: 22%
- Between Three and Six Months: 18%
- Up to Two Weeks: 5%

4.14.10 TABLE AGE DISTRIBUTION OF CHILDREN AMONG WOMEN WITH CHILDREN

<table>
<thead>
<tr>
<th>Age of Children</th>
<th>Infant - 1 year old</th>
<th>Between 1 and 3 years old</th>
<th>Between 4 and 6 years old</th>
<th>Between 7 and 10 years old</th>
<th>Between 11 and 14 years old</th>
<th>Between 15 and 19 years old</th>
<th>Twenty years or older</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child One</td>
<td>3% (1)</td>
<td>13% (5)</td>
<td>10% (4)</td>
<td>8% (3)</td>
<td>5% (2)</td>
<td>8% (3)</td>
<td>10% (4)</td>
</tr>
<tr>
<td>Child Two</td>
<td>4% (1)</td>
<td>4% (1)</td>
<td>4% (1)</td>
<td>7% (2)</td>
<td>4% (1)</td>
<td>4% (1)</td>
<td>14% (4)</td>
</tr>
<tr>
<td>Child Three</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>4% (1)</td>
<td>4% (1)</td>
<td>9% (2)</td>
</tr>
<tr>
<td>Child Four</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>5% (1)</td>
</tr>
<tr>
<td>Child Five</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>0% (0)</td>
<td>5% (1)</td>
</tr>
</tbody>
</table>
Part Two: Fatherhood. Does it Affect Career?

Men feel that women are more likely to make career sacrifices for family matters, according to 65 percent of male respondents. The remaining 35 percent believe that neither gender is more likely to make career sacrifices for family.

As was stated earlier, 43.2 percent of men only use one or two sick days a year. Three to four sick days are used by 24.3 percent of male respondents, and another 24.3 percent do not use any sick days at all. Men using five or more sick days a year account for the remaining 8.1 percent of responses. When asked if they use any sick days for a family member, 59.5 percent of men say that they do not. One or two days are used to care for family members, according to 35.1 percent of male respondents. Only 2.7 percent of male respondents each replied that they use three or four days for family or more than five days for family.

Now, 87.5 percent of men indicated in the survey that their company has offered to contribute funds to send them to communication related conferences or seminars. In 59 percent of these instances, the men have been required to stay overnight away from home for the events. All men who were asked if parenthood has curbed their employers interest in sending them out of town on business responded that no, they did not feel that affected their travel.

The majority of male respondents, or 87.5 percent, indicate that they are married. Only 12.5 percent responded that they are unmarried.

Men were then asked if they had children. The majority, 70 percent, indicated that they do have children. The remaining 30 percent have no children.
When asked about the number of children they have, 25 percent of men that have children have only one, which represents 17.5 of all men, fathers or not. Those men with between two and three children represent 78.6 percent of men with children, or 55 percent of the total male responders.

The majority of men, 19 percent, have children aged twenty or older. Men have children between the ages of 11 and 14 and the ages of one and three at nine percent each. Next, men have children aged between four and six in equal percent, eight, to those men with children between 15 and 19 years of age.

The majority of male respondents, 57.6 percent, tell us that they took an average of up to two weeks off for the birth of their children. Another 21.2 percent of male respondents say that although they have children, they took no time off from work. A devoted 9.1 percent took between two weeks and a month off to be home with the newborn.

Half of all male respondents, or 69 percent of men with children, have at least one child that resides at their home for the majority of the year. Each male respondent has an average of 2.8 children.
4.14.11 TABLE  
PERCENTAGE OF FATHERS AMONG MALE RESPONDENTS

Fatherhood

<table>
<thead>
<tr>
<th>No Children</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>70%</td>
</tr>
</tbody>
</table>

4.14.12 TABLE  
NUMBER OF CHILDREN AMONG MALE RESPONDING PARENTS

Men: Number of Children Among Men Who Reported Having Children (72.5% of total)

- One Child: 24%
- Two - Three: 76%

4.14.13 TABLE  
AGE OF CHILDREN DATA AMONG MALE RESPONDENTS

Men: Children's Ages

- Infant (1): 9
- Between One and Three: 8
- Between Four and Six: 4
- Between Seven and Ten: 9
- Between Eleven and Fourteen: 8
- Between Fifteen and Nineteen: 19
- 20 years or older: 1
### 4.14.14 Table

**Paternity Leave Among Male NJPRSA Fathers**

**Men: Time Off at Child's Birth**

<table>
<thead>
<tr>
<th>Time Off at Child's Birth</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children, No Time</td>
<td>0%</td>
</tr>
<tr>
<td>Up to Two Weeks</td>
<td>21.2%</td>
</tr>
<tr>
<td>Between Two Weeks and a Month</td>
<td>57.6%</td>
</tr>
</tbody>
</table>

### 4.14.15 Table

**Distribution of Children's Ages Among Male NJPRSA Fathers**

**What are the ages of your children?**

<table>
<thead>
<tr>
<th>Child One</th>
<th>N/A</th>
<th>Infant (1 year old)</th>
<th>Between 1 and 3 years old</th>
<th>Between 4 and 6 years old</th>
<th>Between 7 and 10 years old</th>
<th>Between 11 and 14 years old</th>
<th>Between 15 and 19 years old</th>
<th>Twenty years or older</th>
<th>Response Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child One</td>
<td>0%</td>
<td>3%</td>
<td>15%</td>
<td>15%</td>
<td>0%</td>
<td>3%</td>
<td>21%</td>
<td>30%</td>
<td>29</td>
</tr>
<tr>
<td>Child Two</td>
<td>24%</td>
<td>0%</td>
<td>15%</td>
<td>15%</td>
<td>0%</td>
<td>3%</td>
<td>21%</td>
<td>28%</td>
<td>29</td>
</tr>
<tr>
<td>Child Three</td>
<td>63%</td>
<td>0%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>11%</td>
<td>5%</td>
<td>5%</td>
<td>19</td>
</tr>
</tbody>
</table>

York 2004
## 4.15 Respondent Commentary

### Men’s Commentary:

<table>
<thead>
<tr>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>If someone is truly talented (or untalented), gender is not the factor that it was in decades past, or even in recent years. When someone is in the middle of the pack, it can have an impact. The field is large enough that a talented individual can find a position that is stimulating and rewarding. I hope that you do.</td>
</tr>
<tr>
<td>The staff I work with is split almost evenly between males and females.</td>
</tr>
<tr>
<td>Good luck in your efforts!</td>
</tr>
<tr>
<td>My company is balanced gender-wise. Questions 30 and 31 didn’t allow me to express that fact. Re question #36. This is a PR agency. Most important attributes are ability to deliver tangible results that the client values, generate billing and profits, lead campaigns, manage client relationships, and bring in new business. Meeting hard metrics, delivering hard value for the client dollar and paycheck, not touchy-feely stuff. Deliver bottom line billing worth at least 3-4 times your salary. Just like a law firm or accounting firm or any other service business.</td>
</tr>
<tr>
<td>In this day and age, gender has become less and less important. Women have established themselves and they achieve on a daily basis (i.e. - Sen. Hillary Clinton, Condi Rice &amp; many other successful women). As such, I believe gender has become less of an issue. There are instances of bias that today’s women have to encounter. But they are more than capable of overcoming them. Additionally, there many women in the public relations field. Therefore, people have to deal with female publicists &amp; other women PR practitioners. They can’t afford to be too biased or discriminatory.</td>
</tr>
<tr>
<td>In today’s highly competitive corporate world, I see no indication that gender plays any role in the Public Relations arena. The person who gets the job done is the one who is most highly respected. At my company, female and male practitioners work side by side and receive equal compensation and promotion opportunities. Good luck with your research project.</td>
</tr>
<tr>
<td>Some of the questions in the survey require more than yes or no answers. I believe commitment to family plays a bigger role than gender, salary or perks in helping to make career decisions.</td>
</tr>
<tr>
<td>Good luck!!!</td>
</tr>
<tr>
<td>Hope you do well on your thesis. I would love to see the results once tabulated. If you need any more help - don’t hesitate to call Pete 856-764- Transportation Inc</td>
</tr>
<tr>
<td>I would be interested in a summary of your research. Good luck on the project.</td>
</tr>
<tr>
<td>Will you share the results of your survey?</td>
</tr>
</tbody>
</table>
Women’s Commentary:

Survey is easy to read and respond to. The question about taking time off when children are born was really not applicable to me since I didn’t begin my career until the youngest was 12 years old.

Because of my age and length of time in this business, I’ve had the opportunity to see a swing in the pendulum. Earlier in my career, I was affected by the glass ceiling, but hard work, talent, and dedication helped me break through to some degree. Today, I see that women have far greater opportunity, both in terms of career choice and in levels reached within an organizational structure. However, it is still often apparent that women are the ones who must work family care into their day and, although companies encourage work / life balance, they also encourage working incredibly long hours, due to bottom-line efficiencies. In the PR departments I’ve seen in large companies, top level positions still appear to be dominated by males, although women have made great strides and are almost on equal footing.

I believe the PR field is and continues to be seen as a female profession, even within management. Our overall corporate management is highly male, but PR is almost 100% female. I don’t think we feel any discrimination because of that though, not in our company anyway. If anything, we are in a real period of growth for PR -- both in respect and budget. Good luck with your survey and thesis.

Good survey. Maybe needed some N/A answers for some questions. For example, the parenthood one, I answered “no, never” but only because I have no children.

I definitely feel that men and childless women have the best chance at career success from a financial standpoint. You have to make certain sacrifices in your career when you choose to be a mother. Life is all about choices and I am happy with the choices I have made. I have a balanced life with a loving family, work that I enjoy and good friends. Gender has never been an issue in my career. If you have the talent and work yourself up the ladder, and are smart enough to work for decent people or great employers, they will value your work and do what's necessary to keep you working for them when family issues arrive. For my first child, I went on extended maternity leave and, after the 6-week disability period, worked from home for the next two months. I came back to work and was promoted to head of my department. For my second child, I also went on extended leave, but as a department head, came back to work sooner, but with home support in place.

As a single female who works mostly with colleagues who have children, I feel reverse discrimination often. For example, I am expected to stay later hours or work holidays because I do NOT have children.

This survey has some flaws. For example, you’re asked if you work from home or office (I work from home), but then you MUST answer the following questions that relate only to working from an office (they have an *), forcing the participant to just select an answer so they can move on with the survey. Just thought I’d let you know... there are several sections like that.

To understand that my organization is predominately run by men, you need to know that I work for the Catholic Church.


4.16  Personal Interviews

* Names have been changed to protect privacy of respondents

The researcher chose to interview two candidates encountered over the past year. One is president of her own public relations firm, the other, a contributing editor who works part-time from home.

Case One: Consulting Company President/ Full Time College Professor:

Betty* is a public relations veteran, with over 26 years of experience in the field; it wasn’t until ten years ago that she was able to make the move to entrepreneurship. Betty launched her own consulting firm right out of her home, to which she devotes herself full time. When she isn’t consulting, she is teaching at the local university. She works a whopping 52.5 hours a week between the two.

Betty’s job calls for her to be senior strategist, planner and developer. Day-to-day, she counsels, writes and conducts media relations for her full-service public relations counseling firm. The focus of her firm is on public relations planning, media relations training and support, community and government relations and also publication and writing support.

Betty is married but has no children. At 52, she’s working toward her master’s degree in public relations. She currently holds a bachelor’s degree in communications. Betty reports that her age has been somewhat of a hindrance in her career. She’s worked in many senior management positions, but has not had the opportunity to return to a similar position because, as she says, “I am considered at 50 to be too old!”
Although Betty believes that part-time work is more common in the consulting industry in which she works, she does believe that there is a stigma still surrounding it. “In many places people don’t think you’re serious.” She also believes that the glass ceiling is a force that affects the workforce to this day. When pressed for a particular incident in her experience, she cited the issue of staff assignment. “In most cases while I was holding senior level jobs, I was never given secretarial or other staff support...less experienced men in lower positions were given, however, support staff to answer phones, type letters, etc because they needed to focus on their work! Frustrating but not insurmountable.

In Betty’s opinion, women’s opportunity to advance into management has increased over the past ten years. Her network of peers is largely dominated by women, and she comments that “all are senior level.”
Case Two: Contributing Editor Working from Home Part Time:

Chris* holds a master's degree in public relations in addition to her bachelor's degree in English. At 36, Chris is married and has one young child. She's been in the public relations field for 16 years, four of those in her current job title. What is interesting about Chris' current situation is that she works entirely from home.

During pregnancy, after three years of working over 50 hours a week in her manufacturing public relations position, she decided that raising her child full time took priority over working full time. Her employer cooperated, and together they formed a part time, from homework schedule where she is paid a pro-rated salary based on the number of hours she works during that week. Usually, she works between 13 and 18 hours, usually working more and hardly ever working less. During one month, she logged 33 hours of overtime! Her work is completed during her daughter's naptime, when her mother or husband is available to watch her baby, or in the middle of the night when she "can't sleep or has a large project."

She is an Editor at a local manufacturing company; it is a very successful one. Chris says she began her full time public relations career at the age of 20. She rose to the rank of manager at the age of 28, and has maintained that status since. Rather than feeling that parenthood has burdened her career aspirations, Chris is overjoyed by the opportunities it has presented her. Chris expresses that she has always wished she could work from home, and having a child helped her fulfill her dreams of writing and editing from home. "Yes, my business travel is highly curtailed," she says, "but I never liked business travel anyway. I still work on many of the same projects...often participate in conference calls."

*Name changed to protect identity.
Chris’ manufacturing company produces and markets food products worldwide. Her role entails directing and managing the daily intranet newsletter. This includes agenda setting and planning for executive messages. She has a hand in the annual report for the organization, drafting most of the editorial copy. She also contributes in strategic communication counseling for some of her company’s subsidiaries, as well as working on many other projects as needed. Day-to-day, Chris plans, researches, writes, edits and designs news stories and organization announcements. She writes speeches for senior executives, copy for the annual report and special hard copy, for example scholarship program announcements and annual recognition meeting coverage. Citing her background as the manager of community relations, she directly assists the new community relations manager with writing and counseling, for example, drafting employee nominations for community award recognition. Chris plans on remaining at home with her daughter for “at least four more years,” but she hopes it extends to a longer period. She admits, however, that she “suspects” that she “may be asked to go to the office occasionally at some point.”

Golf meetings have never been an issue for Chris, but she admits that business lunch and dinner invitations are “less likely now,” and even admits that she has turned down a few recently because “my daughter and I are still nursing, so I choose my times without her very frugally.” But, she says, “I never liked them very much, so it’s no great loss.”

Chris admits that there is a stigma surrounding work from home. “There is a slight stigma, in that your top priority is not perceived to be at the office (and it’s not).” Mainly, she says, women at the company misunderstand her role or perhaps are envious
of its freedom. "We do have several women with young children in our department, and
I am the only one who did not return full time after her baby's birth."

She's devoted 16 years to the field, and reports that she cannot attest to it
taking longer for her to break into management than her male counterparts. There are
always exceptions, she says, but she was very fortunate in that sense. She does not report
any change in women's opportunity to advance over the past ten years. She responds,
however, that she does not believe that the glass ceiling is a thing of the past. While she
has been lucky, she says that she has experienced some instances of men skyrocketing
through the ranks in part because of the "boy's club" mentality. Her network of peers
consists almost entirely of women, with a few notable exceptions. In her organization,
she reflects that the majority of noted management is male. Chris relates the following
disturbing information: "My previous Director at _______ has worked there almost two
decades. She is experienced, highly qualified, fair, well liked and respected, a hard-
worker and an excellent manager. But she's been a Director for years, and been told she's
not likely to be a VP. Ridiculous."

Both respondents were asked for a sound bite dealing with women in public relations.
The first chose not to respond. This is what Chris came up with:

"Women today, in PR and all fields, have wonderful new freedoms to chart their
personal and professional destinies. Before the second half of the 20th century,
women typically maintained the role of wife and mother, with no opportunities to
achieve professional success outside the home. In latter half of the century,
women made significant, important strides in the working world - but often at the
sacrifice of home and family life. As we begin the 21st century, women have the
unique opportunity to combine these two roles in the proportion that works best
for them, and, indeed, that may work best for society. Part-time and work-from-
home options are finally opening up and becoming accepted alternatives to allow
women to merge their family values and professional aspirations in unique ways.
As a woman in PR, make sure that you do everything you can to balance your
work and home life - you'll be glad you did."
CHAPTER FIVE

-5-

INTERPRETATION
Chapter Five

5.1 Introduction

According to these findings, New Jersey Public Relations Society of America women do make less than men in similar situations. However, the average woman has between one and five years less experience than the average man. The average man is also between one and ten years older than the average woman.

The average man is as educated as the average female, having completed some graduate school. Average men and women work in a New Jersey for profit business or consulting company with over 500 employees that they themselves do not own. The average man and woman has two employees reporting to them, and works between 40 and 49 hours a week.

The average woman is married, without children. The average man is also married; however, he has at least one child.

The average man makes between $90,000 and $109,999 a year, while the average woman makes between $70,000 and $89,999 a year. He has more experience, which could easily explain the salary differential. The PRSA/IABC 2000 Salary Survey states that the median range for public relations practitioners is $53,000, a $4,000 increase from 1995. Salaries ranged from $28,000 to $147,000 in 1999.\textsuperscript{92} Both men and women are above average according to that statistic, even assuming an inflation rate of $5000 a year.

\textsuperscript{92} PRSA/IABC Salary Survey, 2000. \url{http://www.prsa.org/Resources/Profession/index.asp?ident=prof1}
5.1.1 TABLE

<table>
<thead>
<tr>
<th>Average NJ PRSA Woman</th>
<th>Average NJ PRSA Man</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some graduate work.</td>
<td>Some graduate work.</td>
</tr>
<tr>
<td>Work in NJ.</td>
<td>Work in NJ.</td>
</tr>
<tr>
<td>For Profit/ Business Consulting Industry</td>
<td>For Profit/ Business Consulting Industry</td>
</tr>
<tr>
<td>Not self-employed/ Over 500 employees.</td>
<td>Not self-employed/ Over 500 employees.</td>
</tr>
<tr>
<td>Have 2 employees reporting to them.</td>
<td>Have 2 employees reporting to them.</td>
</tr>
<tr>
<td>Aged between 31-40 years.</td>
<td>Aged between 41-50 years.</td>
</tr>
<tr>
<td>Between 10 – 14 years experience.</td>
<td>Between 15 – 19 years experience.</td>
</tr>
<tr>
<td>No children.</td>
<td>Has at least one child.</td>
</tr>
<tr>
<td>Married.</td>
<td>Married.</td>
</tr>
<tr>
<td>Makes between 70,000 and 89,999 annually.</td>
<td>Makes between 90,000 and 109,999 annually.</td>
</tr>
<tr>
<td>Works between 40 and 49 hours a week.</td>
<td>Works between 40 and 49 hours a week.</td>
</tr>
</tbody>
</table>

5.1.2 TABLE

**NJ PRSA FEMALE SALARY DISTRIBUTION FINDINGS**

![NJPRSA Female Salary Distribution](image)

```
<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>20,999 or less</td>
<td>0</td>
</tr>
<tr>
<td>21 - 30,999</td>
<td>3</td>
</tr>
<tr>
<td>31 - 49,999</td>
<td>12</td>
</tr>
<tr>
<td>50 - 69,999</td>
<td>10</td>
</tr>
<tr>
<td>70 - 89,999</td>
<td>10</td>
</tr>
<tr>
<td>90 - 109,999</td>
<td>7</td>
</tr>
<tr>
<td>Greater than 110,000</td>
<td>1</td>
</tr>
</tbody>
</table>
```

5.1.3 TABLE

**NJ PRSA MALE SALARY DISTRIBUTION FINDINGS**

![NJPRSA Male Salary Distribution](image)

```
<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>20,999 or less</td>
<td>0</td>
</tr>
<tr>
<td>21 - 30,999</td>
<td>0</td>
</tr>
<tr>
<td>31 - 49,999</td>
<td>9</td>
</tr>
<tr>
<td>50 - 69,999</td>
<td>7</td>
</tr>
<tr>
<td>70 - 89,999</td>
<td>11</td>
</tr>
<tr>
<td>90 - 109,999</td>
<td>12</td>
</tr>
<tr>
<td>Greater than 110,000</td>
<td>0</td>
</tr>
</tbody>
</table>
```
The State of Salary in New Jersey Public Relations Society - Men
America

Women

<table>
<thead>
<tr>
<th>21-30,999</th>
<th>31-49,999</th>
<th>50-69,999</th>
<th>70-8999</th>
<th>90-109999</th>
<th>Greater than 110,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>11</td>
<td>9</td>
<td>7</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

5.1.5 TABLE
SURVEY INDUSTRY FINDINGS

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>% of Male Responses</th>
<th>% of Female Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Profit Business or Consulting Firm</td>
<td>70</td>
<td>57.7</td>
</tr>
<tr>
<td>Hospital/ Health Care</td>
<td>5</td>
<td>21.2</td>
</tr>
<tr>
<td>Non Profit</td>
<td>10</td>
<td>13.5</td>
</tr>
<tr>
<td>School/ Education</td>
<td>7.5</td>
<td>5.8</td>
</tr>
<tr>
<td>Government</td>
<td>5</td>
<td>1.9</td>
</tr>
<tr>
<td>Hospitality/ Travel</td>
<td>2.5</td>
<td>0</td>
</tr>
</tbody>
</table>

5.1.6 TABLE
PUBLIC RELATIONS INDUSTRY BREAKDOWN, BY GENDER

Gender Composition of Industry

- Business or Consulting Firm: 11 Female/ 2 Male, 28 Male/ 30 Female
- Hospital/ Health Care PR: 7 Female/ 4 Male
- Not for Profit Org: 3Male/ 3Female
- School PR/ Educators: 2Male/ 1Female
- Government or Political Lobbying: 1 Male/ 0 Female

NJPRSA Men
NJPRSA Women
5.2 Salary and Industry

Industry has an effect on a practitioner’s paycheck. Elizabeth Lance Toth, Linda Childers Hon and Larissa Grunig briefly touched on the subject of industry in their book, *Women in Public Relations*, but it seemed largely dismissed. The facts don’t lie, though. Certain industries, like corporate public relations, command a greater salary than certain others, for example, a non-profit charity organization.

Most women interviewed work in the for profit or business consulting industry, as do men. The “corporate” public relations industry is the most lucrative area, with over half of respondents in this industry making well over $90,000 annually. Specifically, 28 percent of the 52 women surveyed, or 57.7 percent of all women, work in the for profit or business consulting industry. Female for profit respondents count for 48.4 percent of the total group of for profit workers. Men, on the other hand, have 70 percent of their numbers in this industry, or 28 of the 40 men surveyed. These men count for 45.2 percent of this industry’s workers.

A large portion of women reflected work in hospital or health care public relations. This industry’s average salary is $69,384.12; third highest average according to this study. A whopping 85 percent of these respondents are female, or 11 of the 13 in this field.

Another 11 men and women work in not for profit industry positions. Over 69 percent of these respondents make between $50,000 and $109,000 a year. The majority of these workers are female, or seven of the 11.

Further examination is needed to investigate just how well men and women fare in each of the area’s job industries.
Industry Average Salary Data According to NJPRSA Survey

<table>
<thead>
<tr>
<th>Industry</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Profit Business or Consulting</td>
<td>$88,523.69</td>
</tr>
<tr>
<td>Government or Political Lobbying</td>
<td>$79,999.50</td>
</tr>
<tr>
<td>Hospitality or Travel</td>
<td>$79,999.50</td>
</tr>
<tr>
<td>Health Care or Hospital</td>
<td>$69,384.12</td>
</tr>
<tr>
<td>Not for Profit Organization</td>
<td>$67,707.83</td>
</tr>
<tr>
<td>School PR or Education</td>
<td>$65,062.00</td>
</tr>
</tbody>
</table>
Profile in “For Profit Business or Consulting” Salary:

A comparison was done of the majority data for males and females in this industry.

According to a 2004 study, business-to-business public relations positions carry an annual base salary of $107,000. The male majority makes over $110,000 annually and is between 41 and 50 years old. Most women, with equal education and experience, make between $90,000 and $109,999. This majority is younger, ranging between 31 and 40 years old. These women work only 40 to 49 hours a week. In contrast, the majority of men work between 50 and 59 hours a week.

Salary differences among the majorities in this industry can be explained in the majority because men are working more hours in the office during the workweek. The men are also older and may command a greater supervisory respect at their company.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Salary</th>
<th>Weekly Hours</th>
<th>Age</th>
<th>Education</th>
<th>Years F/T Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>$110 K+</td>
<td>50 - 59</td>
<td>41 - 50</td>
<td>Bachelor's</td>
<td>10 - 14</td>
</tr>
<tr>
<td>Female</td>
<td>$90000 - 109999</td>
<td>40 - 49</td>
<td>31 - 40</td>
<td>Bachelor's</td>
<td>10 - 14</td>
</tr>
</tbody>
</table>

Profile in “Health Care/ Hospital Public Relations” Salary:

Women dominate this particular field. The majority of the 11 females in this field hold a bachelor’s degree and have between five and nine years experience. The two men in the field have higher levels of education.

It is important to note that one of the two men owns his own business, explaining the large salary gap between the male respondents.

Women in the field do make more money than the man in the field in 36.4 percent of cases, with four women making over $70,000 a year. None of the women in this industry are self-employed; however, one of them does make over $110,000 a year in this category.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Total Responses</td>
<td>11%</td>
<td>2%</td>
</tr>
<tr>
<td>Majority Degree</td>
<td>Bachelor’s</td>
<td>Some Graduate Work</td>
</tr>
<tr>
<td>Majority Work Hours</td>
<td>40 - 49/week</td>
<td>40 - 49/week</td>
</tr>
<tr>
<td>Majority Experience</td>
<td>5-9 years</td>
<td>5-9 years</td>
</tr>
<tr>
<td>Majority Salary</td>
<td>$31,000 - 49,999</td>
<td>$50,000 - 69,999</td>
</tr>
</tbody>
</table>

Profile in “Not for Profit Public Relations” Salary:

Seven of the eleven respondents who work in this field are females with an average 12 years of experience. The remaining four men in this industry average 17 years of experience. The female majority reports a salary range of $50,000 to $69,999 a year while the majority of men report $90,000 to $109,999 a year. This can be justified because the men are older and have greater experience than the females surveyed.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Degree?</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Majority Salary</td>
<td>$50 - 69,999 (66.7%)</td>
<td>$90 - 109,999 (66.7%)</td>
</tr>
<tr>
<td>Majority Experience</td>
<td>5-9 (33.3%)</td>
<td>10-14 (33.3%)</td>
</tr>
<tr>
<td>10-14 (33.3%)</td>
<td>15 - 19 (33.3%)</td>
<td></td>
</tr>
<tr>
<td>15-19 (33.3%)</td>
<td>20 - 40 (33.3%)</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>21-30 (57.1%)</td>
<td>41-50 (75%)</td>
</tr>
<tr>
<td>31-40 (28.6%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Majority Hours</td>
<td>40-49</td>
<td>40-49</td>
</tr>
</tbody>
</table>
Profile in “Government or Political Lobbying” Salary:

Two thirds of the three percent of respondents in this field are male. The female is better educated (graduate degree); however, she has considerably less experience. The salary differential of about $20,000 a year can easily be explained by the enormous 24-year gap in experience between the sexes.

5.2.5 TABLE MAJORITY DATA “GOVERNMENT/ POLITICAL LOBBYING “ INDUSTRY

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Salary</td>
<td>1% Total</td>
<td>2% Total</td>
</tr>
<tr>
<td>Average Experience</td>
<td>3 years</td>
<td>27.5 years</td>
</tr>
<tr>
<td>Education Level</td>
<td>Graduate Degree</td>
<td>Bachelor's / Some College</td>
</tr>
</tbody>
</table>

$110,000 Plus Earner Comparison

Seven women and twelve men responded that they make over $110,000 a year; nearly all work in the for profit business or consulting industry. The average woman is younger and less experienced than the men in the category. Despite their age and relative lack of experience, women are doing well for themselves through dedicated office hours and whole-hearted participation in industry conferences and continuing education. Nearly all women have either a bachelor’s or master’s degree, which makes them better educated than the 66.7 percent of men with college degrees. It seems that experience is more valuable than degrees in this instance.

5.2.6 TABLE HIGHEST INCOME GENDER PROFILE

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number making $110K/+</td>
<td>7</td>
<td>12</td>
<td>17% of all surveyed</td>
</tr>
<tr>
<td>Percent in NJ</td>
<td>66.7%</td>
<td>90%</td>
<td>13.9% of all</td>
</tr>
<tr>
<td>Percent Self-Employed</td>
<td>16.7%</td>
<td>18.2%</td>
<td>3% of all surveyed</td>
</tr>
<tr>
<td>Percent with BA/Graduate Degree</td>
<td>BA - 50%</td>
<td>BA - 45.5%</td>
<td>N/a</td>
</tr>
<tr>
<td>MA - 33.3%</td>
<td>MA - 29.3%</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>Percent Continuing Ed/</td>
<td>100% / 100%</td>
<td>54.5% / 100%</td>
<td>N/a</td>
</tr>
<tr>
<td>Average weekly hours</td>
<td>50 - 59</td>
<td>50 - 59</td>
<td>N/a</td>
</tr>
<tr>
<td>Has children?</td>
<td>50%</td>
<td>81.8%</td>
<td>N/a</td>
</tr>
<tr>
<td>Years Experience?</td>
<td>10 - 14 (66.7%)</td>
<td>20 - 40 (45.5%)</td>
<td>N/a</td>
</tr>
</tbody>
</table>
Female Profile: $110,000 or More Annually:

The most well paid women represent seven percent of all respondents, and 13.5 percent of only women respondents. These seven women make over $110,000 a year.

Five of the seven most well paid women work in New Jersey, and the other two work in New York. Six of them are in the for profit/business consulting industry – 85.7 percent of all $100,000 plus earning women. The remaining woman is involved in hospital or health care public relations. Again, 85.7 percent of these women work at companies with more than 500 employees and have three to five employees directly reporting to them. Only one is self-employed. These women work mostly from 50 to 59 hours a week (57.1 percent). The others work from 40 to 49 (28.6 percent) or more than 60 hours a week (14.3 percent).

Four of the seven women have between ten and fourteen years experience. The other three are evenly dispersed anywhere from five to nine years, 15 to 19 years, and 20 to 40 years. Most of these ladies, 42.9 percent, hold either a bachelor’s or a graduate degree. Another 14.3 percent have completed some graduate school.

Most are married with children, and took between three and six months off for the birth of their children. Three of these seven women, 42.9 percent, are between 31 and 40 years old. About 28 percent are between 41 and 50 years of age. The other two are older than 51.

It’s very telling that 42.9 percent of the highest grossing women are between 31 and 40 years old. Obviously, these women have displayed exemplary diligence in their career pursuits to gain such status at their young age; particularly so because this is the age where parenthood is most likely to interject in a career path.
Male Profile: $110,000 or More Annually:

Men making over $110,000 account for 30 percent of all men in the survey, and 12 percent or the total group surveyed. For profit business or consulting firms attract 91.7 percent of these men; government or political lobbying accounts for the remaining 8.3 percent of the most highly paid males in the study. Nearly all work in New Jersey, with one working in New York. Eight of the 12 work at companies with more than 500 employees. These men usually have six or more employees reporting directly to them (50 percent).

A quarter of the most highly paid men own their own business. Half of them have between 20 and 40 years of public relations experience. Some have between ten and 14 years (33.3 percent). The majority, 66.27 percent, hold a bachelor’s or master’s degree. A quarter completed some graduate school. Half of the men work between 50 and 59 hours a week.

The majority of these men are married with children. Most of these men (70 percent) took up to two weeks off for the birth of their child. Over 41 percent are between 41 and 50 years old; a third are between 51 and 60 years old. Only two are between 31 and 40 years old; one is over 61.

These men have worked long and hard for their career success; they are almost all over 41 and the majority have between 20 and 40 years of experience in the field. The men have fewer educational degrees, but careers spanning as many as four decades, putting in nearly sixty hours a week while supporting a family and raising children more than educated these men for the high level positions they currently occupy.
5.3 Geography

Generally, the majority of respondents, 91 percent, work in New Jersey. Only five percent travel to New York for work, and one percent had offices in Delaware. The remaining three percent have offices in other areas of the country.

Interestingly, ten percent of the male respondents have offices in New York. Only one female respondent had an office in New York. This is compelling because the New York area median wage for an entry-level public relations specialist, as discussed in chapter two, is roughly $6,000 greater than the national average. With ten percent of men working in New York, it can be hypothesized that their salaries might be inflated.

While both New Jersey and New York are above the national salary average for public relations directors, New York public relations directors outpace New Jersey public relations directors by nearly $8,000 annually. Four of the five New York public relations professionals are men; four of the five make over $70,000 annually. The average salary for these five is over $96,000 a year. Most are between 31 and 40 years of age; three of the five have Bachelor’s Degree; the remaining two have graduate degrees. It is important to see that ten percent of male respondents work in New York and have a much higher annual salary.

Additionally, a large concentration of responses are derived from the New York City and Philadelphia metro regions. Those counties closest to the metropolitan areas fed a larger proportion of respondents. While they may not work in the city, they certainly are influenced by their salary standards. For example, both Hudson and Middlesex counties, two of the three counties bordering New York, have a greater proportion of

---

male practitioners than female. Those are the only two counties where this occurs.

Ocean County ties in the male to female ratio. The largest county response percentages came primarily from Northern New Jersey, which has a higher cost of living and is influenced by the New York City salary standards. However, overall, South Jersey PRSA members (Burlington, Ocean, Camden, Gloucester, Salem, Cumberland, Cape May, Atlantic) comprised the largest percentage (30.7 percent) of responses, and North Jersey (Somerset, Hunterdon, Warren, Morris, Essex, Sussex, Passaic, Bergen, Hudson, Union) comprised 21.5 percent of responses. Philadelphia metro areas such as Camden, Burlington and Gloucester counties had very large responses. Salaries will also reflect an urban interest in these areas so close to the city.
<table>
<thead>
<tr>
<th>NJ County Name, Largest no. NJPRSA to Smallest no. of NJPRSA</th>
<th>Total Number of NJ PRSA in County</th>
<th>Tracked Number of Responses</th>
<th>Response Rate of NJPRSA within County</th>
<th>County % of Total NJ PRSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Morris</td>
<td>58</td>
<td>16</td>
<td>27.6%</td>
<td>12.58%</td>
</tr>
<tr>
<td>2. Bergen</td>
<td>55</td>
<td>8</td>
<td>14.5%</td>
<td>11.93%</td>
</tr>
<tr>
<td>6. Essex</td>
<td>51</td>
<td>10</td>
<td>19.6%</td>
<td>11.06%</td>
</tr>
<tr>
<td>17. Somerset</td>
<td>49</td>
<td>8</td>
<td>16.3%</td>
<td>10.63%</td>
</tr>
<tr>
<td>10. Mercer</td>
<td>42</td>
<td>6</td>
<td>14.3%</td>
<td>9.11%</td>
</tr>
<tr>
<td>3. Burlington</td>
<td>39</td>
<td>9</td>
<td>23.1%</td>
<td>8.46%</td>
</tr>
<tr>
<td>19. Union</td>
<td>29</td>
<td>7</td>
<td>24.1%</td>
<td>6.23%</td>
</tr>
<tr>
<td>4. Camden</td>
<td>25</td>
<td>12</td>
<td>48%</td>
<td>5.42%</td>
</tr>
<tr>
<td>11. Middlesex</td>
<td>24</td>
<td>4</td>
<td>16.7%</td>
<td>5.21%</td>
</tr>
<tr>
<td>12. Monmouth</td>
<td>23</td>
<td>0</td>
<td>0%</td>
<td>4.99%</td>
</tr>
<tr>
<td>8. Hudson</td>
<td>16</td>
<td>8</td>
<td>50%</td>
<td>3.69%</td>
</tr>
<tr>
<td>9. Hunterdon</td>
<td>13</td>
<td>1</td>
<td>7.7%</td>
<td>2.82%</td>
</tr>
<tr>
<td>7. Gloucester</td>
<td>10</td>
<td>5</td>
<td>50%</td>
<td>2.17%</td>
</tr>
<tr>
<td>1. Atlantic</td>
<td>7</td>
<td>1</td>
<td>14.3%</td>
<td>1.5%</td>
</tr>
<tr>
<td>20. Warren</td>
<td>7</td>
<td>2</td>
<td>28.6%</td>
<td>1.5%</td>
</tr>
<tr>
<td>15. Passaic</td>
<td>5</td>
<td>1</td>
<td>20%</td>
<td>1.08%</td>
</tr>
<tr>
<td>14. Ocean</td>
<td>4</td>
<td>0</td>
<td>0%</td>
<td>.87%</td>
</tr>
<tr>
<td>16. Salem</td>
<td>2</td>
<td>0</td>
<td>0%</td>
<td>.43%</td>
</tr>
<tr>
<td>5. Cumberland</td>
<td>1</td>
<td>0</td>
<td>0%</td>
<td>.22%</td>
</tr>
<tr>
<td>18. Sussex</td>
<td>1</td>
<td>0</td>
<td>0%</td>
<td>.22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>461</strong></td>
<td><strong>98 Tracked + 2 Anonymous</strong></td>
<td><strong>N/a</strong></td>
<td><strong>100 +/-</strong></td>
</tr>
</tbody>
</table>

5.3.2 TABLE

<table>
<thead>
<tr>
<th>NJPRSA REGIONAL COUNTY CALCULATIONS</th>
</tr>
</thead>
</table>

**Southern Counties:**
(Burlington, Ocean, Camden, Gloucester, Salem, Cumberland, Cape May, Atlantic)

**Central Counties:**
(Mercer, Monmouth, Middlesex)

**Northern Counties:**
(Somerset, Hunterdon, Warren, Morris, Essex, Sussex, Passaic, Bergen, Hudson, Union)
5.3.3 TABLE

NEW JERSEY PRSA RESPONSES, MAPPED BY COUNTY

Number of Responses
Number of NJ PRSA Per County

Persons per square mile

- 3,000 to 66,940.0
- 300.0 to 2,999.9
- 160.0 to 299.9
- 79.6 to 159.9
- 7 to 79.5
- 1.0 to 6.9
- 0.0 to 0.9
5.4 Age as a Function of Experience

Age directly correlates to salary. The longer you work full-time, the more your pay increases, in most situations. Of men surveyed, 40 percent, or 16 men, are between 41 and 50 years old. Thirteen men, or 32.5 percent, are between 31 and 40 years of age.

Women’s ages skew in quite the opposite direction. The largest percentage of women fall within the 31 to 40 year old category, with 18 women, or 34.6 percent. The second largest majority of women fall between 21 and 30 years of age; 16 women or 31 percent of all women are in this age group. Interestingly, there is only one male respondent in this age group!

While the men interviewed lean toward having over ten years of full-time public relations experience, women lag behind. An overwhelming 85 percent of men have over ten years experience. Only 53.8 percent of females interviewed had that many years. Women display a more rounded bell curve, with the largest majorities having between five and fourteen years experience (28 percent).

Interestingly, the sample contained ten women with less than four years of experience. Only one male respondent had that little experience. This shows the reason for salary discrepancy. The average salary for respondents with less than four years of experience is $51,408.60. That means that 19 percent of women surveyed make an average of $29,000 less than the average NJ PRSA salary, which places a major drain on the female salary. Men aren’t feeling the impact because they only have one respondent in this experience class.
5.4.1 TABLE  
AGE DISTRIBUTION OF NJ PRSA MEN

5.4.2 TABLE  
AGE DISTRIBUTION OF NJ PRSA WOMEN
5.4.3 TABLE
EXPERIENCE DISTRIBUTION OF NJ PRSA MEN

Men's Experience Distribution

5.4.4 TABLE
EXPERIENCE DISTRIBUTION OF NJ PRSA WOMEN

Women's Experience Distribution
5.5 Education

Men average a very slightly higher ‘college-and-above’ education, but it is a very slim margin. The average education is nearly equal; both genders average some graduate work. It isn’t until we examine each NJPRSA gender’s participation for graduate work that we note a difference. The ratio of men possessing/pursuing graduate work is eleven percentage points greater than the female ratio. Men pursuing graduate work or doctorate study are nearly double the women. True, more women have completed a graduate degree (21 women, 13 men), but there are far more men in the upwardly mobile stages of education than women. Possibly, women delay full-time work to finish graduate school, while men work and attend classes over time. It could explain some of the experience gap between the genders, and would be good for further studies.

Only two respondents attended law school, and they are both male. One makes between $50,000 and $69,999 and the other makes between $90,000 and $109,999. Only one owns his own business. One has between five and nine years of experience, and the other has between 15 and 19 years of experience. My original assumption was that attorney’s pay would be greater than others in the sample. They seem to be rather average, on the contrary.

The good news is that none of the respondents reflect that they are merely high school educated. Public relations benefits from the continuing influx of degreed thinkers into the field, not only for their innovations but also because they bring more and more professional recognition to the field. It speaks well of the profession in our area.

Glancing back, 35 percent of both men and women felt that experience was “very” or “fairly” influential to career success. Only slightly more women than men valued education in these ways (28 percent female, 24 percent male).
5.6  Job Title

Because many of the higher-ranking job titles require many years of experience, it is a logical assumption that men, who have more years of experience, will hold more upper level positions than women. The higher-ranking jobs bring with them higher annual salaries, which we can see will influence the gender salary gap if the upper level positions are indeed occupied by men.

According to a 2001 study in *PR Week*, “Among the top 100 PR agencies, 37 have female CEO’s.” Women are largely filling a managerial position, according to my findings, with 63.5 percent of them either managers, directors or involved in upper management. Only four of these women, or 7.7 percent of women overall, hold upper management position titles. These are: President, Assistant Vice President of Public Relations, Senior Vice President and Partner, and finally, Assistant Vice President and Retail Communications Manager.

Men are also largely occupying management positions. Over 72.5 percent of men are involved in upper management, director or manager positions. Seven men, or 17.5 percent, are upper management, with titles such as: Assistant Vice President, Vice President and Director of Corporate Communications, Chief Executive Officer, Vice President, Vice President of Marketing, Senior Vice President and Chief Operating Officer, President, Vice President and finally, President and Chief Operating Officer. Another two men are Account Supervisors, also a managerial function requiring heavy experience. That brings the management percentage for men up to 77.5 percent. There are no women in that position.

Research from 2000 and 2001 shows that senior or executive vice presidents average a $160,000 annual salary. There are more men than women in the higher paying, 

---

95Leyland, Adam. *Gender Has Negligible Impact on Salary in PR*, PR Week. 21 May 2001, 1, 8 & 9
upper-management positions, which also moves toward a logical explanation for the salary discrepancies.

Only six of the female respondents are self employed. Slightly more men owned their own business (nine men). “Women in the workforce are starting their own businesses at three times the rate of men,” says Linda Hon. That is certainly not what these results suggest, or at least not in New Jersey.

Most men and women interviewed reported that most of the upper management at their organization is male. Only eight women, 15.4 percent, report that women are the majority at their business. Four men, or ten percent of all males, report that the majority of upper management is female. Sixty-five percent of men interviewed say that the majority of their coworkers are female. Women say the same in 78.8 percent of responses.

“Roles relate to a variety of other variables including gender, salary, and involvement in management decision-making. Public relations personnel playing the management role primarily tend to earn more money and more frequently participate in management decision-making than technicians (Broom & Dozier, 1995; Dozier & Broom, 1986).”

96 Hon, Linda. “Feminism And Public Relations.” The Public Relations Strategist, Fall 1995
5.6.1 TABLE RESEARCH ON PUBLIC RELATIONS TITLES AND CORRESPONDING EXPERIENCE

<table>
<thead>
<tr>
<th>Title</th>
<th>Years of Experience</th>
<th>Salary Findings</th>
<th>Quoted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intern</td>
<td>0-1</td>
<td>No data given.</td>
<td></td>
</tr>
<tr>
<td>Assistant</td>
<td>0-1</td>
<td>No data given.</td>
<td></td>
</tr>
<tr>
<td>Coordinator</td>
<td>2-4</td>
<td>No data given.</td>
<td></td>
</tr>
<tr>
<td>Specialist</td>
<td>2-4</td>
<td>Public Relations Specialist</td>
<td>$39,850</td>
</tr>
<tr>
<td>Manager</td>
<td>5-7</td>
<td>Management Consultants</td>
<td>$69,865</td>
</tr>
<tr>
<td>Account Supervisor</td>
<td>5-7</td>
<td>No data given.</td>
<td>$92,743</td>
</tr>
<tr>
<td>Director</td>
<td>8+</td>
<td>No data given.</td>
<td></td>
</tr>
<tr>
<td>VP/Executive</td>
<td>10+</td>
<td>Senior or Executive Vice President</td>
<td>$160,000</td>
</tr>
</tbody>
</table>

5.6.2 TABLE DISTRIBUTION OF JOB TITLES, MEN

Job Title Distribution

- Analyst: 3%
- Spokesperson: 3%
- Upper Management: 26%
- Account Supervisor: 6%
- Manager: 20%
- Director: 36%
- Supervisor: 4%
- Manager: 27%
- Specialist: 2%
- Coordinator: 14%
- Educational Titles: 4%

5.6.3 TABLE DISTRIBUTION OF JOB TITLES, WOMEN

Job Title Distribution, Women

- Director: 33%
- Supervisor: 4%
- Manager: 27%
- Specialist: 2%
- Coordinator: 14%
- Educational Titles: 4%
- Editor: 6%
- Representative: 2%

References:

100 Abbott, Langer and Associates, 2001
5.7 Work Hours

Of those 41 men and women making over $90,000 annually, nearly half work between 50 and 59 hours a week, and 29.7 percent work in the office at least five weekends a year.

To determine the effect of office hours on career success, look to the three lowest paid respondents – they happened to be three women making under $30,999. Two of these three women report working only 35 to 39 hours a week. Conversely, the workweek of our highest income earners demands an average of between 50 and 59 hours in the office. Number of office hours correlates with salary. The more you work, the higher your annual salary.

“Commitment to a career is another factor in career aspiration. Men expected to work significantly longer hours than women. Men were more willing than women to work in excess of 40 hours a week plus evening and weekends. Women were more likely to work 40 hours a week with occasional overtime. Significantly more men than women expected to wait longer in their career to take a leave of absence, while women were more likely to expect to take a leave of absence in the first ten years of working. Men saw themselves taking a leave after 30 or more years. Women also overwhelmingly stated that starting a family would be a reason they would interrupt their career.”

5.8 Family

Children were more common among men in this study. The average NJ PRSA member of either gender is, or was, married. The average woman, unlike the average man, has no children. Sixty-five percent of men interviewed believe that women are more likely to make career sacrifices for family; 82.7 percent of women agree with this statement.

"Significantly more men than women expected to wait longer in their career to take a leave of absence, while women were more likely to expect to take a leave of absence in the first ten years of working. Men saw themselves taking a leave after 30 or more years. Women also overwhelmingly stated that starting a family would be a reason they would interrupt their career."

The birth of a child is an interruption to any work schedule. What impact does it have on career? Imagine if your coworker, your parallel power at the office, took two, six-month long vacations within a few short years. You remain in the office, take merely the standard annual two-week vacation, naturally gaining greater experience. But you also earn the invaluable - intangibles like dependability and loyalty. Why would anyone promote your coworker with the checkered work history over one with a solid record?

By nature, women are bound to childbirth in many ways that men are not. Breastfeeding, physical recovery and societal norms demand that a mother be near her child. It’s possible that men might feel the same drawl; society does have a very distinct role for the father as provider, however. Longer periods of leave certainly decrease a woman’s experience level as compared to her peers, which, as we’ve seen, negatively

---

impacts salary development. It could also damage society's conscious and subconscious view of her commitment to her career. Conversely, most fathers studied took only two weeks off to usher their children into the world. This time is probably the expected vacation length of the men, and not a major departure from work priorities.

Mothers reflected even percentages taking either three months leave or maternity leave between six months and a year, per birth. So, nearly 80 percent of those mothers take over two months off for each birth, and half of those mothers have more than one child and, by extension, more than one gap in employment.

Men, on the other hand, report taking about two weeks away from the office for their child's birth; the majority of men surveyed also had more than one child. On the whole, men take much less time away from the office for the birth of their children, equivalent to the usual yearly paid vacation given by the employer.

“It seems logical to reason women expect to take a leave of absence during the first ten years of their career to have children. Many believe women do not advance in their careers because of their commitment to their families and not their jobs; however, researchers have found women lagged behind men regardless of their marital status or the presence of children (Anderson, 1988).”

And what happens when parents are working full time at the office and their child is sick? Using sick days to care for children or other family members may negatively affect employer perception of that employee’s dedication. When an employee takes sick leave to care for family, management loses daily support, and they sense that commitment lies elsewhere. It is probably true in this instance, but it isn’t the sort of

---

thing an employee shouts around the office. If an employee abandons a post today, how can it be guaranteed that the behavior won’t be repeated?

While similar percentages of each gender report using their sick time to care for family, women use more of their days for that purpose. If the study is furthered, questions should be formed to determine if NJPRSA feel compelled to issue false reasons to managers for these instances. The researcher would like to measure person-to-person opinion of societal pressure to prioritize work responsibilities over sick family, and if that is effected by gender.

Seventy-five percent of male and 85 percent of female respondents report taking some annual sick leave. Respondents using one or two days for family included 35 percent of male responses and a quarter of female responses. Only five percent of men report using more than three sick days for family; however, this response was accurate for ten percent of the female responses. That’s twice the reported male percentage!
Maternity Leave Among NJ PRSA Women

- No children: 55%
- Kids, did not reply: 2%
- Up to 2 Weeks: 2%
- 2 weeks to a month: 4%
- About 2 months: 4%
- About three months: 9%
- 3 to 6 months: 8%
- 6 mo. To a year: 10%
- Over a year: 4%
5.9 Office Socialization

Most men and women steer away from office related socialization. They reflect highest participation rates in office holiday parties, company sponsored volunteerism, and coworker lunches. Most women, 82.7 percent, do not feel as if gender isolates them from office related socializing. Ninety-two percent of men do not feel as if gender isolates them from office related socializing.

Socializing does not seem to negatively or positively influence career success. True, nearly all men and women believe that personality and ability to bond with coworkers and management is fairly to very influential on career success. But the results do not reflect an outpouring of office socializing; they are very balanced. There is a clear difference between maintaining a workplace bond and relationship and spending time with coworkers outside of the office. Measuring day-to-day interaction and importance of those relationships is a study for another time, but in this setting, out of office socialization does not seem to be terribly vital to career success. Golfing, in particular, holds less emphasis than previously thought, drawing miniscule participation numbers.
5.10 Selected Comments

1. F: “Survey is easy to read and respond to. The question about taking time off when children are born was really not applicable to me since I didn't begin my career until the youngest was 12 years old.”

This was an interesting factor that wasn’t considered when constructing questions. This could possibly skew the maternity data; it may also offer an explanation for less experience among some women.

2. F: “Good survey. Maybe needed some N/A answers for some questions. For example, the parenthood one, I answered "no, never" but only because I have no children.”

3. F: “As a single female who works mostly with colleagues who have children, I feel reverse discrimination often. For example, I am expected to stay later hours or work holidays because I do NOT have children.”

This is an interesting comment that hasn’t been seen in this round of secondary research. The researcher would be interested to see an updated study in the future probing this matter.

4. F: “This survey has some flaws. For example, you’re asked if you work from home or office (I work from home), but then you MUST answer the following questions that relate only to working from an office (they have an *), forcing the participant to just select an answer so they can move on with the survey. Just thought I’d let you know… there are several sections like that.”

There are lessons to be learned about electronic surveys. The researcher learned several during this procedure…mainly, that they are imperfect. No matter how much work you put in to perfecting your questions, you cannot prevent technical foul-ups.
5. F: “To understand that my organization is predominately run by men, you need to know that I work for the Catholic Church.”

The researcher doesn’t believe that this comment changes anything about the results. To say that some industries or companies are dominated by men is merely to paint an accurate picture of the market.

6. M: “The staff I work with is split almost evenly between males and females.”

In retrospect, there is no option for equal presence of men and women in the question regarding coworkers or upper management – the respondent is forced to choose one over the other, which may not be totally accurate.

7. M: “My company is balanced gender-wise. Questions 30 and 31 didn’t allow me to express that fact. Re question #36. This is a PR agency. Most important attributes are ability to deliver tangible results that the client values, generate billing and profits, lead campaigns, manage client relationships, and bring in new business. Meeting hard metrics, delivering hard value for the client dollar and paycheck, not touchy-feely stuff. Deliver bottom line billing worth at least 3-4 times your salary. Just like a law firm or accounting firm or any other service business.”

8. M: “Some of the questions in the survey require more than yes or no answers. I believe commitment to family plays a bigger role than gender, salary or perks in helping to make career decisions.”

9. M: “In this day and age, gender has become less and less important. Women have established themselves and they achieve on a daily basis (i.e. - Sen. Hillary Clinton, Condi Rice & many other successful women). As such, I believe gender has become less of an issue. There are instances of bias that today’s women have to encounter. But they are more than capable of overcoming them. Additionally, there many women in the public relations field. Therefore, people have to deal with female publicists & other women PR practitioners. They can’t afford to be too biased or discriminatory.”
5.11 Personal Interview Expansion

* Names changed to protect the identity of respondents.

Case One: Consulting Company President/ Full Time University Professor:

At first glance, Betty’s case is fairly straightforward. She’s worked in the field for an impressive 26 years, and she is president of her own consulting firm. She has no children to hold back or enhance her career. She reveals that has spent years at the senior management level in the corporate environment, and has a thriving consulting practice, holding only a bachelor’s degree in communications. Betty is an active, accredited member of the Public Relations Society of America and a member of the PRSA College of Fellows.

Upon closer examination, the researcher formed some questions about Betty’s background. She reports that she both works full time and teaches full time. However, she reports a 52.5 hour workweek. If she works a minimum full time work week of 35 hours at her consulting firm, then that leaves only 17.5 hours of classroom time, not taking into account office hours or any other work related extra hours. The average number of weekly hours spent on each job equals 26.25.

Betty mentioned during the interview that she has been “working from home now for ten years.” A cursory search of the web for the company’s site was fruitless.
Case Two: Contributing Editor Working from Home Part Time

As we saw in chapter four’s personal interviews, the work-at-home mother hopes to continue her situation into the future for at least four years. “Chris* plans on remaining at home with her daughter for ‘at least four more years,’ but she hopes it extends to a longer period. She admits, however, that she ‘suspects’ that she ‘may be asked to go to the office occasionally at some point.’

This statement implies, however incorrect it may be, is that although her company is accommodating her wish, they are doing so purely on a temporary basis. Having a “missing” employee, albeit reached in a phone call, must disrupt the workplace to some degree.

Chris’ situation is also unique because she has the financial freedom to limit her work hours to part time. And, as she says, ”I would have walked away had they not been interested in this arrangement.” Not all women have this luxury. The Bureau of Labor Statistics tells us that “Fifty-eight percent of working women provide half or more of their family’s income.”104 The situation is even more serious for married women. “Half of all married women with school-age children provide half or more of their household’s income.”105 While Chris works only her chosen hours, between 13 and 18 a week in most cases, “Seven in ten married working mothers work more than 40 hours a week.”106

On a related note, it must be mentioned that in several conversations with the subject, she’s referred to her husband as “overworked.” She says that he’ll watch their child so she can work if he is “around and awake.” Not a scientific investigation by any

means, but these comments lead me to wonder what financial effect her part-time, work-
from-home schedule has upon the family’s finances.

“Fifty-one percent of mothers with infants (under age one) were in the labor
force.”107 Considering, it would be interesting to know the effect on morale this type of
flexible arrangement might have. “Mainly, she says, women at the company
misunderstand her role or perhaps are envious of its freedom. ‘We do have several
women with young children in our department, and I am the only one who did not return
full time after her baby’s birth.’” What about that 51 percent who ran back to a job and
left a newborn in day care to secure a job and financial future?

As far as business socializing, Chris “admits that she has turned down a few
recently because ‘my daughter and I are still nursing, so I choose my times without her
very frugally.’” This is an inconvenience to her management, regardless of how true her
need to remain home is. And it seems that she repeats the same reasoning “I never liked
them very much, so it’s no great loss.” Understandable, yes, but do her employers really
care what she likes? She says, “I am an exceptionally grateful and dedicated employee
for the way the company has visibly demonstrated its commitment to me.” Are these
opportunities are equally available to others at the company?

Chapter four tells us that, “Chris says she began her full time public relations
career at the age of 20. She rose to the rank of manager at the age of 28, and has
maintained that status since.” This background is curious. Chris attended Duke
University. The average college student attends college from the age of 18 or 19 until the
age of 21 or 22. For Chris to have 16 years of full-time public relations experience, she

107 U.S. Department of Labor, Bureau of Labor Statistics, Employment status of the population by sex, marital status
would have been working full-time at the age of 20, presumably while in school. She would also have attended graduate school while working full-time, which is not quite so unusual. This is important because that means that over the course of a 16-year full-time career, Chris was promoted to manager half way through her career, at the age of 28.

Chris is very enthusiastic about her background and how fortunate she was to advance so rapidly to management. To me, it seems that a Duke University educated, master’s degree prepared candidate with an estimated five years of experience when she earned the degree should have no problem gaining an immediate position as manager. Instead, Chris has spent half of her career below the rank of manager.
5.12 Conclusion

"Women in public relations are discriminated against, pure and simple," says Linda Hon.\textsuperscript{108} Sorry, but the research doesn’t find this to be true. Men in the New Jersey Public Relations Society of America are older, have more years of experience, have a greater proportion of sole proprietorships, and due to these factors, hold higher management positions. They naturally make more money as a result.

Not a new concept. “Though women are dominating the industry numerically, men still earn more than women do by more than $20,000 on average. Jim Hutton, associate professor of marketing and communications at Farleigh Dickinson University, argues that the salary gap is justified because men often have more experience than women, they work longer hours, and tend to work in corporate PR, an area that pays more."\textsuperscript{109}

Contrary to Hutton’s last point, the research showed that two of the three top paying industries – for profit, health care, and travel – are dominated by women. The travel public relations realm was the one area that men dominated; however, it had only one respondent. Considering the area of the country surveyed was also important. The travel industry waxes and wanes depending on geographic location. Bottom line: it does not appear that women are being shut out of big money.

And yet, the men were more likely to have children. But data was not taken to see if these men had wives at home full time with their children. That would be another suggestion for further study. Women with children, however, take large gaps of time

\textsuperscript{108} Hon, Linda. "Feminism And Public Relations." \textit{The Public Relations Strategist}, Fall 1995
away from work for maternity leave. They also are more likely to use large portions of sick time for their children.

An interesting question arises, a subject for future study: does the lack of younger men in the industry indicate that men are losing interest in the field? Are public relations students in school now all female? Is public relations really becoming a “velvet ghetto” occupation? The researcher can only speak for my experience at Rowan University. There are more women than men in this program; however, the margin is slim. And the men in Rowan’s program, for the most part, excel in the program. So, are the female public relations students aware of the salary issues in the field? “Students of public relations, the practitioners of the future, tend to deny the existence of gender bias in the field. Jones (1991) found that college students who participated in her focus groups either were unaware of the problems women typically encounter or they did not believe such discrimination would pose a problem for them.”

Interesting research, but what exactly is typical? It seems as if this small group of researchers is presuming to speak for the larger group. There is no longitudinal research on these students to prove that they actually ever encounter gender bias at all. A blanket statement like this does serve to undercut any emerging student research that counters the popular “glass ceiling” research, however.

Maybe the problem doesn’t lie in men discriminating against women, but rather, women holding themselves and each other back. Could it be that all the gender discrimination literature and movies of the week have poisoned women’s opinion of their own abilities?

---

"The phenomenon has been attributed to the roles practiced in public relations, experience, discrimination, women's lack of negotiating skills, and lower expectations. The results from this study indicate before women even begin their career or job hunt, they already expect lower pay than men. (Broom & Dozier, 1986, Cline et al., 1986; Toth & Grunig, 1993; Cline, 1988; Terborg & Ilgen, 1975; DeRosa & Wilcox, 1989)"

While New Jersey Public Relations Society of America men and women have much in common, not every characteristic is mutual. The average male is older and more experienced. Overall, female dominance continues in the trade, including in two of the three highest-paying industries. Most respondents were in management positions; however, men occupy more executive level management positions, and females skew toward in-department administration.

Respondents distinguished feelings that women often sacrifice career for family, but existence of gender discrimination was nearly unanimously denied. Comments indicate no prejudice against the success of diligent women who prioritize their career. Simply stated, the salary gap results from unequal skill comparison between men and women.

Selected Bibliography


Association for Women in Communications, The. The AWC Fact Sheet. (Severna Park, MD: AWC, 2001.) Available at: http://www.womcom.org/HP-factsheet.html

Berkowitz, Dan, and Ilias Hristodoulakis. Practitioner roles, pr education and professional socialization: an exploratory study. (Central Michigan University: Association for Education in Journalism and Mass Communication Conference Papers, September 1997.)


Hon, Linda. “Feminism And Public Relations.” *The Public Relations Strategist.* (Fall 1995.)


Koloff, Abbott. “All men - and women - are created equal, even on the golf course?” (Gannett State Bureau. *Courier Post* Newspaper. March 9, 2003, Sunday.)


Serini, Ph.D., Shirley A., Elizabeth Toth, Ph.D., Donald K. Wright, Ph.D., and Arthur Emig, Ph.D. Women, Men and Job Satisfaction in Public Relations. (Central Michigan University: Association for Education in Journalism and Mass Communication Conference Papers, August 1996). Available at: http://list.msu.edu/cgi-bin/wa?A2=ind96 12d&L=aejmc&D=0&P=6308


Wahl, Barbara J. *A Study of the Acceptance of Women as Professionals in the Public Relations Field: Are we there, yet?* Graduate Public Relations Thesis. (New Jersey: Rowan University, 1993.)


### List of Featured Appendices:

<table>
<thead>
<tr>
<th>APPENDIX NO.</th>
<th>ITEM TITLE</th>
<th>APPENDIX PAGE PLACEMENT</th>
<th>NO. OF PAGES IN SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>---</td>
<td>Main Index: List of Featured Appendices</td>
<td>----</td>
<td>Current</td>
</tr>
<tr>
<td>1</td>
<td>“A 2004 Gender Study in Public Relations.”</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>“Public Relations Female Professional Survey.”</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>“Survey Sample &amp; Delimitation Worksheet.”</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>“Initial Survey Inquiry.”</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>“Second Survey Inquiry.”</td>
<td>18</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>“Third and Final Survey Inquiry.”</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>7</td>
<td>“Glass Ceiling Still Exists; Study Can’t Explain Why.”</td>
<td>22</td>
<td>2</td>
</tr>
<tr>
<td>8</td>
<td>“Women Crash the Boards: Area Firms Adding Female Directors.”</td>
<td>24</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>“Addressing Work-Life Balance.”</td>
<td>27</td>
<td>3</td>
</tr>
</tbody>
</table>
Page 1: Appendix One


By Megan York.
Printed version of online survey, HTML formatted.
A 2004 Gender Study in Public Relations

Thank you in advance for participating.

You have been kindly asked to take part in this study because you are a successful New Jersey public relations practitioner, and a member of PRSA.

This study is confidential - you will not be asked to divulge your name or the name of your organization.

The purposes of this study:

For and work, you are asked the same questions.

Results may be published.

Your participation means a great deal to me, and I thank you.

1. What area of public relations most closely describes your organization’s purpose?
   - National or Public Relations
   - Government or Political lobbying
   - For Profit, Business or Consulting
   - School, Post-Graduate education
   - Non-Profit or Public Relations
   - Other

2. In what state is your office located?

3. How large is the company that you work for?
   - Less than 10 employees
   - 11 to 50 employees
   - 51 to 200 employees
   - 201 to 500 employees
   - More than 500 employees

4. How many employees report directly to you?

5. Are you self-employed?
   (Your primary source of income is a business in which you exercise majority ownership.)
A 2004 Gender Study in Public Relations

It's all in the details...

8. How many years have you worked full time in the public relations field?

9. How many additional years have you worked part time in the public relations field?

10. Are you currently working full time in a public relations role? (35 hours a week or more.)

11. What is your highest level of education? (Please exclude law school for this question.)

12. Did you attend law school?

13. What is your yearly base salary? (Exclude benefits, bonuses, or "perks")

A 2004 Gender Study in Public Relations

Tell me more ...

14. Have you participated in any continuing education programs?
   (i.e. certification or non-degree classes)

15. Does your company offer to contribute funds to send you to communication-related conferences or seminars?

16. If so, do these conferences or seminars require you to stay overnight away from home?
   Yes  No

17. How often do you participate in the following office-related social events?

- Happy hour gatherings
- Golf outings
- Holiday parties
- Training trips
- Coworker lunches
- Company Sports teams
- Company Sponsored Volunteer Events

18. How would you describe your office space?
   - Work on my own
   - Share an office
   - Have an office that is specifically assigned to me

<< Previous Page   Next Page >>
19. If you do the bulk of your work at an office, how many weekends did you travel to your office site to work during the past year?

- 0
- One weekend a year.
- Two weekends a year.
- 3 to 5 weekends a year.
- More than 5 weekends a year.

20. If you do the bulk of your work at an office, how many hours do you spend in the office in a typical workweek?

21. If you do the bulk of your work at an office, how many additional hours did you spend working at home during the past year?

22. How many sick days do you use, on average, per year?

- None.
- 1 to 2 days.
- 3 to 4 days.
- 5 or more days.

23. Of these sick days, how many were used for a family member other than yourself? (i.e., spouse, parent or children)

- No.
- 1 to 2 days.
- 3 to 4 days.
- 5 or more days.

<< Previous Page    Next Page >>
A 2004 Gender Study in Public Relations

A questionnaire designed by graduate student and PRSSA member Megan York for the purpose of thesis research. All logos are property of their respective organizations.

Thanks for Sticking With Me!

24. Are you currently or have you ever been married?
   
25. Do you have children?
   
<< Previous Page   Next Page >>
26. How many children do you have?

27. Does at least one of your children reside with you at your home for the majority of the year?

<table>
<thead>
<tr>
<th>Have a child</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child One</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Two</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Three</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Four</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Five</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Six</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Seven</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Eight</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Nine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Ten</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

28. What are the ages of your children?

- Age
  - 0-1 Year Old
  - 1-3 Years Old
  - 4-6 Years Old
  - 7-9 Years Old
  - 10-14 Years Old
  - 15-19 Years Old

29. During the birth of your children, what was the longest period of time that you took off from work to be home with your newborn? (i.e., paternity / maternity leave, unpaid leave or vacation time)

- Stayed at home.
- Leave before birth.
- Left work but came back.
- Left work and not on leave.
- Left work and went on leave.
- Came back from leave.
- Other.
A 2004 Gender Study in Public Relations

Well, if you ask me...

These questions are based purely upon your opinion and your experience.

30. Most of my co-workers are...
   **Male**  **Female**

31. Most of the upper management at my organization is...
   **Male**  **Female**

32. Sometimes, I feel certain tasks or clients are assigned to me because of my gender.
   **No**  **Yes**

33. In your experience, this gender is more likely to make career sacrifices for family matters.
   **Male**  **Female**  **Neither**

34. Sometimes, I feel excluded from certain office-related social events because of my gender.
   **Yes**  **No**

35. I feel that parenthood has curbed my employer's interest in sending me out of town on business or to conferences.

36. Please rank the following according to how influential you believe they are on career success.

<table>
<thead>
<tr>
<th>Influence on Career</th>
<th>Least Influential</th>
<th>Somewhat Influential</th>
<th>No Opinion</th>
<th>Highly Influential</th>
<th>Very Influential</th>
</tr>
</thead>
</table>

- Influence on career
- Success is not achieved with a gender bias
- Work/life balance matters
- External factors
- Reputation of alma mater
- Gender
A 2004 Gender Study in Public Relations

Just a little bit further...

* 37. To which age group do you belong?
   - Under 20 years old
   - Between 20-30 years old
   - Between 31-40 years old
   - Between 41-50 years old
   - Between 51 and 60 years old
   - Over 60 years old

* 38. What is your gender?
   -

39. Comments:

<< Previous Page   Next Page >>
A 2004 Gender Study in Public Relations

Thank you for your participation.

Your comments are more than you know. If I had any money, I'd buy you for your time. Too bad. I'm just a lowly, broke, student and I have nothing."

If you have comments, or would like to find out more about the study, you can reach me via email at MeganWork6221.com.

Thank you again for the generous donation of your time.

<< Previous Page       Finished >>
Page 11: Appendix Two

"Public Relations Female Professional Survey."

By Megan York.
Printed version of qualitative questionnaire emailed to personal interview subjects in November 2003.
Megan York
Graduate Assistant to Dr. Don Bagin
Rowan University

PR Female Professional Survey

Before you begin, I'd like to thank you for taking the time to help me with my research. I know you are extremely busy, and I understand how valuable your time is. I've chosen to interview you for this study because you are female and because you're at the top of your field. Your "view from the top" offers an interesting perspective on women in public relations. Again, I want to thank you. If you have any questions regarding the questionnaire, please feel free to call me at the number above, or email me at MsMeganYork@aol.com.

Directions: Please take as much space to answer each question as you'd like. Place your cursor on the first line of the response space and begin to type your response right into the questionnaire. Repeat for each question. When you are finished, save, and email the Word document back to me. Thank you!

Name:

Approximate Age:

Position:

Organization:

Degree(s):

Number of Years at current organization:

1. What service does your organization provide?

2. As a public relations professional, what role do you perform for your organization as far as long term goals are concerned?

3. What tasks do you perform on a day to day basis in your position?

4. What are your typical office hours Monday – Thursday? Friday?

5. Are you married?

6. Do you have children?

7. If so, how old is/are your child/ren?

8. If you have children, how do you feel the birth of your child/ren has impacted your public relations career, if at all? (i.e., shortened work days, decreased likelihood for business travel)
9. Before the birth of your child/ren, were you more or less likely to be invited on a semi-social business dinner/lunch or golf outing? Please explain.

10. How many years have you been working full-time in Public Relations?

11. Are you now, or have you ever worked part-time or from a home office? For what length of time did you do each of these things, if at all?

12. Do you personally believe there is a stigma surrounding part-time or work from home? Please explain.

13. I've chosen to interview you for this study because you are female and because you have broken into management. Your "view from the top" offers an interesting perspective. What is the ratio of male to female in management of your organization?

14. Do you feel as if it took you longer to break into management than your male counterparts or fellow managers?

15. Think about your network of contacts. Do you personally feel that your female contacts are more reliable, or more accessible than those of the opposite sex? Is your network dominated by females or males, or is it evenly distributed?

16. Personally, do you feel the opportunity to advance to management for women has increased or decreased in the past ten years?

17. You have a 25 second sound bite to contribute to a cable television documentary regarding the modern role of women in the public relations field. What would you choose to say with your time?

18. Is the 'glass ceiling' a thing of the past?

19. Please relay to me one anecdote, in detail, where you feel your sex was an underlying issue in the workplace. (IE, sexual discrimination, client assignment, being assigned less staff to supervise, etc.) This can be any issue you want to tell me about, just please include details. These comments may be used as 'case studies' in my paper, and so if you wish your response to be confidential, please write it before you begin. Thank you!
Page 14: Appendix Three

“Survey Sample & Delimitation Worksheet.”

By Megan York.
Notes regarding sample. 5/2004
Survey Sample

461 Total NJ PRSA listings

37 NJ PRSA with no listed email address.

132 Emails Undeliverable due to invalid email box.

\[
\frac{461}{37} = 424 \text{ Emails sent}
\]

\[
424 - 132 = 292 \text{ Emails sent and received.}
\]

\[
n = 100 \quad \text{Number of responses.}
\]

\[
\frac{100}{292} = 34.24657534 \% \quad \text{Response Rate}
\]

Delimitations


2. Subjects must have had an email address listed in the 2003 PRSA Blue Book to be surveyed.

3. The listed email address in the 2003 PRSA BB must be valid (i.e., accepting email, listed with the company’s email server, not defunct due to person’s departure from position.)

4. Subject must, therefore, have a level of comfortability with the computer and email.

5. Subject must also have a level of ability to complete an online survey.

6. Subject must have time needed to complete the survey, approximately 10-15 minutes.
Responses

52% Women (n=52)
40% Men (n=48)
8% No Gender Revealed (n = 8)

100% Accounted, n = 100

Inquiry Schedule

4-3-04 Sunday Creation n/a
4-4-04 Monday First Inquiry 51 Responses
4-12-04 Monday Second Inquiry 39 Responded
4-25-04 Sunday Third Inquiry 10 Responded

100 Responses = 34.25% Rate

Hypothesis
To prove that gender has no effect on professional success.

Variables:
- Salary
- Education
- Industry
- Experience
- Dedication to Job
- Geographical location (within New Jersey)
- Status as a Parent
Page 16: Appendix Four

“Initial Survey Inquiry.”

Original survey participation request email on April 4, 2004.
By Megan York.
New Jersey PRSA Members:

Want to help out a Rowan graduate student conducting research for her thesis?

If you said yes, great! Please click here:

Survey Link:  http://www.surveymonkey.com/s.asp?u=94672440676
Password:  NJPRSA

If you asked why you received this email, I'll tell you: You're the best and brightest public relations practitioners in our great state of New Jersey! And you are smart enough to be involved with a great organization like PRSA.

Chances are, by living or working in New Jersey, you probably know someone who graduated from the public relations program at Rowan University, or maybe you even went to Rowan yourself. In either case, you know what a rigorous and thorough program Rowan offers. I'm a graduate student in the program, and I've chosen to do the program in one year. I am also Dr. Don Bagin's graduate assistant, who I am sure many of you know. This research is the basis of my thesis, "A 2004 Gender Study of Public Relations." The success of my work is based solely on your kindness.

If you said no, I don’t blame you. But try to find it in your heart to spare a few minutes and help me out – after all, my survey is actually interesting. Without your input, I won’t be able to finish my thesis. And you don’t want that on your conscience, do you? Please take a few minutes and do your good deed for the day! Thank you!

Survey Link:  http://www.surveymonkey.com/s.asp?u=94672440676
Password:  NJPRSA

I'd appreciate your taking my survey by April 30, 2004. Thank you!

Megan York
Graduate Assistant to Dr. Don Bagin
Member, Anthony J. Fulginiti Chapter of the Public Relations Student Society of America
Rowan University
Department of Public Relations
201 Mullica Hill Road
Glassboro, NJ 08028
meganayork@aol.com
Page 18: Appendix Five

"Second Survey Inquiry."

By Megan York.
Follow-up email request sent on April 12, 2004.
I understand how terribly busy this time of year can be, however, I would like to politely plead for your cooperation in assisting with my graduate research. I've had such a nice survey response, but I'm still shy of my goal! Help out a newcomer — spend just a few minutes on my short questionnaire. A few minutes won't make or break your schedule, but it will make or break my thesis. Remember, every survey counts!

My thesis is titled "A Gender Study in New Jersey Public Relations," and you have been hand selected to participate because of your outstanding reputation in the public relations world and affiliation with the nationally recognized Public Relations Society of America.

Your participation is essential to the validity of the study. Limited research exists currently in this area; it is with meager means and an admitted learning curve that I attempt to add to that information. By networking and helping one another in tasks such as this, we can hope to further our image and increase visibility of the public relations profession in our country.

Maybe I'm aiming too high, but I'd like to ask for your involvement to make this a reality. As public relations professionals, you know more than anyone just how important response rate is to the validity of your study. Thank you for your generous donation of time and effort.

Have a nice week,

Megan York
Page 20: Appendix Six

"Third and Final Survey Inquiry."

By Megan York.
Final participation request, sent on April 25, 2004.
New Jersey PRSA - Got a case of the Mondays?

Here’s your solution: this survey is sure to get your mind in gear for the workday ahead! You’ve been so generous already - we only need 10 more responses. Can you spare five minutes?

Here is a link to the survey:
[SurveyLink]

“A Gender Study in New Jersey Public Relations,” wouldn’t be possible without your help. You have been invited to participate because of your outstanding reputation in the public relations world and affiliation with the nationally recognized Public Relations Society of America.

As public relations experts, you understand just how vital a good response rate is to the validity of a study. This is the last time you’ll be contacted, if your kindness extends just a bit farther. Only 10 more surveys, and we’re done! Please take a few moments to help.

Here is a link to the survey:
[SurveyLink]

Thank you,

Megan York

I’d be happy to share the results with you just as soon as they are available. Let me know if you are interested. Thanks again!

Here is a link to the survey:
[SurveyLink]

Please note: If do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.
[RemoveLink]
Page 22: Appendix Seven

“Glass Ceiling Still Exists; Study Can’t Explain Why.”
Associated Press Article. Courier Post Newspaper,

2 Pgs.
Glass ceiling still exists; study can't explain why
Two lawmakers want scholarly research to find causes, solutions

Associated Press

WASHINGTON

Women's income is lower on average than that of men in part because they generally work less, leave the labor force for longer periods and tend to hold jobs that pay less, a congressional study found.

But even after adjustments are made for those factors, women still earned an average of 20.3 percent less than men in 2000, investigators said Thursday.


The 20 percent gap has been relatively unchanged in the past two decades. The difference was 19.6 percent in 1983.

The study could not explain reasons for the earnings difference, but noted that experts have speculated it could be due to discrimination or the decision by some women to forgo career advancement for family-friendly jobs that offer more flexibility and less stress.

"These decisions may have specific consequences for their career advancement or earnings," the study said. "However, debate exists about whether these decisions are freely made or influenced by discrimination in society or in the workplace."

Maloney and Dingell want to create a research center at a public university that would study potential solutions and publish information for employers and employees.

"After accounting for so many external factors, it seems that still, at the root of it all, men get an inherent annual bonus just for being men," Maloney said. "If this continues, the only guarantees in life will be death, taxes and the glass ceiling. We can't let that happen."

KEY POINTS

The study found:

- Men work on average 2,147 hours per year, compared with 1,675 for women.
- Almost nine of 10 men worked full time compared with two of three women.
- Men were out of the labor force an average of one week compared with three weeks for women.

Recruiter Carrie Pryor began a second career after having children. Time away from a career may be a factor in the glass ceiling.

TINA MARKOE KINSLOW /Courier-Post file

Kathleen O'Prandy, a recruiter for Virtua-West Jersey Hospital, Voorhees, was working part-time at home last April. Even after accounting for family-friendly factors, a study found there is still a 20 percent gap between men's and women's pay.
Page 24: Appendix Eight

"Women Crash the Boards: Phila.-Area Firms Slowly Adding Female Directors."

3 Pgs.

Women crash the boards

Phila.-area firms slowly adding female directors

By JEANNE RIDGWAY
Courier-Post Staff

Women remain woefully underrepresented on corporate boards in the tri-state area, even at companies targeting females as their core customers, according to a recent survey.

Rebecca C. Matthias, the founder of Mothers Work Inc., is the only female serving on the six-member corporate board of her company, a Philadelphia-based retailer of maternity clothing designed for career women. And there are no females sitting on the six-member corporate board at another Philadelphia-based firm, the Deb Shops Inc., an apparel retailer for teenage girls.

Fewer still are black, Asian or Hispanic women serving on corporate boards. Only nine minority females, less than 1 percent of all board members, hold positions at the region’s 120 largest public companies.

The third annual Women on Boards 2003 survey shows much work remains to be done to advance women business leaders in the Philadelphia region. That region spans eight counties from Southern Jersey, Philadelphia region to Delaware. According to the survey, women hold about 11.5 percent of all board seats at the 120 largest public companies in the greater Philadelphia area, which includes South Jersey. Specifical-

See BOARDS, Page 6D
Continued from Page 10

ly, women hold 128 board seats out of 1,114 positions, according to the Forum for Executive Women, which has conducted three such surveys.

This number compares to women making up 12.4 percent of the nation’s corporate boards, according to Catalyst, a nonprofit research group working to advance women in business, which surveyed Fortune 1000 companies in 2001.

The Women on Boards 2003 survey was co-chaired by Karen F. Minyard, a retired senior vice president and managing director of Women’s Financial Service, PNC Advisors/PNC Financial Services Group; and Autumn Bayles, CIO of Tasty Baking Co.

“While the numbers have improved slightly from last year, the fact remains that Philadelphia (region) companies are inching their way, not yet briskly walking, along the path toward greater corporate diversity,” said Minyard, now a consultant.

**Women equal more money**

Yet a correlation exists between female leadership and greater profitability for companies. This is according to a number of surveys, including a 1998 study done jointly by the University of Notre Dame, the University of Texas A&M University. The study found that “ethnic and gender diversity on corporate boards is associated with superior stock performance,” according to a white paper by San Francisco-based Business for Social Responsibility.

A global organization helping companies succeed while respecting communities, people and the environment.

Companies with the most women and minority directors had shareholder returns 21 percent higher than companies with none, the study found. Also, board diversity is a cause, rather than an effect, of improved financial performance.

“Businesses who don’t have women sitting on their boards are losing out on particular insight that women bring to the table,” said Linda Rosario, CEO of the Star Group, a Cherry Hill advertising/marketing and communications company.

Rosario, who sits on several nonprofit boards, thinks women are good at building consensus, and at bringing sensitivity to human issues.

“We just operate differently. We are a lot more gut-oriented. Women have a certain instinct, and that’s a real thing, and you can use it to your advantage,” she said.

Judy von Seldeneck, who is chairman of Diversified Search Company, a high-end executive search firm in Philadelphia, said women bring a human dimension to board work.

“There are other factors that are just as important as the financial issues but don’t get the same attention. Women are adept at understanding the importance of the human capital equation,” said von Seldeneck, who serves on the boards at Tasty Baking Co., Teleflex and Citizens Bank.

Co-founder of The Forum for Executive Women in 1977, von Seldeneck said the group’s goal remains the same as back then.

“We are trying to make it easy for companies to access women who are qualified to serve on their boards. It’s not about token membership anymore. Everybody’s done their token thing; we are into another phase here,” said von Seldeneck.

**Local match a success**

When Charlie Biscigia went searching last year for someone to serve on the board at his company, he contacted The Forum for Executive Women.

“We were specifically looking for a female,” said Biscigia, who is CEO and chairman of the board at South Jersey Industries (NYSE: SJ), an energy services holding company for South Jersey Gas, based in Folsom, Atlantic County.

The company wanted an independent-minded professional with expertise in finance, pensions and insurance. Helen Bosley, 55, of Yardley, Pa., who is a certified financial analyst and owns her own business consulting firm, joined South Jersey Industries board last May as a result of the search.

“She was a perfect fit and exactly what we’ve been looking for. She’s been to two board meetings and has already earned her pay,” said Biscigia.

A minority female also sits on the board at South Jersey Industries. Shirley Billings, who is black, has been a board member since 1983. It’s important to shareholders to see diversity on corporate boards and people who are “independent,” and therefore free from negative influences, Biscigia said.

“I have found absolutely no reason in the world to not get competent females on the board. They have all been excellent contributors to the board. When they speak, every board member listens,” said Biscigia.

Board diversity — specifically an increase in the number of women board members — is good for business, according to the Forum. Diversity strengthens governance, promotes competitiveness, builds employee morale, and projects a positive public image.

The Forum also helps companies identify female candidates for board positions. Currently it keeps a database of 800 women who are experts in finance, manufacturing, government, healthcare, communications and technology.

**S.J. woman waiting**

Frances Pierce, president and CEO of Data Systems Analysts in Pennsauken, is on that list. She has served on several nonprofit boards, but now she hopes for a corporate board position. She thinks the Forum’s list may help match her skills with a company that needs them.

“I think it’s terrific. I think some well-intentioned companies don’t know how to find these candidates,” she said.

Reach Jeanne Ridgway at (856) 486-2479 or jridgway@courierpostonline.com
Addressing work-life balance

By Elizabeth L. Toth, Ph.D., APR and Larissa A. Grunig, Ph.D.

Balancing work and life in our places of employment is a management concept that connects business needs and the changing work force of the 21st century. Business gains include attraction and retention of employees, medical and insurance cost savings, increased employee support for organizational changes and reduced absenteeism.

Strategic PR gains include favorable public opinion, increased consumer satisfaction, and a strengthened reputation.

How do employers think differently about today’s workers, despite economic, political and social pressures? (The issues addressed below were discussed at the PRSA International Conference in San Francisco last Nov. 16-19 in a session sponsored by the national PRSA Committee on Work, Life and Gender Issues.)

Workplace demographics

Projections for 2008 indicate that women will make up 48 percent of the U.S. labor force. The baby boom generation, aged 45 to 64, represent a growing segment of the U.S. labor force. Asian workers will show the most increase, while the number of Hispanic workers in selecting a first employer is the ability to achieve balance between work and a rewarding life outside of work.

Work-life initiatives

Through the past 20 years, organizations have undergone significant changes in work force demographics, while grappling with a global economy, new technology and increasingly stringent community expectations before an organization is given a “license to operate.”

Célina Pagani-Tousignant, president, Nomisur International, an international management consulting firm that specializes in the design of socially responsible programs, says that organizations realize that because they impact profitability and success, employees are a new form of capital.

“Companies saw that by investing in the capabilities of employees, business performance and the company’s intangible reputation, capital increased,” says Pagani-Tousignant, who’s also a senior associate with Boston College’s Center for Work and Family.

Work-life initiatives are actions that “help employees handle their work and life responsibilities so they can live to their full potential.” These initiatives have included health care and retirement, but also child care benefits, aid for domestic arrangements, leaves of absence for family and personal reasons, tuition reimbursement and scholarships for children, personal wellness counseling and a searchable knowledge base for health care questions.

SAS and work-life programs

Les Harmashima, director of corporate public affairs at SAS, a software company providing services to more than 39,000 sites, including top 100 businesses on the Fortune 500 list, makes the point that when one’s business depends on clients who sign annual contracts, it becomes critical that employees believe they work for the best company for software needs. Each year, SAS goes back to its clients to obtain the most important measure of employee satisfaction — repeat business for the next year. SAS boasts a 93 percent retention rate with customers and a 95 percent retention rate with its employees.

At SAS, work-life balance has added to a direct bottom line and an indirect bottom line. The direct bottom line is the connection between increased employee satisfaction and increased customer satisfaction, and increased profit. The indirect bottom line is “a strong healthy company community, where employees are supported and valued as people.”

SAS work-life initiatives include
Youth employees (aged 16 to 24) will increase more rapidly than the overall labor force. In addition, people with disabilities represent a growing labor market — more than 54 million Americans have some sort of disability.

Fewer than 7 percent of American families fit the “traditional model” of husband as sole wage earner, wife and children at home. Yet, 64 percent of mothers care for infants and preschoolers. The number of single working parents has jumped nearly 50 percent in the last 15 years. Family structures, including those headed by step, blended or same-sex parents, require new approaches to caring for children and elders.

Employee attitudes indicate a significant change from the positive feelings toward company paternalism: 78 percent of workers consider their efforts to balance work and personal life as their No. 1 priority and are willing to change employers to obtain flexible work arrangements. Moreover, 70 percent of young males are willing to give up pay, power and prestige for more time with their families. Students’ top consideration is violence, flexible schedules, elder care and changing company cultures.

Workplace cultures have to support different values and assumptions about work and life with creative solutions that fit employee and business needs. Common barriers to instituting these benefits are time, money, and expertise. Impact data, according to Pagani-Tousignant, goes a long way toward convincing managers that structural flexibility for employees is worth the investment. Here are three models of how organizations have incorporated work-life initiatives.

**Work-life at Hewlett-Packard**

“Work-life programs are not a guarantee of constant balance, a set of entitlements, a feel-good issue or a human resources program,” says Kathy Burke, work-life consultant and professional effectiveness coach, who, until 2002, served as the work-life strategy manager for Hewlett-Packard (HP).

Burke defined work-life programs as “a framework — a set of policies, programs, management philosophy, services [and] practices — that provides employ-...