

# GAP (VIII) CANADA REPORT



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Report of the Generally Accepted Practices  
(VIII) Survey (Canadian)

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# GAP (VIII) Canada Report

## REPORT OF THE GENERALLY ACCEPTED PRACTICES (VIII) SURVEY (CANADIAN)

### INTRODUCTION

CPRS, the Communication + PR Foundation and Mount Saint Vincent University have partnered to conduct the first Canadian survey of Generally Accepted Practices in Public Relations. This survey is part of the international GAP VIII study, led by the University of Southern California and supported by the Global Alliance for Public Relations and Communication Management. The international partners in this survey include Australia, New Zealand, Brazil, South Africa, Canada and the United States.

Between December 2013 and March 2014 the Canadian team collected data from 122 qualified surveys (with an additional 77 incomplete surveys) and has prepared a data set for the American partners in the GAP study that will allow our data to be included in the international study. The GAP VIII international study does not include data from the specifically Canadian questions which were added to the survey. This data will be analyzed (along with the overall survey) by the Canadian research team and it will offer a distinctly Canadian look at some defining characteristics within our practice. This will also serve to set benchmark data for future research on Canadian public relations practice.

International comparisons will be presented by the USC research team in September.

The following document provides a summary of responses received for individual questions included in the GAP VIII Canada survey. The respondents in this survey are all senior communication professionals in their organizations and they are Canadian, working within Canada or representing organizations that work in Canada.

### RESEARCH TEAM

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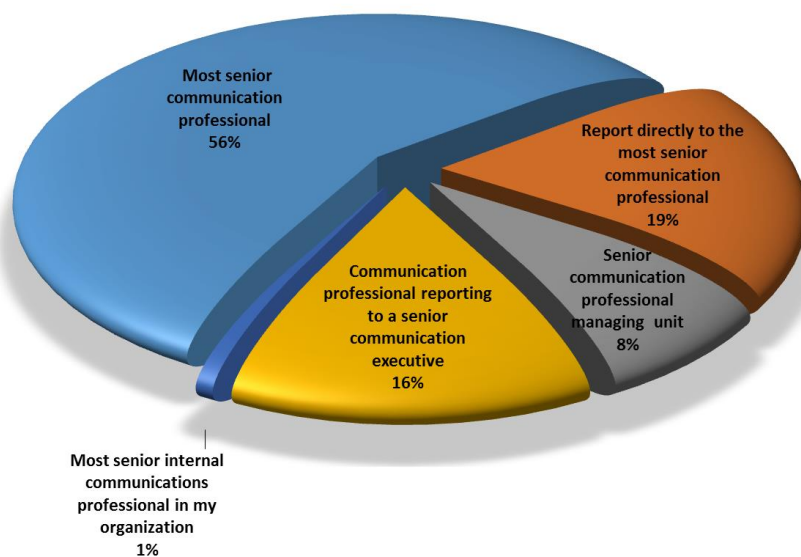
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## METHODOLOGY

On December 6, 2013 we introduced the survey to the field in an email invitation out to the CPRS membership with a link to the online survey form. We experienced an initial burst of interest in the survey. Understandably, responses declined dramatically over the December holiday season, and we re-sent the survey in early January. Following the model suggested by our partners at USC, based on their experience with the GAP VII survey, we broadened our distribution list by reaching out to multiple Public Relations organizations and associations in Canada, as well as inviting participants to forward the survey link to their own Public Relations contacts on our behalf. We utilized a social media strategy as well through LinkedIn, Twitter and Facebook. We also invited IABC members to participate in the survey through an email message from IABC contacts in three Canadian regions. As a result of this expanded outreach we received a total of 197 surveys by March, 2014. Of these, 131 surveys were complete, 9 of these were not qualified because they were not from Senior Communication professionals, so the final file consists of 122 responses. The 9 unqualified responses were deleted from the data set.

Exhibit 1:

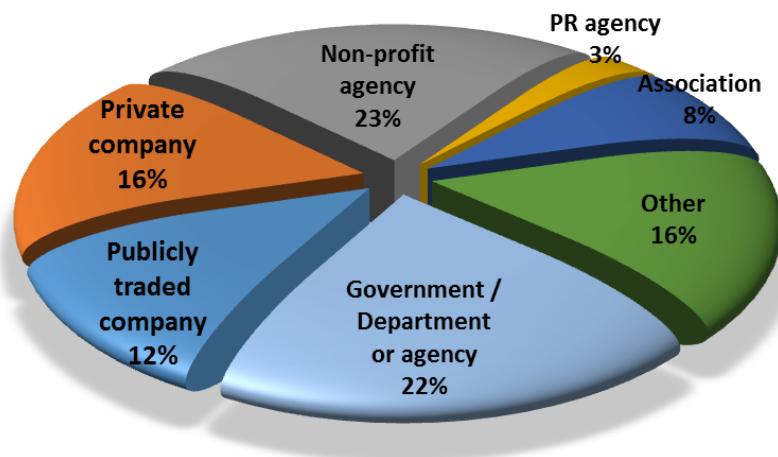
### GAP respondents screened for role in organization:



Most of our respondents work in non-profit agency workplaces constituting 24% of the sample and government departments and agencies, a further 22% of the sample. Company workplaces were split between 16% who were private and publically traded companies at 12% of the sample.

Exhibit 2:

### GAP Respondents: Corporate, Government and Non-Profit



## SECTION 1: PROFILE OF RESPONDENTS

### Demographic Profile

The majority of respondents to the survey were women (72%). Most respondents were between the ages of 31 and 50 years (59%). Salary levels, including salary plus bonus for the previous year varied from as low as \$30,000 per year to as high as \$350,000 with an overall average of \$105. The results are summarized in Exhibit 3.

<i>Exhibit 3</i>	
<b>Demographic Profile</b>	
<b>Gender (%)</b>	
Male	28
Female	72
<b>Age (%)</b>	
20 to 25	7
26 to 30	9
31 to 35	21
36 to 40	8
41 to 45	12
46 to 50	18
51 to 55	9
56 to 60	13
61 to 65	2
66 to 70	1
<b>Compensation Statistics (Salary + Bonus) (CAN\$)</b>	
Lowest reported	\$30,000
Highest reported	\$350,000
Average	\$105,000
Standard deviation	\$67,600
Median	\$89,500

Most of those responding to the survey had completed a university degree (67%). Thirty percent had also completed graduate school or higher. Most had a college or university degree in the public relations area (41%), followed by journalism (16%), and communications (13%). Overall, 68% of respondents had completed a specialized education in public relations/communications. Respondents also reported having completed degrees in many areas of study. Some of these other areas of study included arts, economics, English, history, humanities, fine arts, education, international relations, broadcast journalism, information technology, languages, law, leadership and conflict analysis, political science, philosophy, psychology, public administration, and women's studies. The results are summarized in Exhibit 4.

Exhibit 4

**Educational Profile****Highest Education Level**

Some college/ university	2
College/ university graduate	67
Postgraduate/ graduate school or more	30
High school	1

**Area of Study for University/College Degree (%)**

Public relations	41
Journalism	16
Communication	13
Business administration	9
Marketing	8
Other	13

**Specialized Post-Secondary Education in Public Relations/ Communications**

Yes	68
No	32

**Company/organization's headquarters**

The PR professional were asked “In what country is the company/organization in which you have responsibility for PR/Communication (i.e. the entire organization, a division or unit, etc.) headquartered?”. The majority responded that their responsibility is within Canada.

Exhibit 5:

<b>Company/organization's headquarters</b>		
Canada	116	96.6
Canada and the USA	1	.8
Global	1	.8
My responsibilities are in Canada for a UK-based (and publicly traded) parent organization	1	.8
Netherlands	1	.8
Pakistan	1	.8
United States	1	.8
Total	122	100.0

SECTION 2: KEY PUBLIC RELATIONS ROLES AND PRACTICES

Organizational roles and reporting

We asked respondents to consider their organizational structure and tell us how they report to various functions within the organization. Solid reporting lines involve direct reportage, whereas dotted reporting lines are less distinct and more in line with a matrix management system in which day to day oversight of activities may be different than project, function or department-based reporting.

To characterize how the PR/COMM function is embedded with organizations, the chart below captures the relative frequencies of the respondents' (senior PR managers) solid line reporting to various organizational office and function:

Exhibit 6:

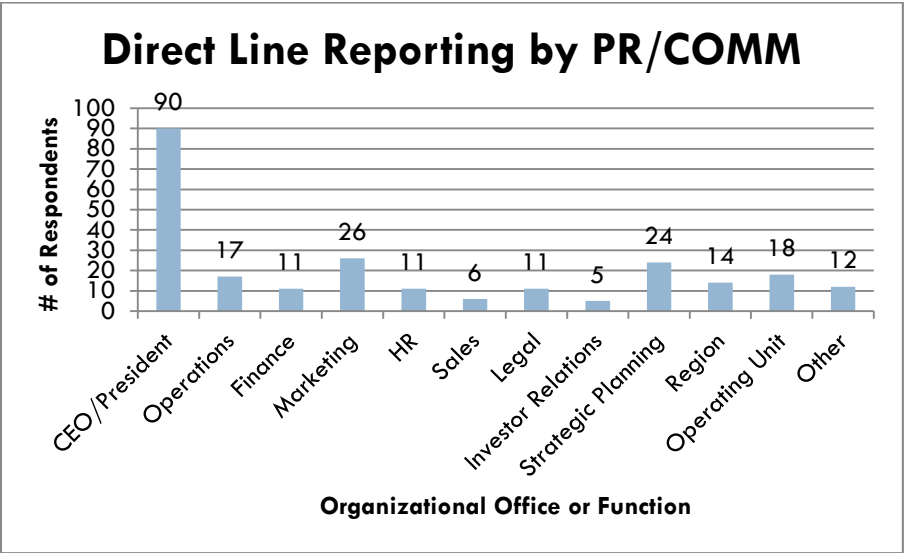
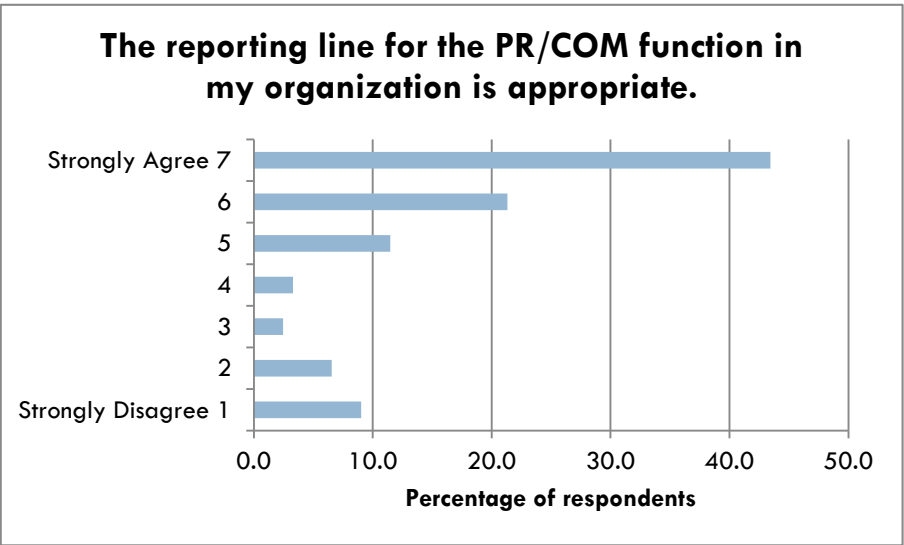


Exhibit 7:



Approximately 75% of respondents agreed that their reporting line for the PR/COM function in their organizations is appropriate.

### Structure/nature of the PR/COM department/function

Nearly 56% of the respondents described the structure/nature of the PR/COM department/function in which they work as a central Marketing Communication department with complete enterprise-wide responsibility for all forms of external communication, i.e. marketing, product advertising, corporate communication, crisis management, PR in support of products or services, etc.

Exhibit 8:

Structure/nature of the PR/COM department/function		
A central Marketing Communication department with complete enterprise-wide responsibility for all forms of external communication, i.e. marketing, product advertising, corporate communication, crisis management, PR in support of products or services, etc.	66	55.9
A central PR/Communication department with complete enterprise-wide responsibility for all PR/COM activities, including support of products or services, support of business units, corporate communication, crisis management, etc., but excluding product marketing or advertising.	24	20.3
A central PR/COM department with corporate responsibility only (i.e. corporate communication, crisis management, etc.), but excluding product marketing or advertising, support of business unit, etc.	12	10.2
A PR/COM department within a business unit having responsibility for specific products, services or brands.	3	2.5
A PR/COM department within a business unit having responsibility for a specific geographic region.	6	5.1
Other	7	5.9
Total	118	100.0

The “Other” responses include: 1) “A central PR/Communication department with complete enterprise-wide responsibility for all PR/COM activities, including support of products or services, support of business units,



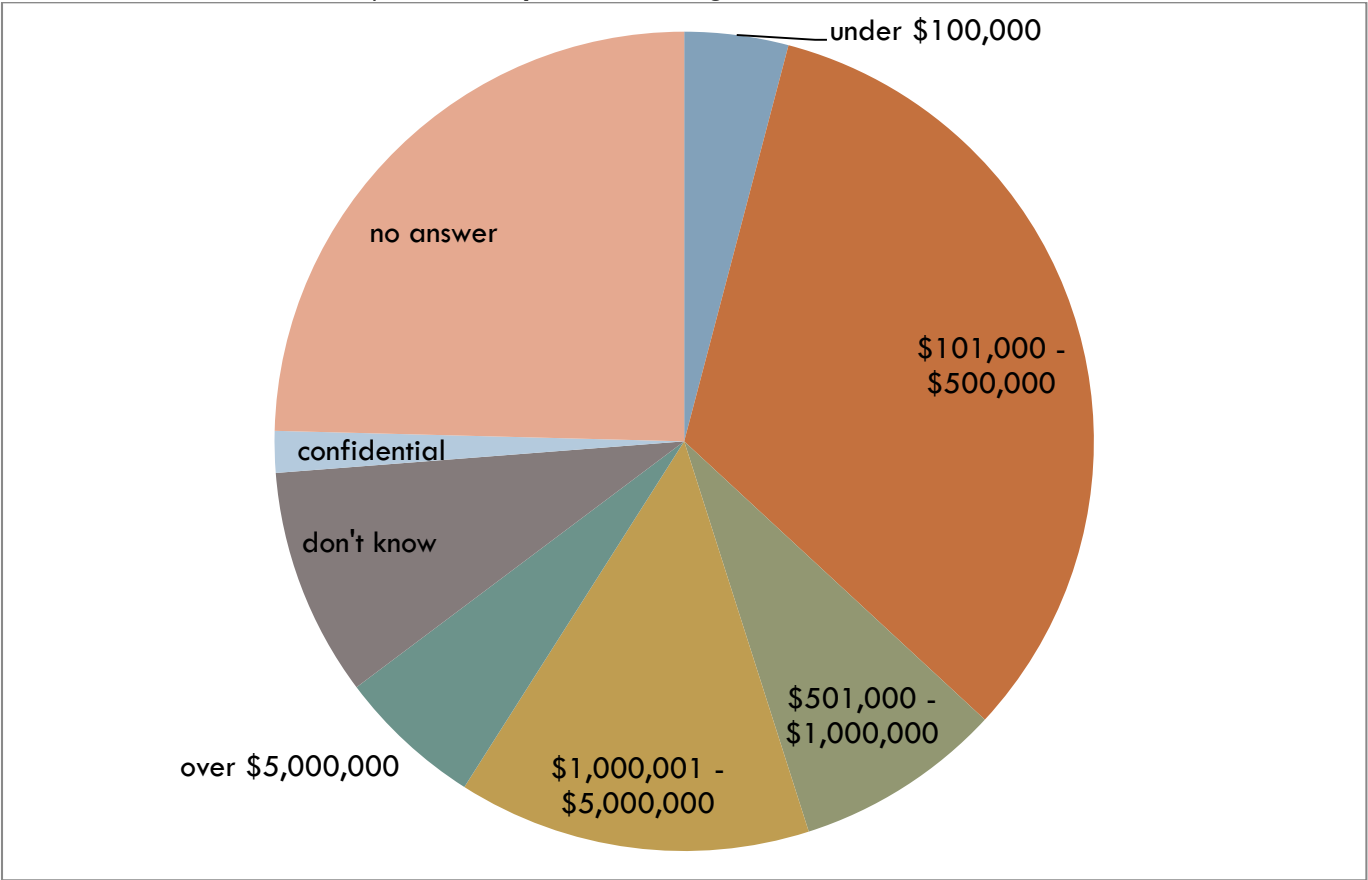
corporate communication, crisis management including advertising; 2) A hybrid of some of the above - a central communications department with enterprise-wide responsibility for the brand, but with other communications officers throughout the organization operating somewhat independently; 3) component of management duties; 4) content creation, organization and optimization for many companies; 5) PR/COM agency, etc.

Department Budgets

We asked respondents to indicate their estimated, all inclusive PR/COM budget (including all costs, i.e. staff salaries and related costs, agency fees, program execution, etc.) for the current fiscal/financial year. There were a number of non-responses to this question (20%). Of those who did respond, over 1/3 of department budgets were in the \$100,000 - \$500,000 range. Just under 10 % of respondents did not know what their department budget was, and two respondents declined to answer citing confidentiality.

Exhibit 9:

Estimated, all inclusive PR/COMM department budget:



## Decision-Making Areas and Responsibilities

The GAP respondents indicated their decision-making areas and responsibilities. The majority of participants (93%) selected “Determining communication goals for organization or unit” indicating that *their position included direct or indirect responsibility* for this area. The **core** decision-making areas and responsibilities has been identified as the following: 1) Determining communication goals for organization or unit, 2) Counseling C-Suite executives (e.g., Chairman, CEO, CFO, Partner. etc.) on communication issues facing your organization or unit, 3) Managing relationships with public relations agency/agencies. ‘Core’ is defined as more than 80% of respondents report responsibility for this area in 2013.

Exhibit 10:

Decision-Making Areas and Responsibilities	
Determining communication goals for organization or unit	93.4%
Counseling C-Suite executives (e.g., Chairman, CEO, CFO, Partner. etc.) on communication issues facing your organization or unit	89.3%
Managing relationships with public relations agency/agencies	82.8%
Developing overall communication strategy for organization	81.1%
Contributing to organization's overall strategic direction	78.7%
Developing and implementing crisis response strategy for organization	77%
Managing department budgets	72.1%
Determining staffing needs for your department or function	70.5%
Planning department budgets	66.4%
Primary role in selecting public relations agencies to support your department	65.6%
Hiring staff for your department or function	62.3%
Leading change management and related initiatives	56.6%
Developing strategies for enhancing employee performance	41.8%

## Budgetary Responsibilities

The GAP participants were asked to identify functions which their PR/COM department had primary responsibility. The core budgetary responsibilities have been identified as media relations, corporate communication/reputation (other than advertising), social media participation, and social media monitoring.

'Core' has been defined as more than 80% of PR/Com departments report responsibility for this function in 2013.

Exhibit 11:

<b>Budgetary Responsibilities</b>	
Media relations	95.9%
Corporate communication/reputation (other than advertising)	86.9%
Social media participation	84.4%
Social media monitoring	83.6%
Corporate image (logo usage, etc.)	78.7%
Issues management (i.e. dealing with external trends/issues of current importance)	77.9%
Social media measurement and evaluation	77.9%
Measurement and evaluation of communication effectiveness	77%
Employee/Internal communications	74.6%
Crisis management	72.1%
Executive communications	71.3%
Advertising - corporate image, issues	70.5%
Community relations	68.9%
Public affairs	68.9%
Marketing PR/Product PR	58.2%
Government relations	54.1%
Multimedia production	49.2%
Environmental monitoring (i.e. tracking external trends/issues of potential importance)	47.5%
Corporate intranet	46.7%
Research: Primary and/or secondary	41.8%
Advertising – product	35.2%
Corporate social responsibility (CSR)	35.2%
Search engine optimization	35.2%

Customer relations	28.7%
Research: Data Analysis	26.2%
Philanthropy	25.4%
Corporate ethics	18.9%
Corporate governance/standards	18.8%
Investor relations	8.2%
Lobbying	0%

## Measurement and Evaluation: Approach

More than a half of PR professionals (55.7%) indicated that their organization use measurement and evaluation methods developed by our in-house communication team to measure and public relations activities.

Exhibit 12:

<b>Measurement and Evaluation Approach</b>	
We use measurement and evaluation methods developed by our in-house communication team.	55.7%
We do not measure or evaluate public relations activities.	17.2%
We use the standard measures that have been recommended by professional organizations within the field (e.g., Media Relations Rating Points MRP®).	15.6%
We are considering adopting recommended standard measures but have not yet implemented these measures.	13.1%
We use proprietary measures recommended by our agencies and communication consultants.	12.3%
None of the above. / I don't know/unsure.	4.9%

## Measurement and Evaluation: Top Tools

By selecting a number from 1 (No Usage) to 7 (Extensive Usage), participants of the study indicated the degree to which each of the listed measures is included in their measurement and evaluation programs. Social or online media was found to be the most used tool for measurement and evaluation programs.

Exhibit 13:

Measurement tool	N	Mean	Std. Deviation
Social or online media	109	5.06	1.904
Reputation (brand, corporate, etc.	103	4.98	1.990
Content Analysis of clips	110	4.35	2.070
Total impressions	109	4.23	2.076
Total number of clips	107	4.22	2.066
Relevance to stakeholders	98	4.09	2.006
Total circulation	110	3.95	2.173
Willingness to advocate by stakeholders	96	3.88	2.074
Knowledge levels among stakeholders	99	3.85	2.007
Share of discussion	99	3.82	2.196
Intent to take actions by stakeholders	98	3.81	2.054
Unaided awareness among stakeholders	99	3.59	2.129
Return-on-investment (ROI)	95	3.32	2.080
Advertising value equivalence (AVE)	95	2.74	1.958

## Media and Techniques

The participants of the GAP study were asked to indicate the extent to which their department used each of the listed media and techniques where 1 = No Usage; 7 = Extensive Usage. It was found that *Twitter* (Average 5.66) was the most extensively used media and *creating content designed to be spread via social media* (Average 5.3) was the most extensively used technique.

Exhibit 14:

Use of Media	N	Mean	Std. Deviation
Twitter	119	5.66	1.791
Print Newspapers	116	4.94	1.908
Facebook	116	4.72	2.419
YouTube	116	4.22	2.187
Print magazines	111	4.22	1.937
LinkedIn	113	3.79	2.210
Radio	110	3.75	2.288
Television	111	3.17	2.272
Online audio (e.g. podcasts)	110	2.18	1.693
Instagram	113	1.88	1.680
Pinterest	112	1.73	1.536
Google Plus	112	1.72	1.526
Wiki	111	1.34	.919
Vine	111	1.30	.940
Use of Techniques	N	Mean	Std. Deviation
Creating content designed to be spread via social media	115	5.30	1.806
Using two or more social or sharing media platforms (e.g., YouTube + Twitter) in one campaign	113	5.09	2.293
Creating content in partnership with external audiences	114	4.55	1.919
Production of online videos	115	4.39	2.046
Sharing of online videos	112	4.19	2.150
Search Engine Optimization	110	3.69	2.294
Multimedia content optimized for mobile devices	111	3.55	2.223
Online editorial web sites	108	3.19	2.397
Crowdsourcing	107	1.93	1.618

Investor Relations

Canadian Public Relations practitioners indicated that Investor Relations tends not to be their primary responsibility. Only 7.5 percent of respondents indicated that Investor Relations was a responsibility of their Public Relations/Communication department. By comparison, the top four responsibilities indicated in response to this question were: Corporate communication 85%; corporate external website (83%); Social media participation (84%) and Social media monitoring (83%).

Although social media factored prominently in responses of practitioners generally, it was not a primary consideration with regard to investor relations. Just 18 percent of respondents indicated that social media was important or very important in their investor relations program.

41 percent of respondents reported that investor relations is managed primarily by the senior management team in their organizations. Another 5 per cent indicated it was managed within the legal department and 11% reported that their organizations had a stand-alone investor relations department. Only 2% of respondents indicated that management of the investor relations function was outsourced in their organizations.

Exhibit 15:

How Investor Relations is handled in organizations	
It is managed primarily by the senior management team	41%
It is managed in a stand-alone (IR) department	10.7%
<b>It is managed within the PR/COM department</b>	<b>9.8%</b>
It is managed from within the legal department	4.9%
It is outsourced	1.6%



Exhibit 16: Sample size = 78/122. Scale average = 3.46; Standard deviation = 2.106.

## Social Media

Research revealed that social media is just beginning to be embraced in public relations and communications practice in Canada. On average respondents reported that 24% of their work involved social media. They anticipated that this percentage would grow by 19% over the next year. Despite the fact that relatively little of their work involves social media, most PR departments/organizations had a formal written social media policy in place (60%). Only 15% reported having no policy, either formal or informal. The majority of survey respondents also had a social media strategy in place (52%) and one-third planned to adopt a social media strategy over the next 12 months. The drive to formalize the treatment of social media is likely fueled by concerns over its potential use. Only 19% reported having no concerns. The areas that caused the greatest concern included diminished reputation due to poor or inaccurate content (52%), losing control over content (52%), social media providing a means to criticize an organization (48%), and mean, nasty, or unprofessional content (36%).

The research team undertook to gain an appreciation of how social media is presently being used as well as a sense of what future use might be. Furthermore, we asked about policies, strategy and concerns about the use of social media. We asked respondents to identify the percentage of their PR work that presently involves social media. A total of 111 respondents reported that they were using social media a mean of 23.30% of their present work ( $n=111$ ;  $\text{mean}=23.30\%$ ;  $\text{s.d.}=21.67$ ). The mean alone does not tell the entire story. The following chart shows the distribution of responses to the question of present social media utilization:

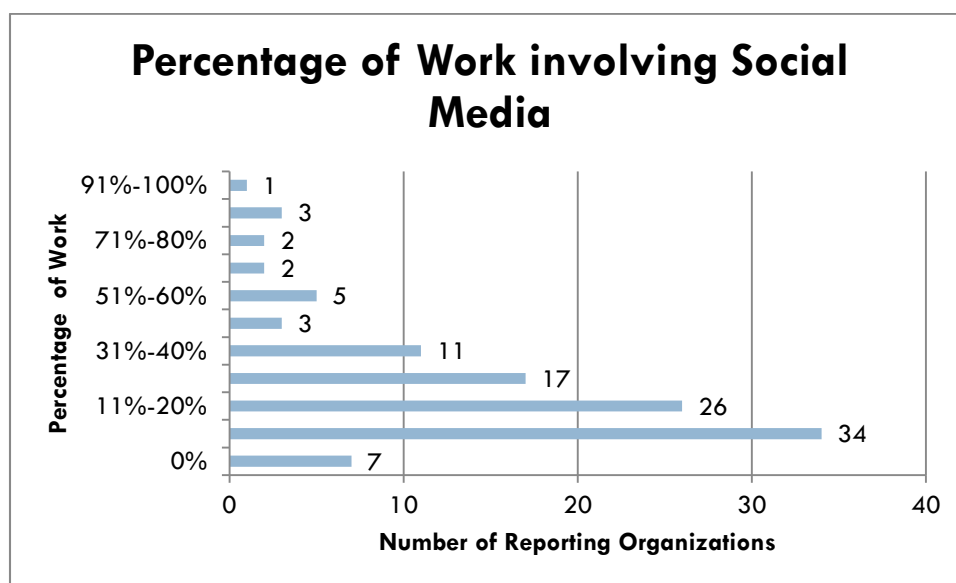


Exhibit 17: Sample size = 111/122; Standard deviation = 21.67

We also wondered if respondents would report that this represented an increase or a decrease over their work during the previous year. This was done using a survey tool which allowed for a reported increase or decrease by percentage. With 111 respondents giving data, we can report a mean increase of 19.14% ( $n=111$ ;  $\text{mean}=19.14\%$ ;  $\text{s.d.}=30.74$ ). Again, a chart allows for additional nuance found in the data:



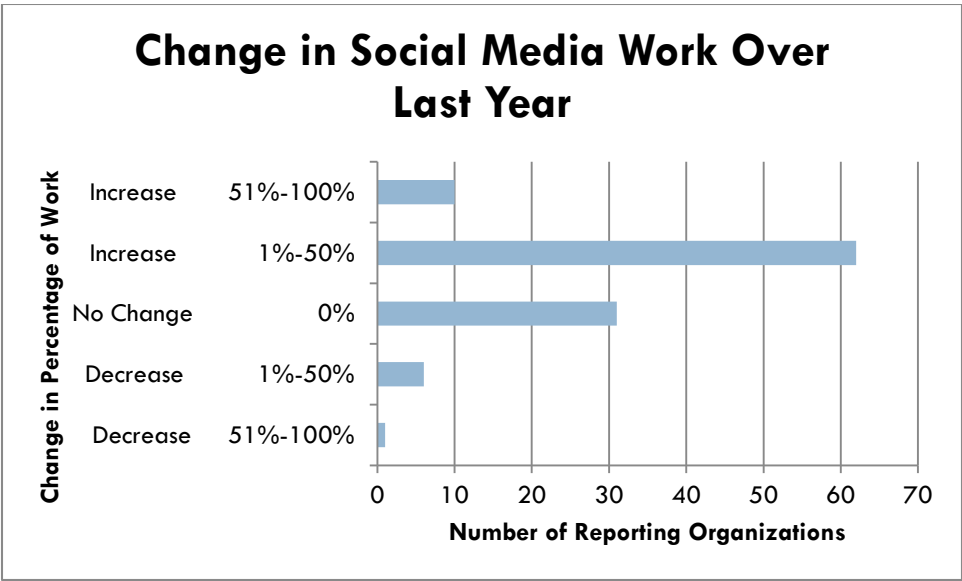


Exhibit 18: Sample size = 111/122; Standard deviation = 30.74

Finally, we asked respondents to attempt to predict the future use of social media as a percentage increase in the next year over the present situation. One hundred and eleven respondents offered that on average they expected social media use to increase by 17% (n=111; mean=17%; s.d.=20.68). The chart below further decomposes these results:

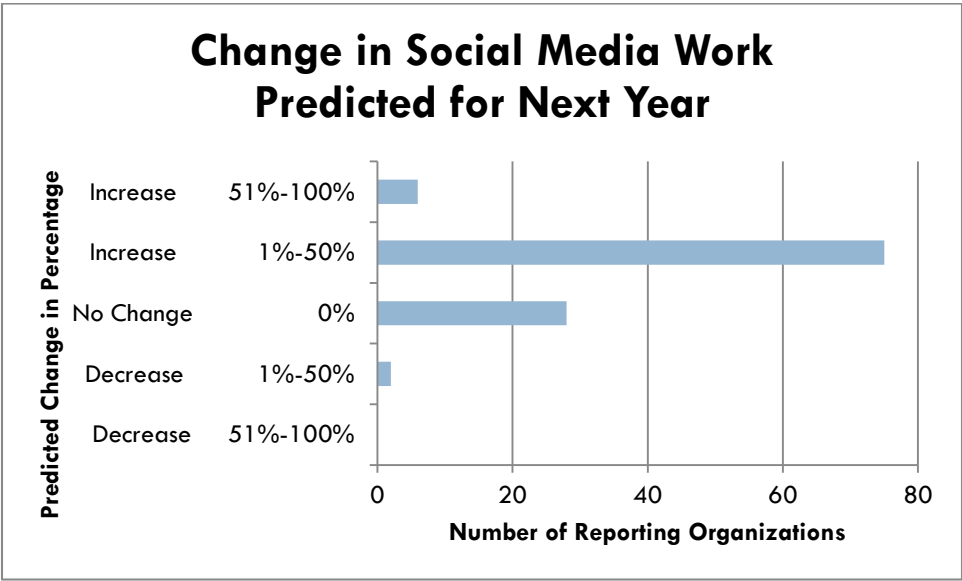


Exhibit 19: Sample size = 111/122; Standard deviation = 20.68

In line with the perceptions above concerning the relative importance of social media, we asked respondents to consider organizational policy concerning social media and also any articulated strategy their organization may have for the same. With respect to policy we had 110 responses which were distributed as below:

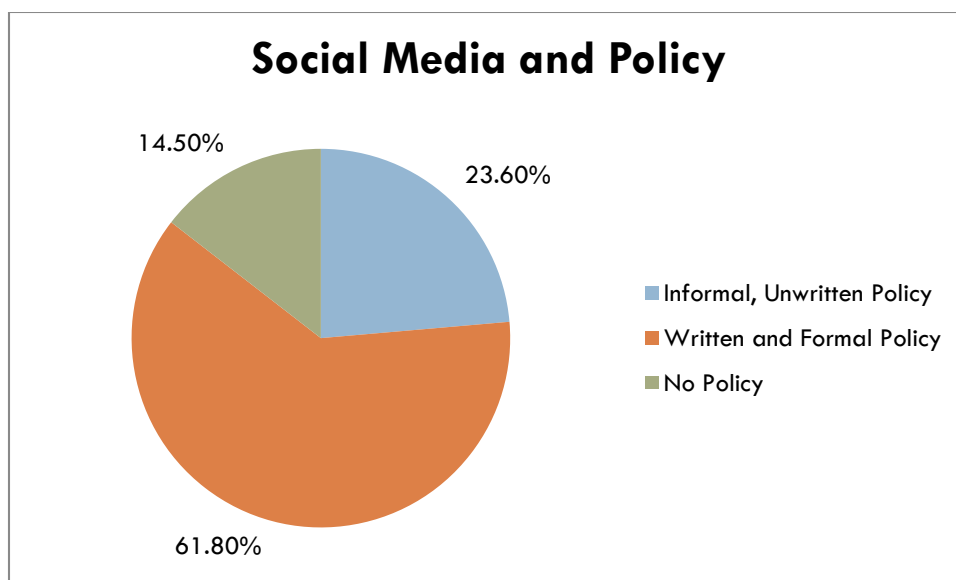


Exhibit 20: Sample size = 110/122

This is interesting when taken in concert with our findings concerning social media strategy:

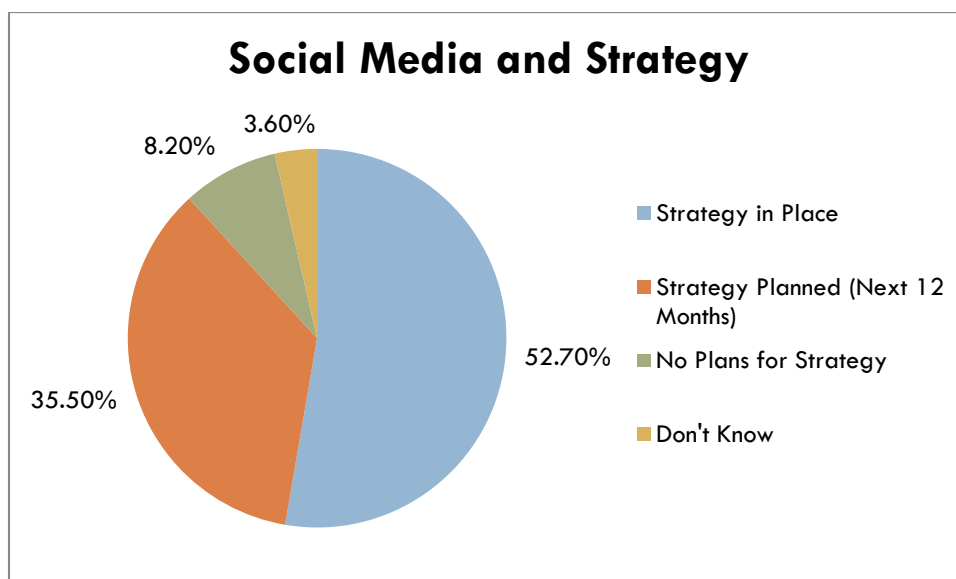


Exhibit 21: Sample size = 110/122

To give a fuller picture of how PR organizations understand social media we also asked about concerns and fears about it. The following table breaks down, in order of reported importance, the variety of concerns which we asked about:

Exhibit 22:

The Concern	Percentage of Respondents
Loss of Content Control	49.20
Poor/Inaccurate Information = Diminished Reputation	45.90
Organizational Criticism	45.10
Unprofessional Conduct	34.40
Other Legal Concerns	27.90
No Concerns	18.00
Violation of Copyright Laws	17.20
Violation of Libel/Slander Laws	12.30
Violation of Antitrust Laws	4.10

## Social media activities

The GAP respondents indicated on a scale of 1=Very uncoordinated to 7=Very coordinated how well coordinated those social media activities are in their organizations. The best coordinated activities were reported by those who work in Government / Department or agency.

Exhibit 23:

How well coordinated social media activities are in organizations	
Publicly traded company	4.07
Private company	4.85
Government / Department or agency	<b>5.42</b>
Non-profit agency	5.25
Association	5.0

\*1=Very uncoordinated; 7=Very coordinated

## Use of Social Media: Strategic Control

By selecting a number from 1 (No control) to 7 (Complete control), participants indicated the degree of control each of the listed departments exerts over their organization's overall social media activities. PR/COMM departments were found to exert nearly complete control (average 6.23) over their organization's overall social media activities.

Exhibit 24:

Department: Strategic control over social media	N	Mean	Std. Deviation
PR/COMM	111	6.23	1.284
Marketing/sales	92	3.49	2.478
Information Technology	94	2.32	1.815
Human Relations	92	2.28	1.799
Customer Relations	91	2.27	1.909
Tech Support	91	1.98	1.556

## Use of Social Media by Departments

Majority of the respondents (84.4%) indicated that PR/COM departments use social media to communicate with external audiences.

Exhibit 25:

Departments which use social media to communicate with external audiences.	
PR/COM	84.4%
Marketing/Sales	41%
Human Resources	23%
Customer Relations	26.2%
Information Technology	6.6%

## Use of Mainstream Digital/Social Tools

The participants of the GAP study were asked to indicate the extent to which their department used each of the mainstream social tools where 1 = No Usage; 7 = Extensive Usage.

The most extensive use of Facebook (Average = 5.75) and Twitter (Average = 6.29) was reported by the participants from non-profit agencies. The most extensive use of YouTube (Average = 4.31) was reported by those who work in Government / Department or agency.

Exhibit 26:

Use of Mainstream Digital/Social Tools	Facebook	Twitter	YouTube
Publicly traded company	4.23	4.64	3.15
Private company	4.3	5.45	4.25
Government / Department or agency	3.6	5.85	<b>4.31</b>
Non-profit agency	<b>5.75</b>	<b>6.29</b>	4.18
Association	4.3	5.2	4.1

\*1 = Didn't use; 7 = Used significantly

## Storytelling

66.4% of GAP respondents indicated that in the past 12 months, their organization's PR/COM department used narrative storytelling techniques in communication programs. 63.1% of all GAP participants (122) reported the use of storytelling to engage with external audiences.

Exhibit 27:

Purposes to use storytelling techniques	
To engage with external audiences	63.1%
To communicate across a variety of media channels (e.g., YouTube, Twitter, Facebook, earned media, paid media, etc.)	43.4%
To engage with internal audiences	41.8%
To convey each part of the overall story on the most appropriate platform for that part	28.7%
To facilitate creation of content in partnership with external audiences	14.8%
In transmedia campaigns (e.g., Old Spice's 'Smell like a man, man!' campaign)	7.4%

## Agency Relationships

The participants who work with agencies were asked to describe the relative importance of your reasons for working with agencies using the scale 1 = Not at all important, 7 = Very important. Creative thinking was found to be the most important reason for working with agencies.

Exhibit 28: Agency Relationships: Reasons	N	Mean	Std. Deviation
Creative thinking	72	5.83	1.289
Additional "arms and legs"	76	5.46	1.893
Expertise re. specific product market(s)	73	5.11	2.038
Strategic insight	71	5.03	1.748
Objective, independent counsel	68	4.96	1.799
Limit on internal head count	71	4.65	2.224
Cheaper than adding staff	71	4.63	2.374
Expertise re. research and analysis	67	4.61	1.992
Expertise re. digital, social media	68	4.56	2.003
Expertise re. measurement and evaluation	68	4.31	2.082
Expertise re. specific geographic market(s)	70	4.21	2.219
Expertise re. socially diverse audiences	69	3.77	2.001
Expertise re. media relations	68	3.57	2.076
Expertise re. crisis management	66	3.48	2.143
They increase our geographic reach	62	3.27	2.189

On average, participating organizations work with 2-3 agencies:

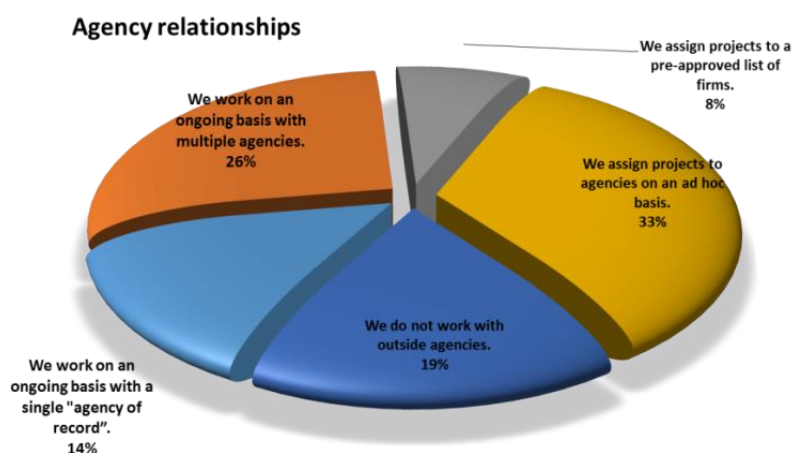


Exhibit 29.

SECTION 3: VIEWS OF THE PROFESSION

Traditional and Emerging Roles in Canadian PR

We asked a substantial number of questions which relate to the understanding of what the public relations function entails. These questions were answered with the use of a seven point Likert type scale ranging from 1 (strongly disagree) to 7 (strongly agree). All of the following questions report the findings from the data in percentages.

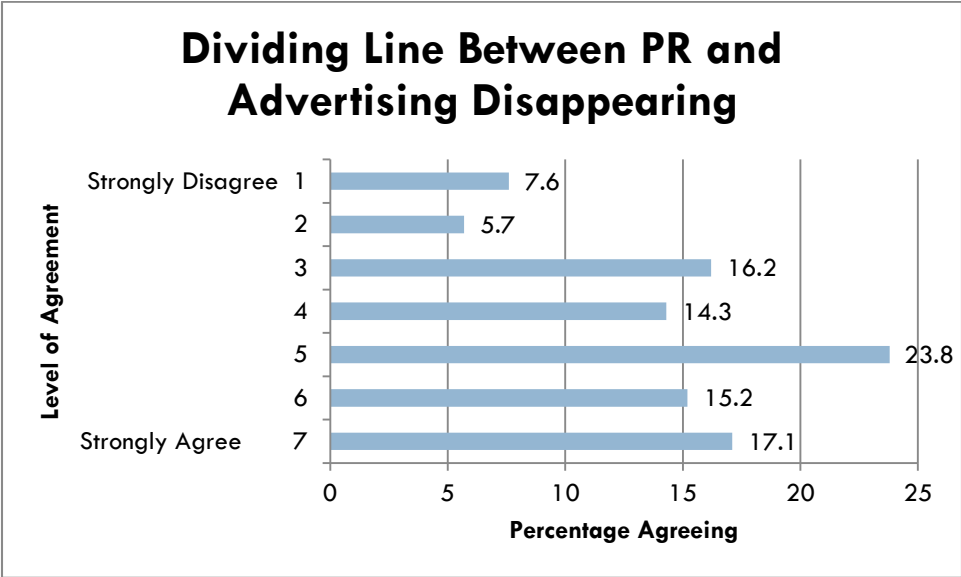


Exhibit 30: Sample size = 105/122; mean= 4.55; Standard deviation = 1.79

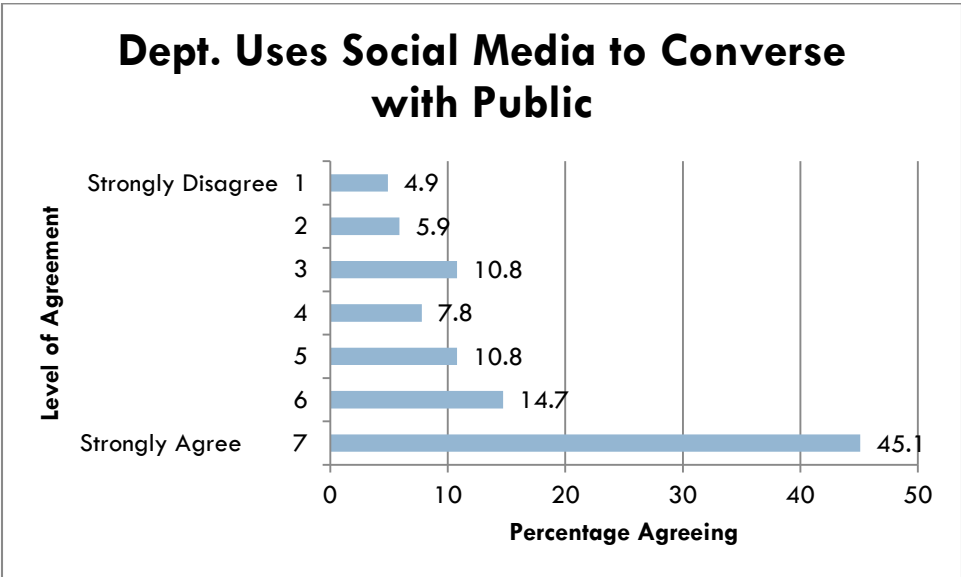


Exhibit 31: Sample size = 102/122; mean= 5.38; Standard deviation = 1.91

### Social Media used to Organize Online Events

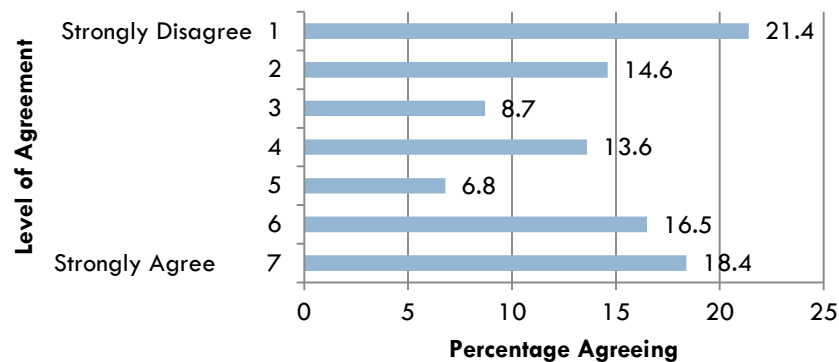


Exhibit 32: Sample size = 103/122; mean= 3.93; Standard deviation = 2.24

### Social Media Pervade All Aspects of our Business

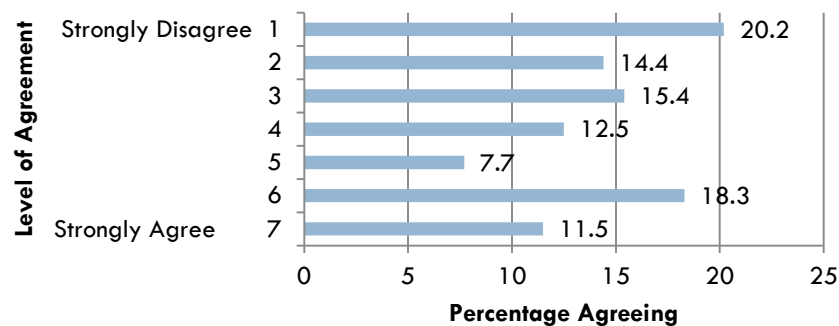


Exhibit 33: Sample size = 104/122; mean= 3.74; Standard deviation = 2.09

### Less Control over Message Than 5 Years Ago

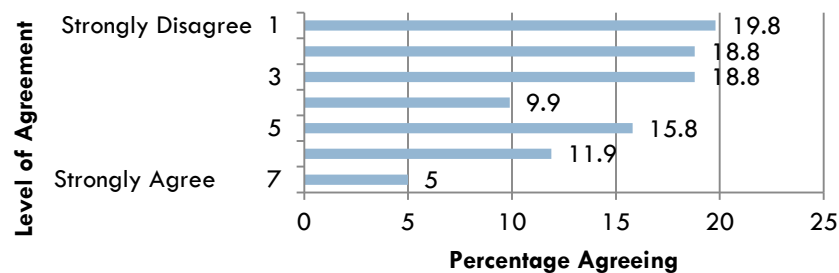


Exhibit 34: Sample size = 101/122; mean= 3.39; Standard deviation = 1.86



## Comfort with Degree of Control over Messaging

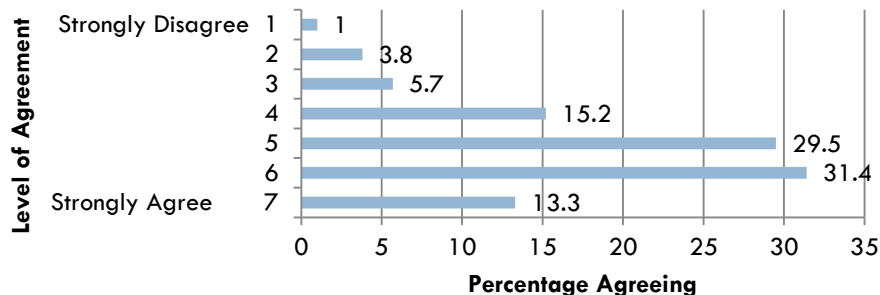


Exhibit 35: Sample size = 105/122; mean= 5.16; Standard deviation = 1.31

## Senior Management's Confort with Control over Messaging

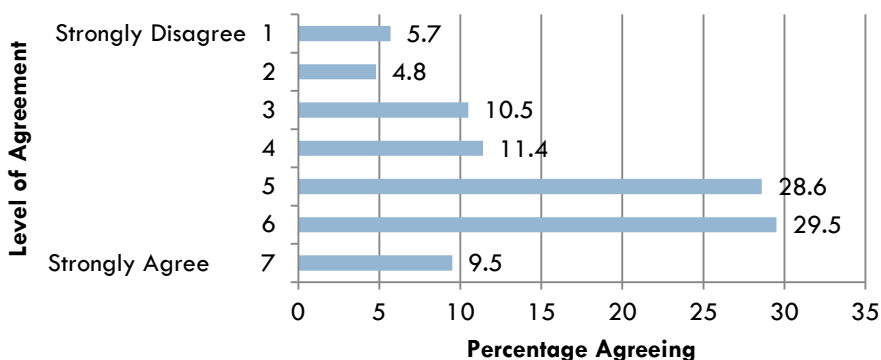


Exhibit 36: Sample size = 105/122; mean= 4.79; Standard deviation = 1.59

## Making Increased Use of Audience Research for Campaigns

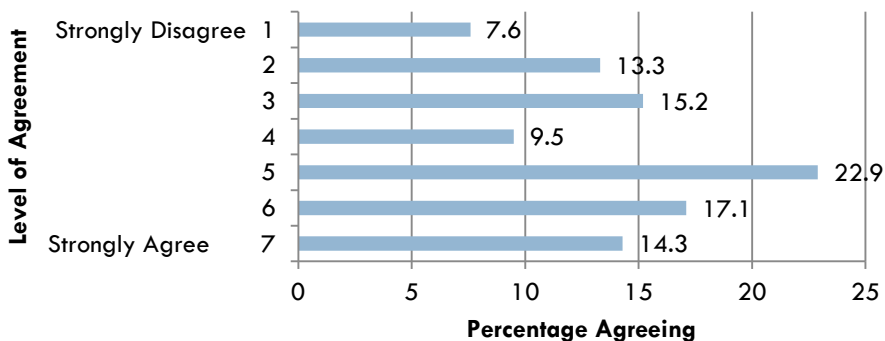


Exhibit 37: Sample size = 105/122; mean= 4.35; Standard deviation = 1.87

## Management's Expectations of Focus on Traditional Media Relations

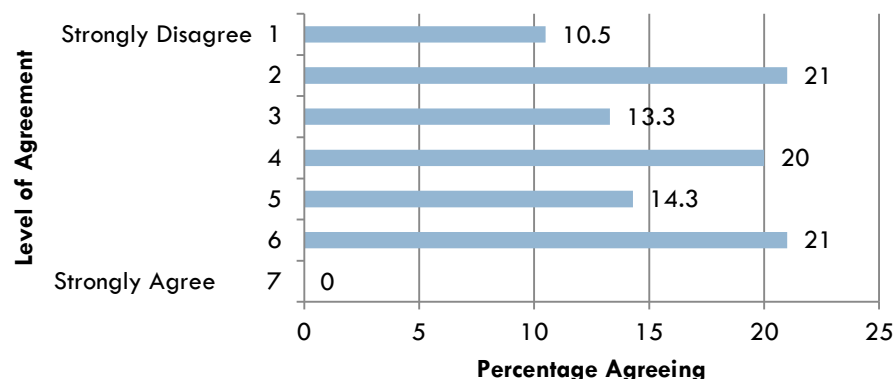


Exhibit 38: Sample size = 105/122; mean= 3.70; Standard deviation = 1.68

## PR is Responsible for Organizational Voice Across Channels

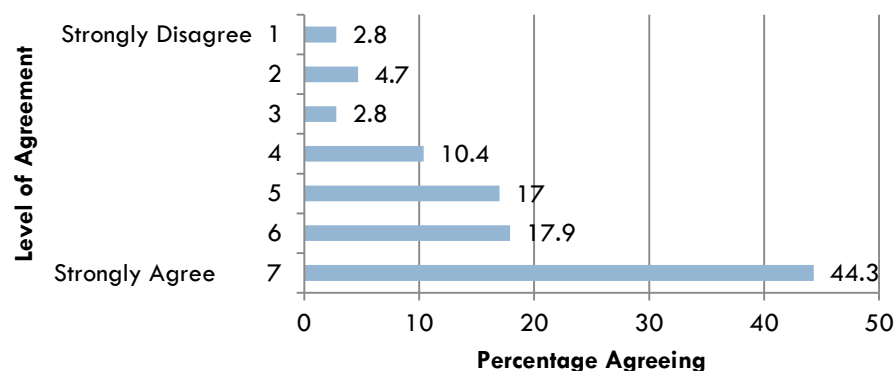


Exhibit 39: SAMPLE SIZE = 106/122; MEAN= 5.65; STANDARD DEVIATION = 1.63

## Primary Role of PR to Manage Reputation via Traditional Mass Media

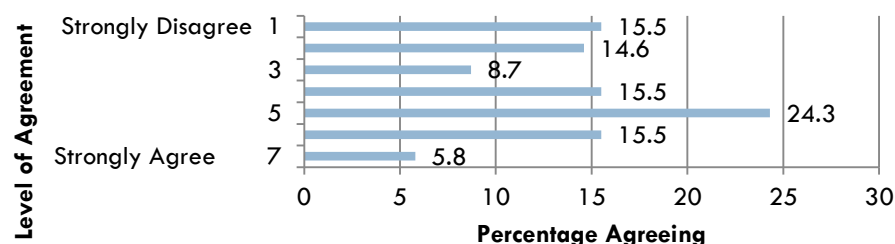


Exhibit 40: Sample size = 103/122; mean= 3.88; Standard deviation = 1.87

## PR Campaigns in my Organization are Largely Traditional Media Relations

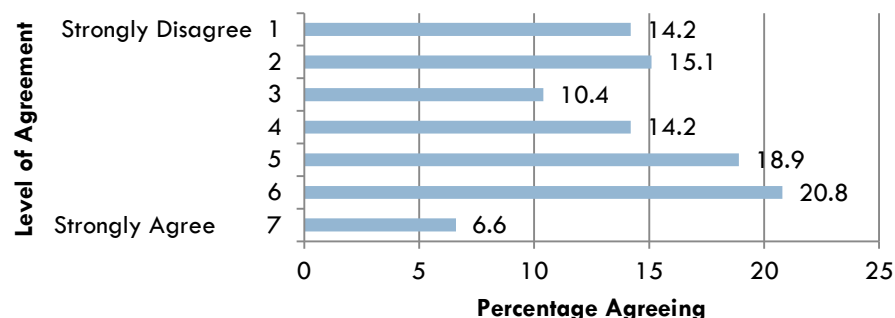


Exhibit 41: SAMPLE SIZE = 106/122; MEAN= 3.97; STANDARD DEVIATION = 1.91

## We Track/Analyze Stakeholder to Stakeholder Conversations

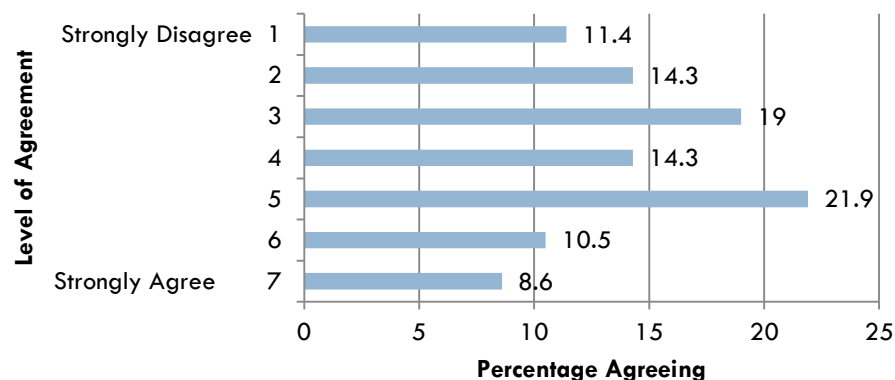


Exhibit 42: Sample size = 105/122; mean= 3.87; Standard deviation = 1.79

## Need for PR Professionals who can Interpret Data for Planning

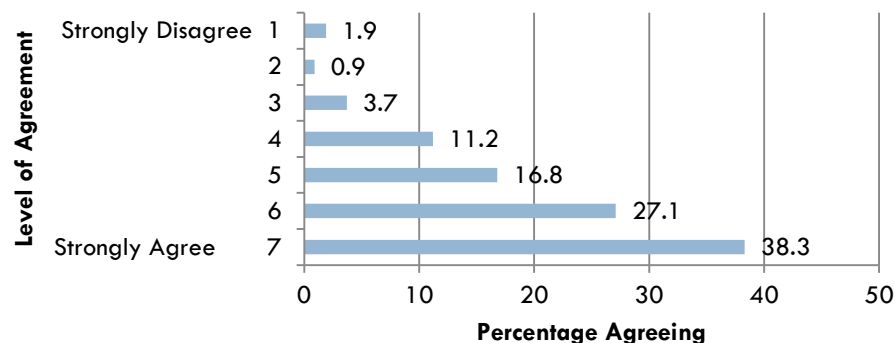


Exhibit 43: Sample size = 107/122; mean= 5.75; Standard deviation = 1.38

## What PR should do, and What Actually Happens:

We asked respondents a number of questions which related to their perceptions about what the PR/COMM function should do, and furthermore, what actually happens in their respective organizations. In each case we asked for a level of agreement or disagreement via a seven point Likert type scale (1 being strong disagreement and 7 representing strong agreement) in terms of what the PR/COMM function should do. To measure organizational alignment with the same, we asked for a simple yes or no agreement concerning the same practice.

*PR/COMM should play a key role in defining the identity and core values in the company/organization.* Respondents agreed strongly with this assertion ( $n=121$ ;  $\text{mean}=6.35$ ;  $\text{s.d.}=1.08$ ) yet did not report that their organization has equally adopted such practice ( $n=118$ ;  $\text{mean}=1.09$ ;  $\text{s.d.}=.292$ ). These details are illustrated below:

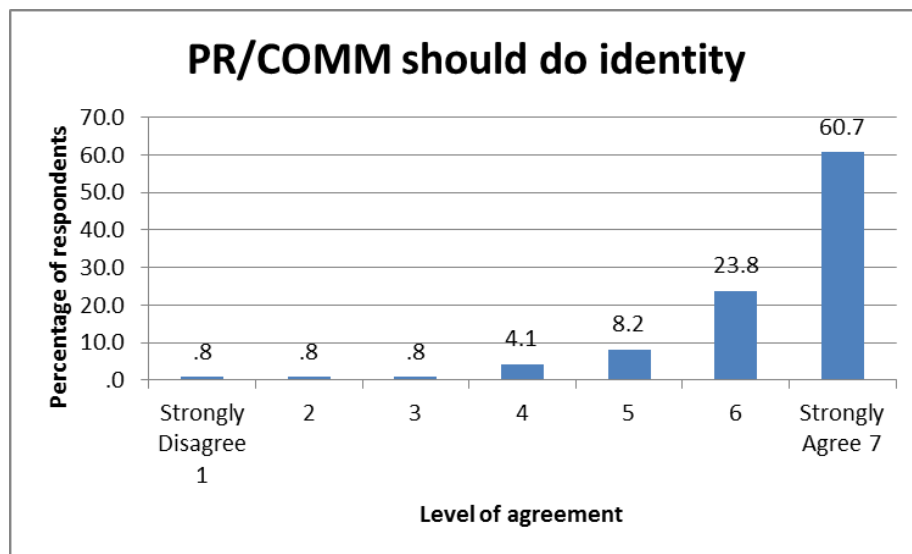


Exhibit 44: Sample size = 121/122; Scale average = 6.35; Standard deviation = 1.08.

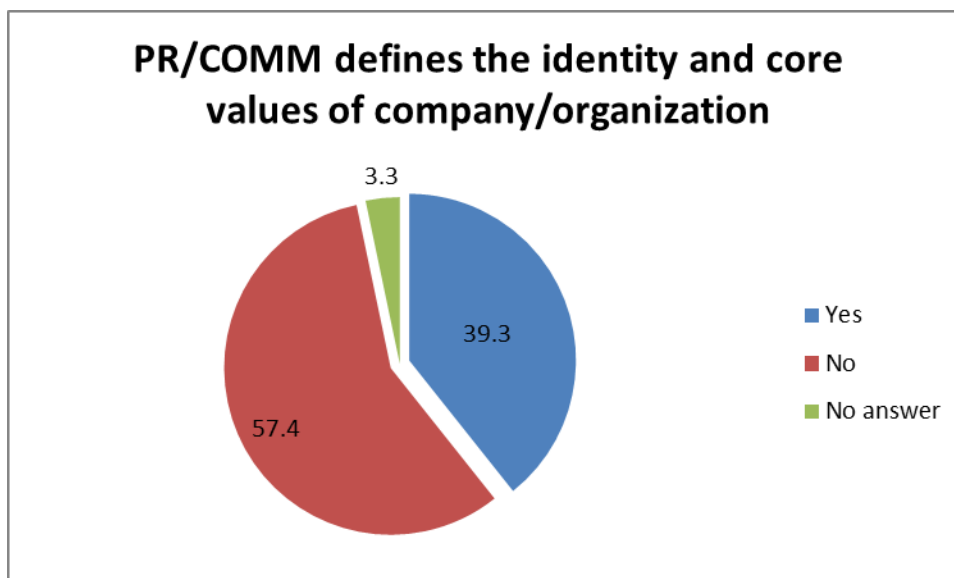


EXHIBIT 45: SAMPLE SIZE = 118/122

PR/COMM should play a key role in assuring the company/organization adheres to its identity and core values. Respondents agreed strongly with this assertion (n=121; mean=6.17; s.d.=1.22) and reported that their organization has adopted such practice (n=118; mean=1.41; s.d.=.493). These details are illustrated below:

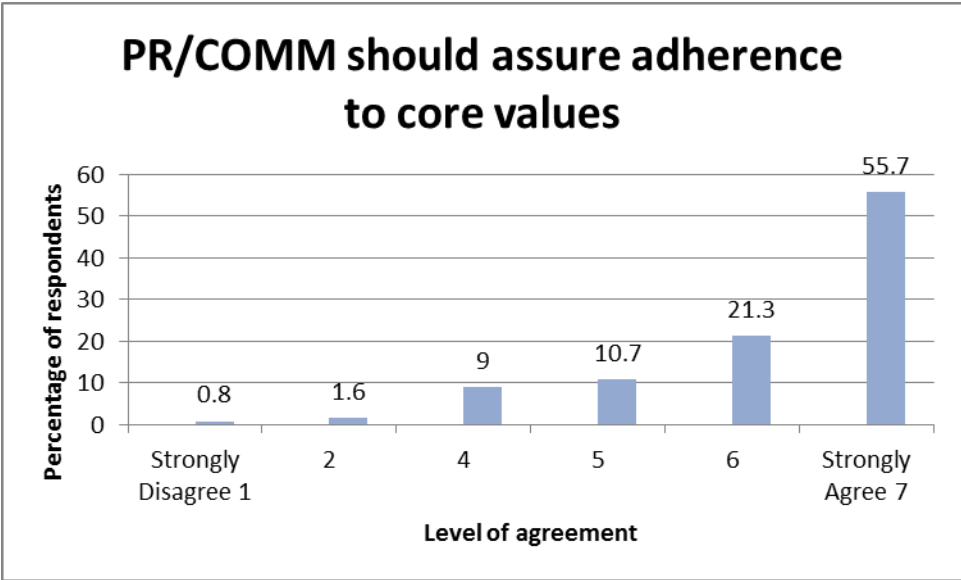


Exhibit 46: Sample size = 121/122; Scale average = 6.17; Standard deviation = 1.22.

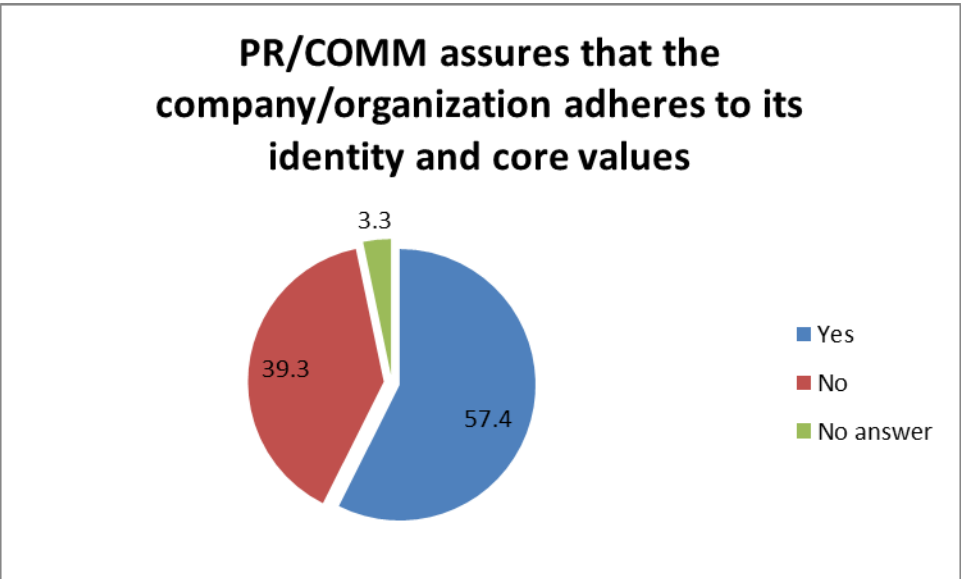


Exhibit 47: Sample size = 118/122

*PR/COMM should play a key role in defining the overall business strategy of a company/organization.* Respondents agreed with this assertion ( $n=121$ ;  $\text{mean}=5.66$ ;  $\text{s.d.}=1.45$ ) however reported that their organization has not adopted such practice ( $n=116$ ;  $\text{mean}=1.78$ ;  $\text{s.d.}=.419$ ). These details are illustrated below:

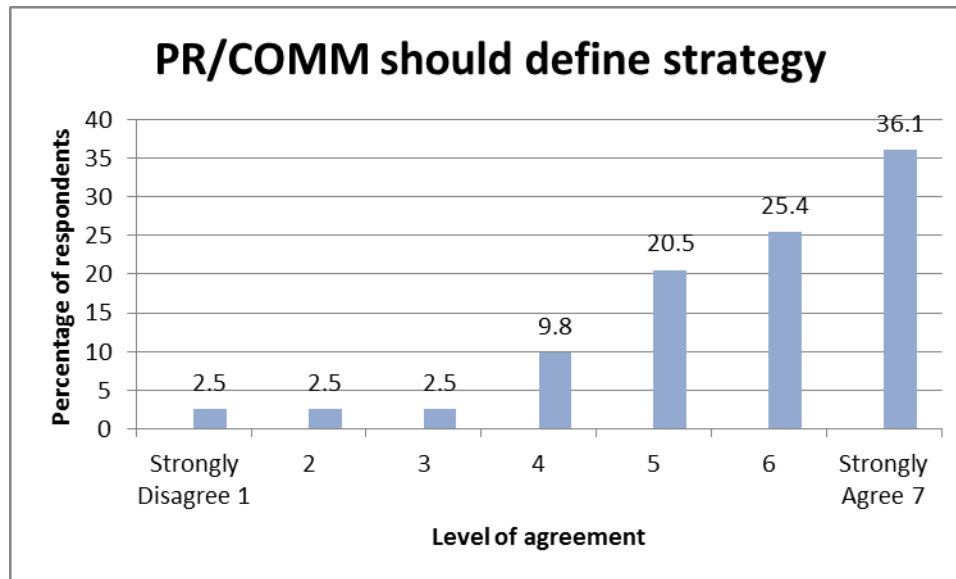


Exhibit 48: Sample size = 121/122; Scale average = 5.66; Standard deviation = 1.45.

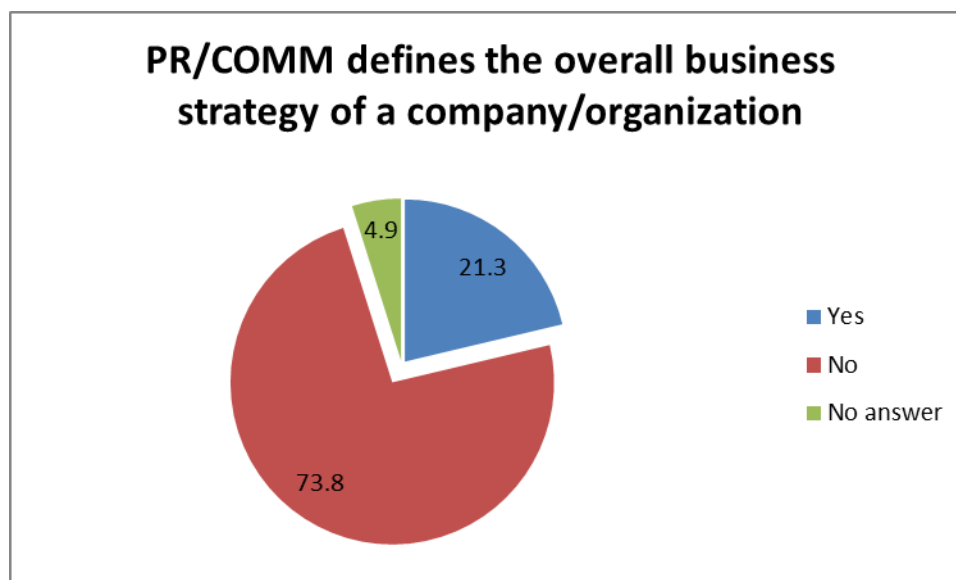


Exhibit 49: Sample size = 116/122

PR/COMM's primary role is to communicate rather than formulate policy. Respondents disagreed with this assertion (n=121; mean=3.60; s.d.=1.94). They also reported that this is the case in their organization (n=116; mean=1.28; s.d.=.453). These details are illustrated below:

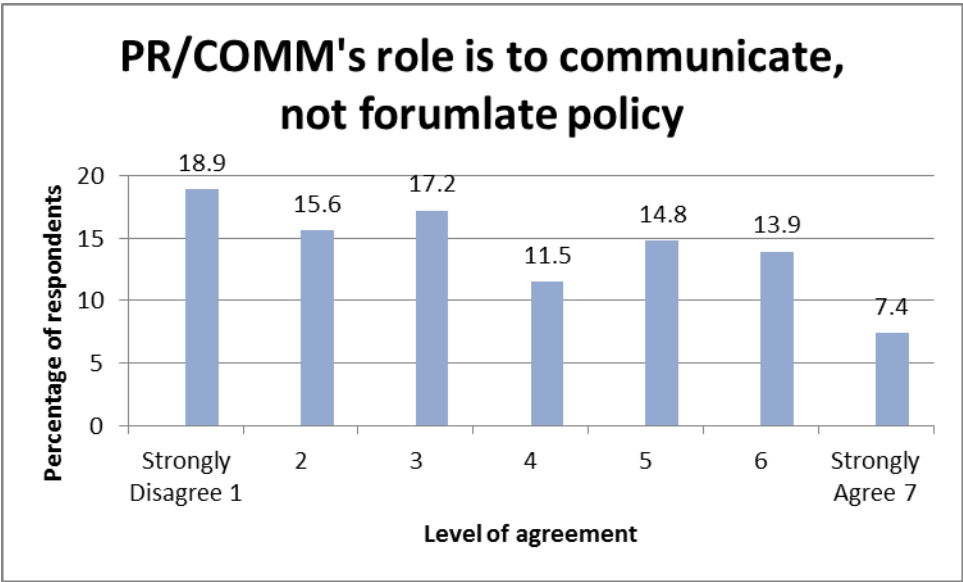


Exhibit 50: Sample size = 121/122; Scale average = 3.60; Standard deviation = 1.94.

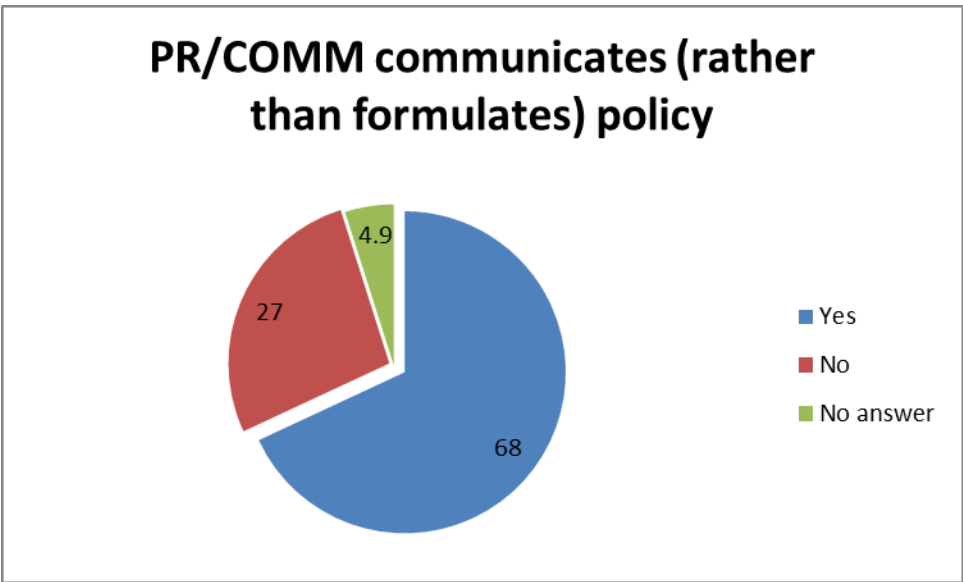


Exhibit 51: Sample size = 116/122

PR/COMM's primary role is to serve as a mediator between the organization and its stakeholders. Respondents agreed with this assertion (n=121; mean=4.51; s.d.=1.78). They also reported that this is what happens in their organization (n=116; mean=1.23; s.d.=.424). These details are illustrated below:

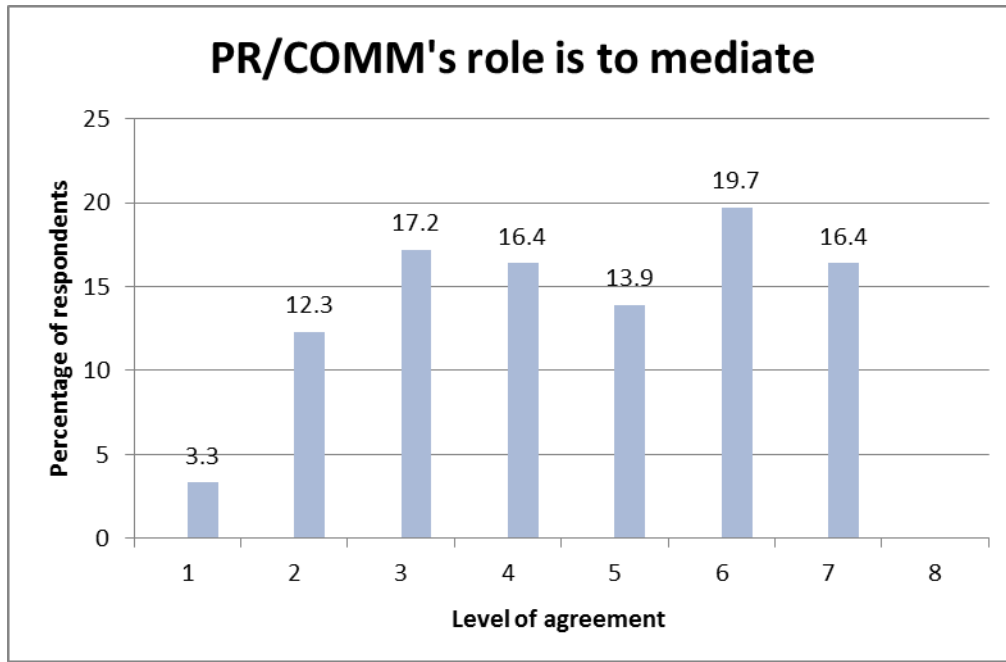


Exhibit 52: Sample size = 121/122; Scale average = 4.51; Standard deviation = 1.78.

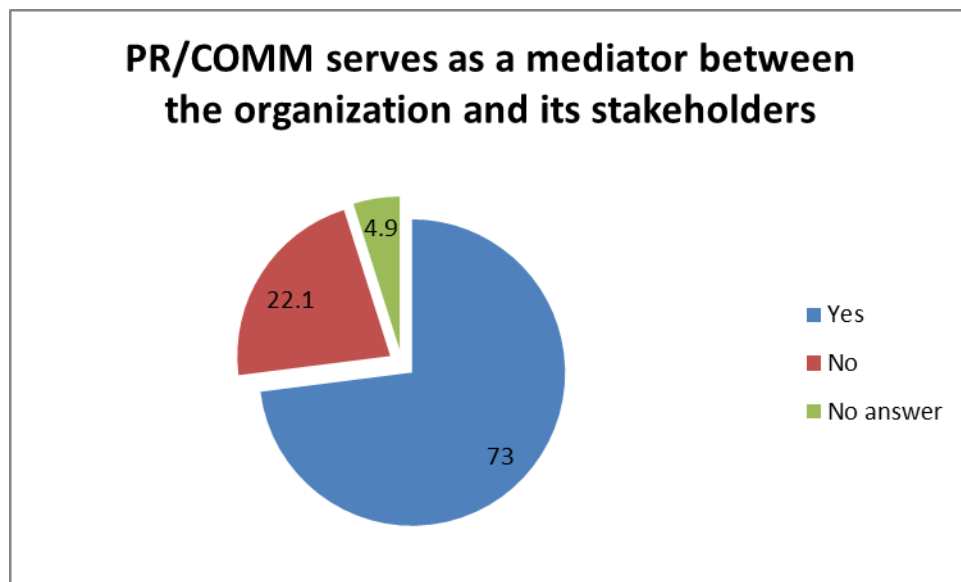


Exhibit 53: Sample size = 116/122



PR/COMM’s primary role is to serve as an advocate in support of organizational goals. Respondents agreed with this assertion (n=120; mean=5.53; s.d.=1.42). They also reported that this is what happens in their organization (n=118; mean=1.09; s.d.=.292). These details are illustrated below:

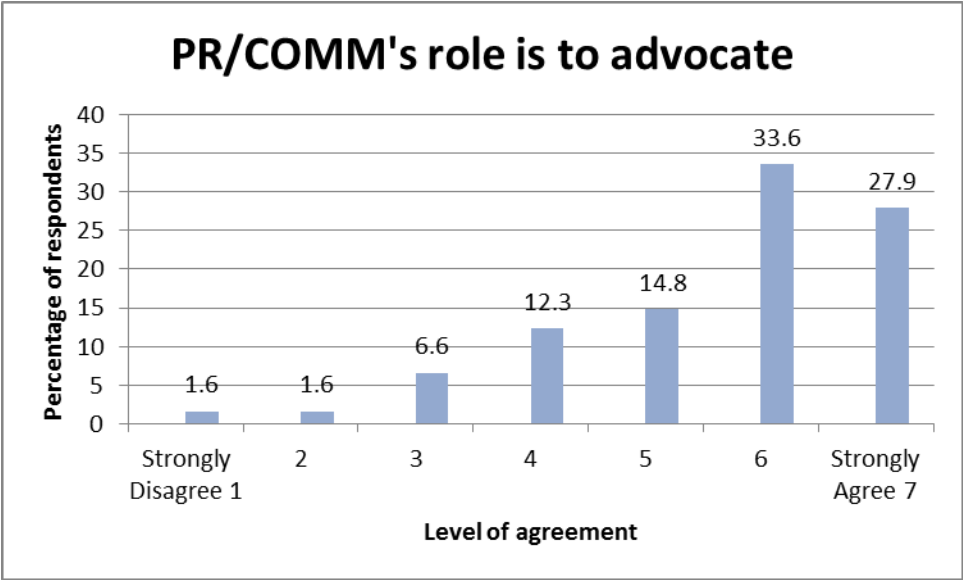


Exhibit 54: Sample size = 120/122; Scale average = 5.53; Standard deviation = 1.42.

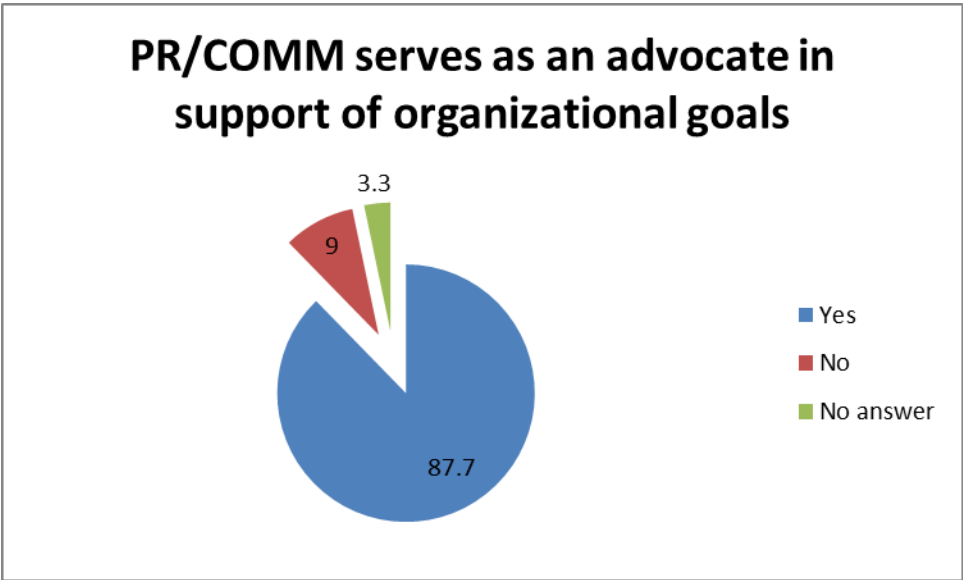


Exhibit 55: Sample size = 118/122

## SECTION 4: REGIONAL CONTEXT

Practitioners from across Canada participated in the GAP survey and many had worked in organizations that had offices located in a variety of cities across Canada. The largest concentration of offices was in Atlantic Canada 91%. Other locations included Central Canada (41%), the prairies (17%), western Canada (47%), and northern Canada (7%). One organization also had offices in the Middle East. Respondents did business across Canada with the major markets being Nova Scotia (62%), Ontario (48%), Alberta (40%), British Columbia (39%), Newfoundland & Labrador (35%), New Brunswick (34%), and Prince Edward Island (32%).

While this initial GAP Canadian survey was not conducted in French, there were respondents from Quebec. There were also bilingual firms responding and firms responding that conducted business in French. Future surveys may be conducted in both English and French. One hundred and twenty firms responded to the GAP survey. Twenty percent of respondents felt that language was the regional characteristic that had the most impact on their PR practice. Twelve percent of respondents (14 firms) were located in Quebec. Over 29% of the firms responding to the survey did business within the province of Quebec (35 firms). The survey explored the use of the French language within the business and the importance of being able to do business in both official languages. Twenty-two percent of respondents felt it was important for their organizations to be bilingual: French and English. Over 28% said that their organizations were bilingual (34 firms). On average 14% of business was conducted in French with up to half of all business being conducted in French in some organizations.

Exhibit 56:

### Regional Characteristics

	Where in Canada does your organization have a physical location?	Where in Canada does your organization do business?
Alberta	23%	38.5%
British Columbia	23%	37.7%
Manitoba	8.2%	25.4%
New Brunswick	17.2%	32%
Newfoundland and Labrador	15.6%	32.8%
Nova Scotia	40.2%	55.7%
Ontario	27.9	44.3%
Prince Edward Island	10.7%	29.5%
Quebec	11.5%	28.7%
Saskatchewan	8.2%	23%
Northwest Territories	3.3%	18%
Nunavut	2.5%	18%
Yukon	2.5%	18%

Exhibit 57:

### Top Regional Characteristics: Most Impact on PR Practice

Government relations	54.1%
Community relations	51.6%
Industry	44.4%

When asked what regional characteristics had the most impact on their PR practice, respondents believed that government relations (58%) and community relations (54%) had the greatest impacts. Other key influencers included industry (48%) and geography (40%).

In addition, we asked about the geographic span of the organization and also the span of the respondent herself. There were a total of five possible responses: Canada (regional or local), Canada (National), Canada/US, Multinational (home plus up to four other countries), and Global (home plus more than 4 other countries).

The response rate for the question concerning organizational geographic span was 99.2% (n=121) and the response rate for the query about individual respondent geographic span was somewhat lower at 90.2% (n=110). The following two charts illustrate the weights and ranges of responses:

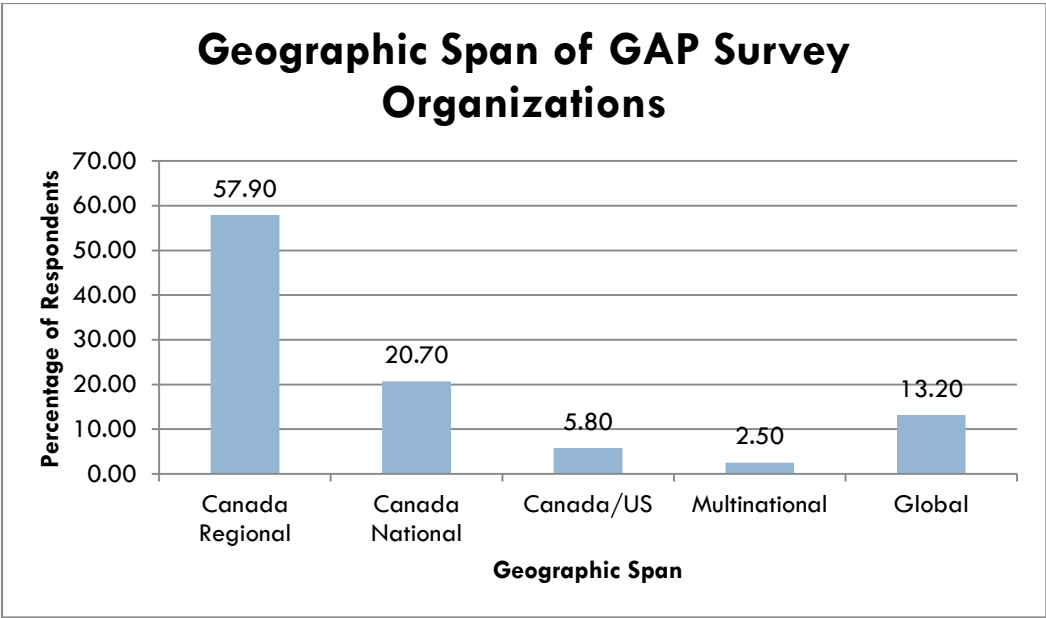


Exhibit 58: Sample size = 121/122

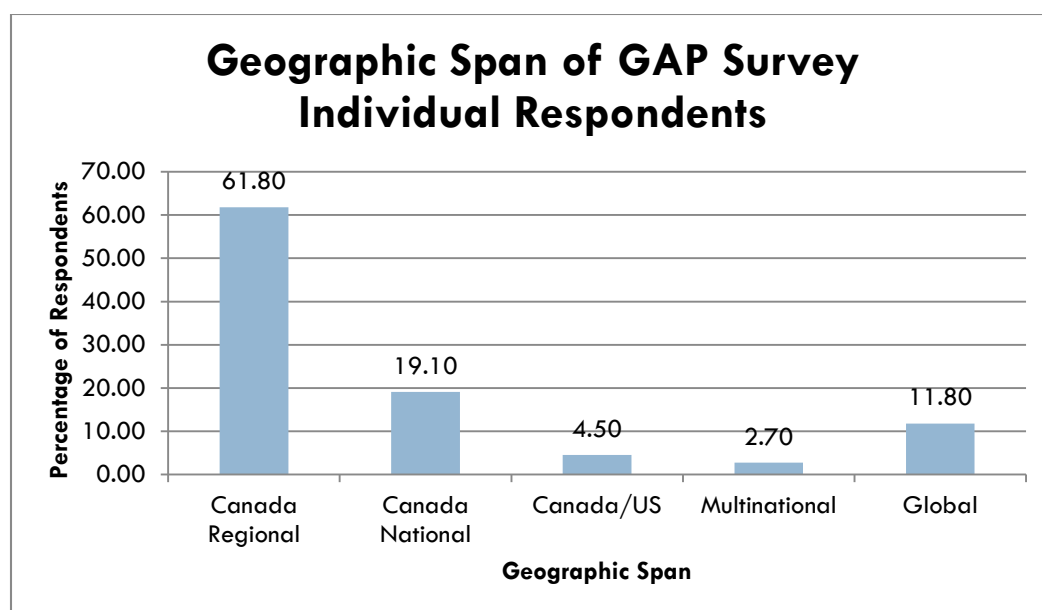


Exhibit 59: Sample size = 110/122

## Bilingualism

Respondents were asked if their organizations were bilingual (English and French). Only 28% responded that they practiced in both languages. However, on average 87% of their business was conducted in the English language compared to 14% in French. A number of other languages were listed by a minority of respondents. The most common languages other than English and French were Spanish, German, and Chinese (Mandarin and Cantonese).

We inquired about the perceived importance of French/English bilingualism in the respondent's practice of public relations. We were interested in probing the attitude towards the role of both official languages. Respondents were asked to indicate the level of importance of this bilingualism on a Likert type scale ranging from 1 (not important at all) to 7 (very important). Disregarding missing responses, we had a total of 110 responses to this question with a mean response of 2.75 ( $n=110$ ,  $\text{mean}=2.75$ ,  $\text{s.d.}=1.95$ ). The distribution of the responses is displayed below:

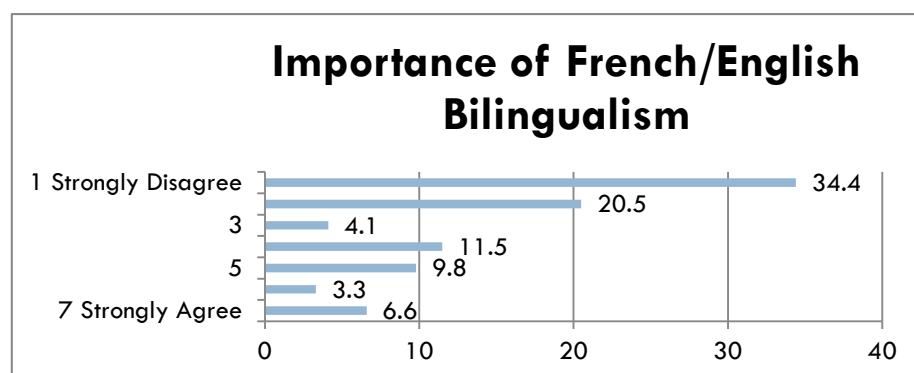


Exhibit 60: Sample size = 110/122; Scale average = 2.75; Standard deviation = 1.95.

Following from the question perceived importance of official bilingualism; we also asked if the respondent's organizations were French/English bilingual using a simple yes or no question. We had a total response of 109 and the breakdown of the responses is displayed in the following pie chart

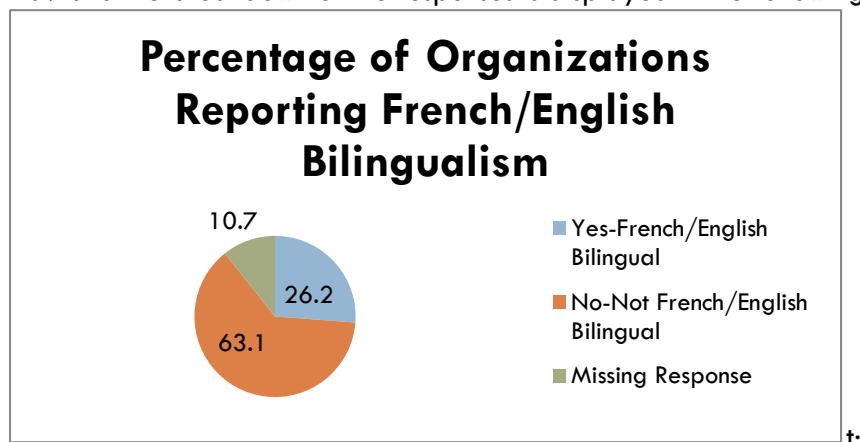


Exhibit 61: Sample size = 109/122

We also attempted to deepen our understanding of how French/English bilingual organizations use French and English. We asked respondents to report on the percentage of French and English used in their business. In the case of French, the mean percentage of reported business done in the language was 14.22% ( $n=30$ ; mean=14.22; s.d. =13.70). In the case of reported English language based business, the corresponding mean percentage was 86.81% ( $n=30$ ; mean=86.81; s.d. =13.20). Clearly bilingualism does not manifest as equal use of both official languages.

Continuing to probe our interest in the landscape of Canadian PR language usage, we asked about the organizational business conducted in other languages. There was a diversity of other languages used, with Spanish and German being most frequently reported. Other languages reported included Chinese, Punjabi, Italian, Arabic, Portuguese, Swahili, Mi'kmaq and Russian. The total number of respondents that detailed language use in business beyond French and English was 17 of the total sample of 122.

## Canadian perspectives

Our analysis of uniquely Canadian characteristics is really focused on areas for further study. When we receive the data from our international partners, we will be able to provide a more comprehensive analysis of the uniquely Canadian aspects of PR/COMM practice. At this point, however, we see some early flags in terms of what may be the key stories in those comparisons. These include; sector distribution, social media usage, bilingualism and importance of language, the regional impact of government relations, and demographics in the labor market. In the Canadian data we see, for example, that sector distribution is much more heavily weighted toward government and non-profit as opposed to the American data which indicates a higher concentration of corporate public relations. We also received data on regional diversity and language.

The importance of bilingualism and language also emerged as an important theme in our data. This element was not present in the previous (US) GAP studies. While this initial GAP Canadian survey was not conducted in French, there were respondents from Quebec. There were also bilingual firms responding and firms responding that conducted business in French. Twenty percent of respondents felt that language was the regional characteristic that had the most impact on their PR practice. Twelve percent of respondents (14

firms) were located in Quebec. Over 29% of the firms responding to the survey did business within the province of Quebec (35 firms). The survey explored the use of the French language within the business and the importance of being able to do business in both official languages. Twenty-two percent of respondents felt it was important for their organizations to be bilingual: French and English. Over 28% said that their organizations were bilingual (34 firms). On average 14% of business was conducted in French with up to half of all business being conducted in French in some organizations.

## SECTION 5: PROFESSIONAL CONTEXT

We asked participants to describe their organization on a variety of dimensions. These dimension were measured using a seven point scale and were descriptively anchored with two terms which were understood to be at opposite ends of a continuum.

The first dimension we measured was Autocratic/Democratic. We gained responses from 121 individuals and the responses are displayed below:

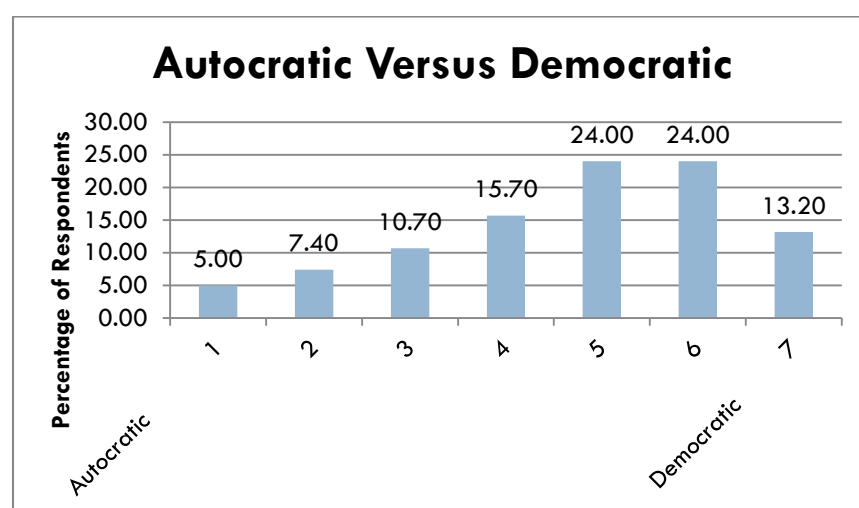


Exhibit 61: Sample size = 121/122; average = 4.71; Standard deviation = 1.66.

The second dimension we measured was Rigid/Flexible. We again gained responses from 121 individuals and the responses are displayed below:

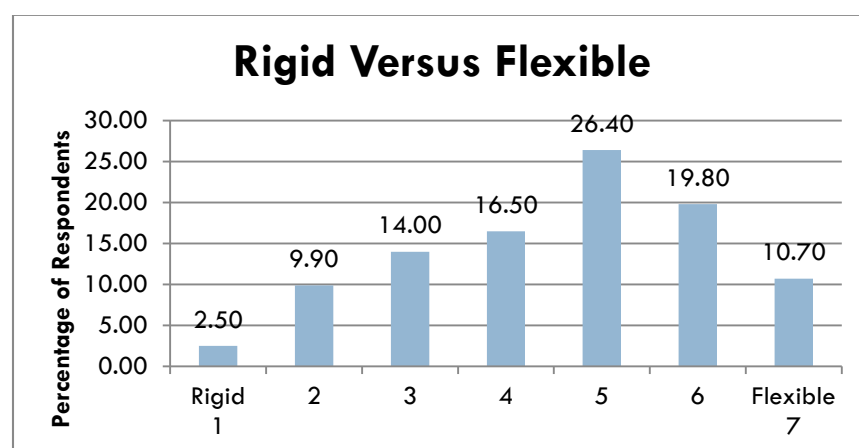


Exhibit 62: Sample size = 121/122; average = 4.57; Standard deviation = 1.58.

The third dimension we measured was Profits First/People First. We received responses from 119 individuals and the responses are displayed below:

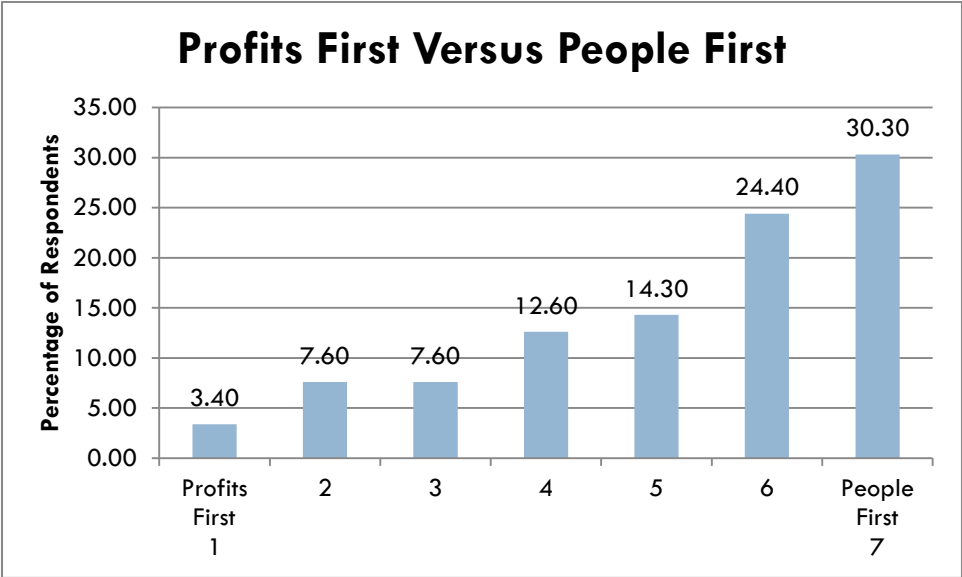


Exhibit 63: Sample size = 119/122; average = 5.21; Standard deviation = 1.76.

The fourth dimension we measured was Ethical/Unethical. We got responses from 120 individuals and the responses are displayed below:

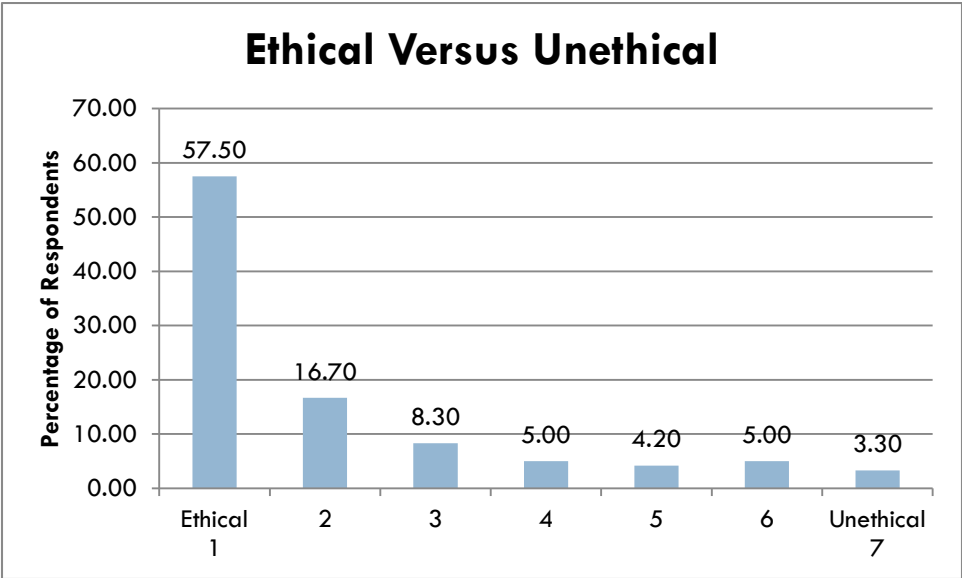


Exhibit 64: Sample size = 120/122; average = 2.10; Standard deviation = 1.70.

The fifth dimension we measured was Proactive/Reactive. We have responses from 121 individuals and the responses are displayed below:

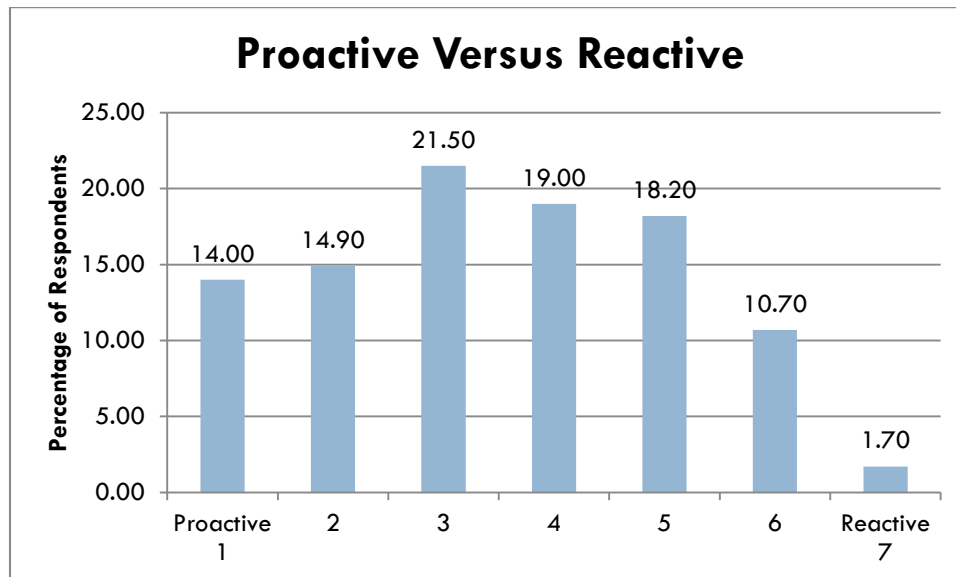


Exhibit 65: Sample size = 121/122; average = 3.51; Standard deviation = 1.62.

The sixth dimension we measured was Long Term/Short Term. We received responses from 121 individuals and the responses are displayed below:

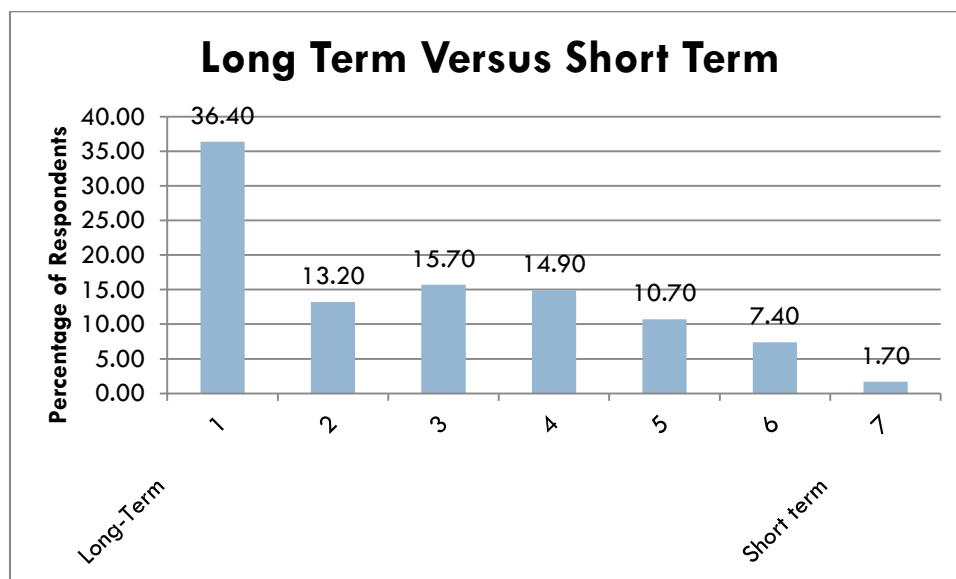


Exhibit 65: Sample size = 121/122; average = 2.79; Standard deviation = 1.76.



The seventh dimension we measured was Strategic/Tactical. We got a full response rate from 122 individuals and the responses are displayed below:

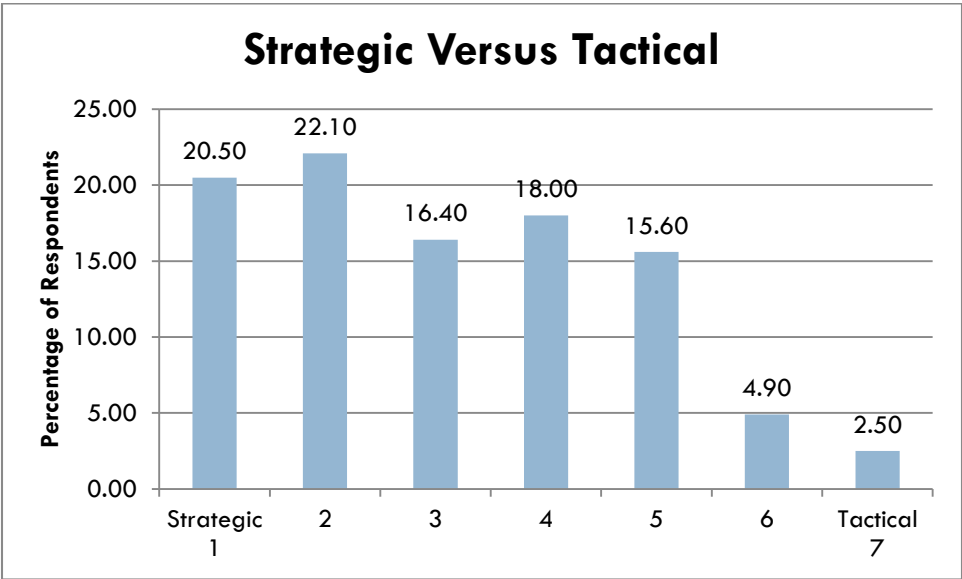


Exhibit 65: Sample size = 122/122; average = 3.11; Standard deviation = 1.64.

The eighth dimension we measured was Good External Reputation/Poor External Reputation. We gained 121 responses individuals and they are displayed below:

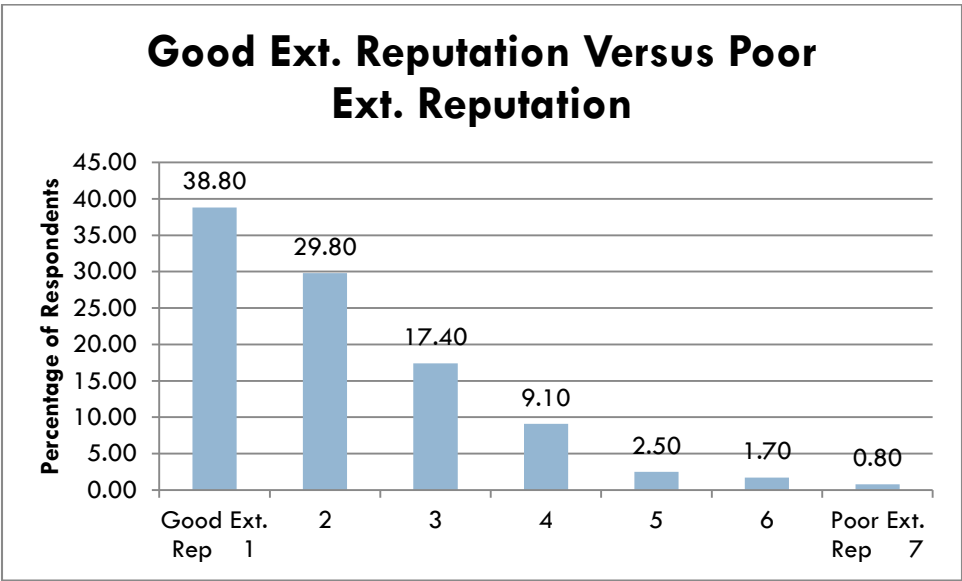


Exhibit 66: Sample size = 121/122; average = 2.15; Standard deviation = 1.27.

The ninth dimension we measured was Successful/Unsuccessful. We got a response from 121 individuals and these responses are displayed below:

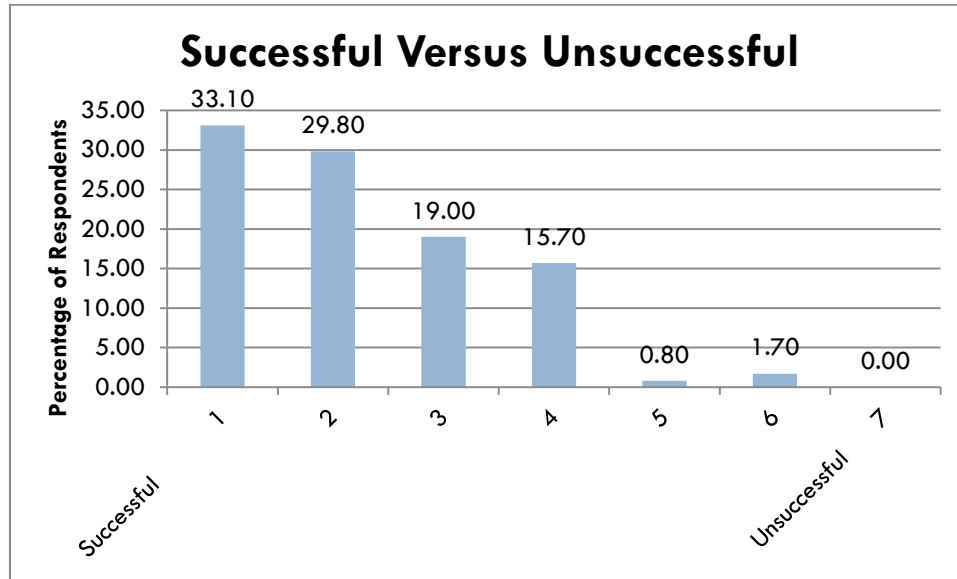


Exhibit 67: Sample size = 121/122; average = 2.26; Standard deviation = 1.20.

The tenth dimension we measured was Cautious/Aggressive and 120 individuals gave us a response:

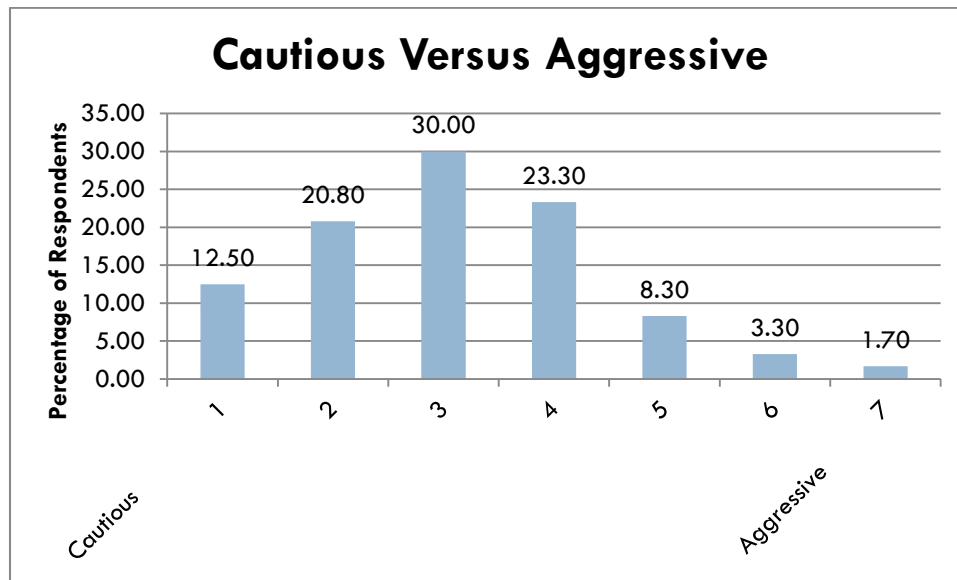


Exhibit 69: Sample size = 120/122; average = 3.11; Standard deviation = 1.36.

We asked about Confident/Insecure as our eleventh dimension, and display the 121 response distribution below:

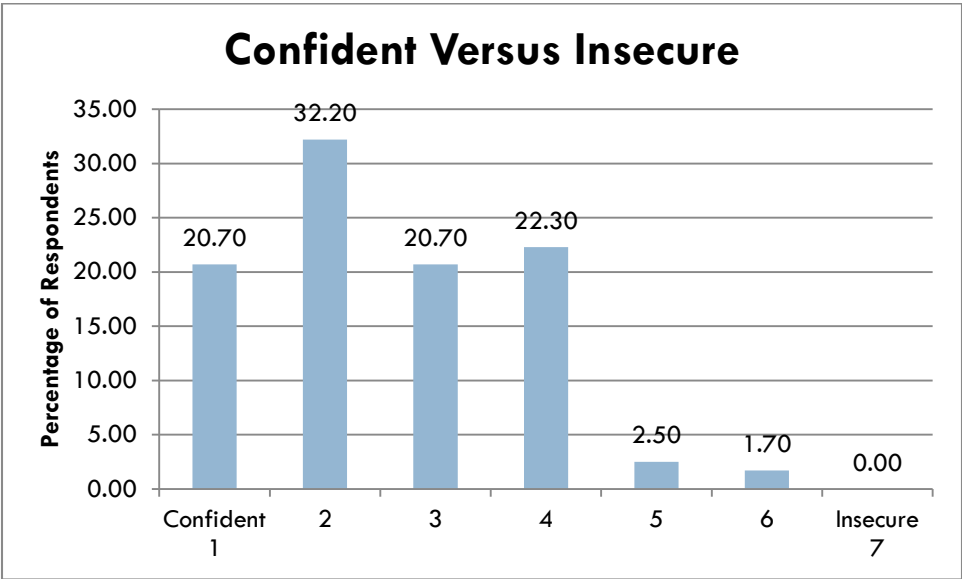


Exhibit 70: Sample size = 121/122; average = 2.59; Standard deviation = 1.21.

C-suite Perceptions

PR/COMM departments appear to be having a positive impact within the dominant coalition in terms of decision making. **79% of respondents agreed or strongly agreed with the statement, “PR/COMM recommendations are taken seriously by senior management (CEO, Chairperson, COO) in my organization.”** And **75% agreed or strongly agreed with the statement, “PR/COMM actively participates in long-term organization-wide strategic planning.”** Less confident was the response to C-suite perceptions of the PR/COMM contribution to the bottom line. Just **52% or respondents agreed or strongly agreed with the statement, “Our CEO/top executive believes that PR/COM contributes to our organization’s financial success.”**

Exhibit 71:  
Indicate your level of agreement with the following statements.

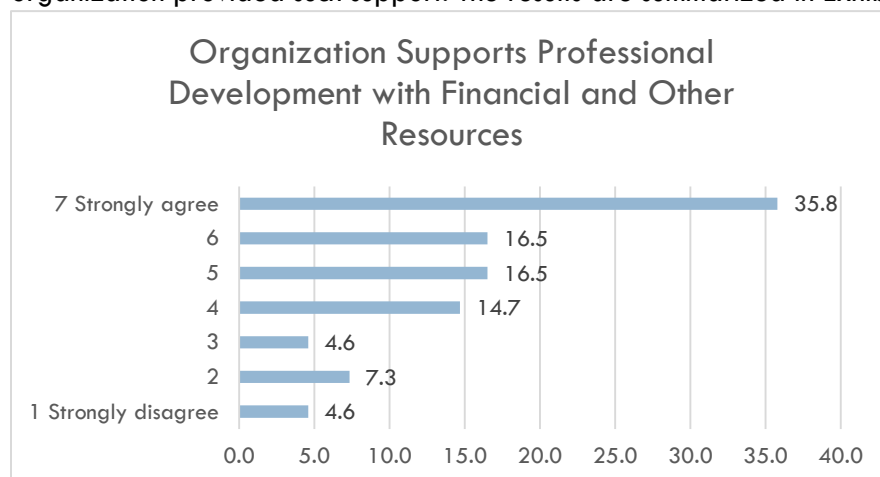
On a scale of 1-7 where 7 is Strongly Agree, participants indicated their agreement with the following statements:	Agree/ Strongly Agree
PR/COMM actively participates in long-term organization-wide strategic planning.	79 %
PR/COM recommendations are taken seriously by senior management (CEO, Chairperson, COO) in my organization	75%
Our CEO/Top Executive believes that PR/COMM contributes to our organization’s financial success.	52%

## Professional Development

Nearly 93% of survey respondents replied that they had participated in professional development opportunities. Of those who participated, most did so through seminars (88%), conferences (84%), and webinars (77%). Only a handful used consultants for information. Other types of professional development opportunities used included accreditation program volunteer (1), APR designation or program (2), degree program (1), master's certificate or in-class certificate programs (one response each), professional certificate workshops (1), workshops in general (1), and personal reading on the subject matter (1). Professional development opportunities and sources are summarized in Exhibit 72.

<i>Exhibit 72:</i>	
<b>Participated in Professional Development Opportunities</b>	
<b>(%) Sample = 109/122</b>	
Yes	92.7
No	7.3
<b>Nature of Participation (%)</b>	
<b>Sample = 101/109</b>	
Seminars	88.1
Conferences	84.2
Webinars	77.2
Consultants	22.8
Other	8.9

The majority of responded that their organization supported professional development with financial and other resources. On a scale ranging from 1) Strongly disagree to 7) Strongly agree, over half responded with ratings of 6 or 7. The scale average was 5.24. Less than 20% of respondents disagreed that their organization provided such support. The results are summarized in Exhibit 73.



*Exhibit 73: Sample size = 109/122 who participated in professional development opportunities.  
Scale average = 5.24; Standard deviation = 1.82.*

Executive Training

Just over half of the respondents had taken executive level training in public relations, communications, business, or a related field (52%). The most common source for executive training was college or university with nearly 43% responding. Professional groups were also a source of executive training for 30%. Twenty-one percent reported that their employers had delivered the training, while less than 2% had been trained through an executive training firm or consulting organization. The results are summarized in Exhibit 74:

Exhibit 74:

<b>Participated in Executive Level Training in Public Relations, Communications, Business, or a Related Field (%)</b> <b>Sample = 107/122</b>	
Yes	52.3
No	47.7
<b>Source of Executive Training (%)</b> <b>Sample = 56/107</b>	
College/University	42.9
Professional group	30.4
Employer	21.4
Executive training/consulting firm	1.8

Most executive training was paid for by the employer (59%). Twenty percent of the training was paid for by respondents themselves, and 21% reported that their executive training was cost-shared by the employee and the employer. The results are summarized in Exhibit 75.



Exhibit 75: Sample size = 56/122 who had pursued executive training.

## Ethics

Respondents were asked to indicate their familiarity with the CPRS code of ethics by responding on a 7-point scale ranging from Unfamiliar (1) to Familiar (7). Over 60% of respondents indicated they were familiar with the code of ethics with ratings of 5 or more out of 7. An average scale rating of 4.9 out of 7 indicated that most respondents were familiar with the code.

Respondents were also asked to indicate their familiarity with the IABC code of ethics on a 7-point scale ranging from Unfamiliar (1) to Familiar (7). Over 40% of respondents indicated that they were familiar with the code with ratings of 5 or more out of 7. The average familiarity rating for the IABC code of ethics was 5.6 out of 7.

Exhibit 76:

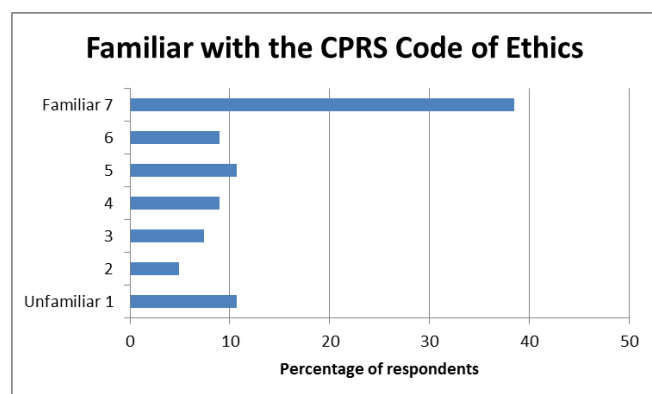
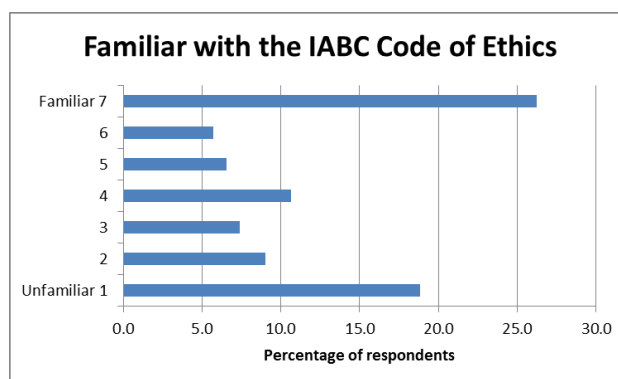
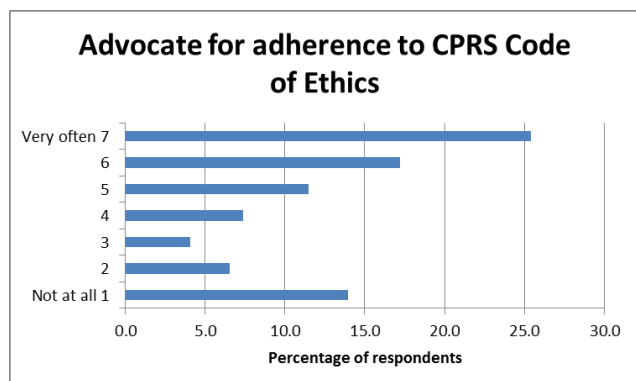


Exhibit 77:



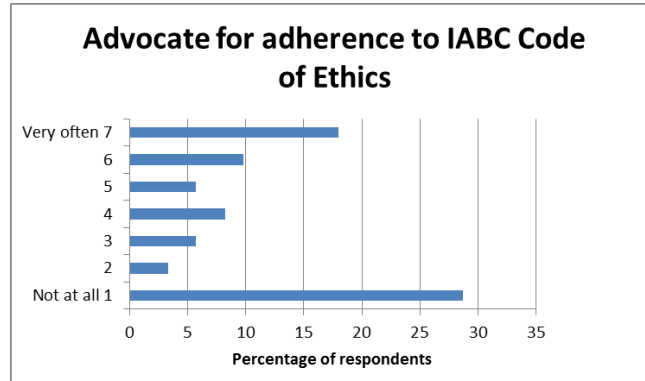
Respondents were asked the extent to which they advocated for adherence to the CPRS ethical code in organizational decision-making. Respondents rated their advocacy from Not at All (1) to Very Often (7). Fifty-eight percent rated their advocacy between 5 and 7 on the scale with an average scale rating of 5.3 out of 7. Respondents were also asked the extent to which they advocated for adherence to the IABC ethical code in organizational decision-making. Respondents rated their advocacy from Not at All (1) to Very Often (7). Thirty-six percent rated their advocacy between 5 and 7 on the scale with an average scale value of 5.0 out of 7.

Exhibit 78:



Please indicate the extent to which you advocate for adherence to these ethical codes in organizational decision-making.

Exhibit 79



Please indicate the extent to which you advocate for adherence to these ethical codes in organizational decision-making.

## CONCLUSION

The information provided in the GAP VIII Canadian study offers valuable baseline data for establishing benchmarks within the Public Relations profession. The key areas highlighted here give a brief glimpse of the story. With the potential for international comparison and longitudinal Canadian study of trends, this is an important first step.

Overall, the data appear to indicate that PR/COMM departments are making inroads in terms of organizational decision making and control of key messaging. Social media is obviously an important area of responsibility for these departments as well.

This data offers great potential for analysis of relationships between organizational size, sector, region and responsibilities. Further evaluation of the generally accepted practices here and in comparison to international data will provide a very valuable starting point for longitudinal research on the state of the PR/COMM profession in Canada.