





## ABSTRACT

### TYPES OF INDUSTRIAL EDITORS AND THE CONTENT OF THEIR PUBLICATIONS

by Betty E. McGuire

This study explored the relationship of two questions--the role of the industrial editor in the internal organization of the company and the content of the editor's publication. The objective was to develop typologies of the editors. That is, to describe the field in terms of clusters of individuals who have characteristics in common. It represents an exploratory effort to apply three social research methods--Guttman scaling, Lenski's status crystallization index, and Stephenson's Q-Analysis--to data concerning company publications and those who produce them.

A sample of 600 editors, stratified by circulation size and industrial classification, was drawn from a directory which listed 3,615 house publications. Questionnaires were mailed to the 600 editors. Information from returned questionnaires was put on IBM cards for processing, and MISTIC, a high-speed electronic computer was used for analysis. Questions asked covered descriptive data

concerning the editors, companies, and publications; editors' access to management; use of the publication as a regular channel of communication.

Story content was a key element in the study because while some companies cover controversial topics in their publications, others believe subjects such as union negotiations and government intervention to be completely inappropriate. Editors' ratings of twenty possible story topics were intercorrelated and factor analyzed.

Three main types of industrial editors were identified. Types I and II edit publications for internal and combination audiences. Type III edits publications primarily for external audiences.

As an industrial editor, Type I enjoys higher status than either of the other two types. He is the best educated, has more editing experience, more assistants, and greater access to top management levels than either of the other two. Type II editors have the smallest circulation publications, lowest budgets, lowest salaries, and fewest assistants. Type III editors are primarily advertising and sales promotion men. They are the least experienced in editing, have the least college training, and work for the smallest companies.



There is a relation between the content of the editor's publication and the organizational aspects of his editorial situation. Type I editors, who have the greatest access to management, are most willing to handle controversial issues in their publications. Type II editors, who have less access to management, are more conservative than Type I editors and lean toward an employee emphasis in story content. They are not as willing to discuss broad economic issues as are Type I editors. Type III editors, reflecting their sales promotion and advertising responsibilities, handle strongly company-oriented topics and reject subjects with an employee emphasis.

When Lenski's status crystallization index was applied to respondents, it was found that low status crystallization editors were more likely to work at their jobs full time and have greater access to top management than high status crystallization editors.

Although the content of industrial publications is still essentially conservative, there seems to be a trend toward more forthright communication on economic issues and labor-management relations topics.

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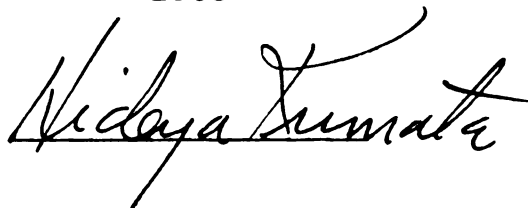
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A handwritten signature in cursive script, reading "Vidya Kumata". The signature is written in dark ink and is positioned below the year "1963".

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## INTRODUCTION

When the complexities of industrial organization made face-to-face communication between management and labor too difficult, printed channels replaced oral ones and the industrial publication came into being.

Executives, however, sometimes failed to think beyond the channel to the exact message they wished the medium to carry, to frame concrete objectives for the publications they were establishing, and to provide means for implementing the purposes they did state. The result was great instability in the field of industrial publishing.

Company magazines and newspapers flourished during boom times and were early casualties of recession cutbacks. During World War I, a large number of industrial publications were started, primarily for morale-building purposes. The postwar years brought business retrenchments which led to the suspension of many of these. A 1922 study by Printer's Ink indicated that 30 per cent of the magazines published in 1920 were discontinued within two years (3). A similar pattern of starts and stops was evident during and immediately after World War II.



Concern for their jobs led editors of industrial publications to evaluate their place in the corporate communications structure. Associations such as the International Council of Industrial Editors, which was organized in 1941, became forums for discussions of the editor's role. The answer to job security and advancement said some was for the editor to become a spokesman for management:

"The editor should always be considered a part of management and be imbued with management philosophy, ideas, and opinions," said Dean Detwiler, who was president of the International Council of Industrial Editors in 1960-61.

Others did not agree. They believed the editor should be an objective reporter and opposed the spokesman-for-management idea (16).

While the editors were talking about what their role should be, businessmen were becoming concerned about the great differences in emphasis between union and management communications. A study of union and company publications which was reported in Harvard Business Review in 1955 indicated the extent of the differences.

Fred C. Foy and Robert Harper of the Koppers Company had done a content analysis of 700 company magazines (7). The authors pointed out that while union publications were "vigorously driving home to their members their arguments

and points of view," management publications regularly reaching the same union members were failing "to present any point of view about what management feels is good for America."

Union publications carried stories on national social legislation, public power, tax legislation; most management publications did not even mention such subjects.

Since the appearance of the Foy-Harper article, the use of controversial issues in company publications has been a major topic of discussion among editors and businessmen. There are two schools of thought on the matter. Some companies firmly believe subjects such as automation, inflation, and union negotiations should be treated in the publications they subsidize. Other companies, fearing union reaction and loss of credibility for the publication, view controversial material as completely inappropriate.

This study explores the relationship of the two questions--(1) the role of the editor in the internal organization of the company and (2) the content of the editor's publication.

## CHAPTER I

### THE PROBLEM

The question of the role of the industrial editor and the matter of publication content are two dimensions of a single issue: the way company management looks at the periodical. An editor cannot be a spokesman for management unless the company which employs him and underwrites the cost of his publication wishes him to be; nor can he be an objective reporter if management wants his magazine or newspaper to serve as a medium for the presentation of only the company's point of view on controversial matters.

Some cues for the role the editor is expected to assume are provided by his position on the organization chart, the channels of upward communication open to him, and by the general editorial policy defined by management. An editor cannot make these decisions on his own. To keep his job he must do what management expects. While there may be room for some innovation within the limits of his assigned role, he does not operate autonomously. He is subject to the control of company officials, and in the final analysis, it is their view of what the publication should do rather

than his view of what it could do that shapes the broad outlines of editorial policy.

A strange aspect of the question of editorial policy is that in some instances management fails to define clearly goals for the publications that it initiates. Among the reasons cited for a company communication program and quoted by the National Industrial Conference Board is: "It is simply the 'right' thing to do" (9).

Indecisiveness is reflected in the findings of a study conducted by the International Council of Industrial Editors (11). Less than half of the editors responding had written statements of the objectives of their publications.

Placement of the editor in the corporate hierarchy is also related to the matter of how the company regards the publication. There does not seem to be any regular pattern of placement. Woods (25) found that the 36 editors responding to a question asking them to list their immediate supervisor gave the titles of 12 different administrative heads. He also pointed out that sometimes the editor himself had no clear-cut idea to whom he was responsible.

The diversity of the working situations of the various industrial editors makes research in the field somewhat difficult. As a result, most researchers have chosen to do either descriptive studies or to use very

small samples. Stone (23), for example, studied only nine companies. Kiddera (13) analyzed five publications. Research results are usually given in terms of simple percentages, and no applications of other statistical methods are reported. One reason may be the lack of identification of basic elements in the field which could be used as starting points for the development of theoretical research.

The purpose of this study is to try to describe industrial editors in terms that will provide fundamental information about various types of editors and their jobs. A key element in the study is publication content, which has been the subject of vigorous debate during the last few years.

### Background of the Controversy

C. J. Dover (5) has termed subjects considered too controversial for publication in company-supported journals "Zone of Silence" topics. He lists nine such issues:

1. Automation
2. Union negotiations, strikes, and work stoppages
3. Specific political issues
4. Union representation elections
5. Product price increases
6. The so-called "Guaranteed Annual Wage"
7. Employee pay, and how it is set
8. Increases in the cost-of-living
9. Compulsory union membership.

He points out that management respects the "Zone of

Silence":

. . . we've got to face up to the fact that most of us in management religiously observe a conspicuous "Zone of Silence." Too many of us consistently refuse to speak up on certain employee-centered, controversial issues. Let me be specific. The controversial issues I'm talking about are those which bring sharply different points of view and which often lead to open dispute and conflict among businessmen, union officials, government representatives, and employees.

Studies of the content of company publications strongly support the validity of the Dover statement.

Kidera (13) studied the content of employee publications issued by five national corporations from 1932 to 1948. Publications analyzed were: Pittsburgh People, Pittsburgh Plate Glass Company; We and A-C Views, Allis-Chalmers Manufacturing Company; Gexaco News, General Electric X-Ray Company; Milwaukee Reporter, International Harvester Corporation; The Carnation, Carnation Company.

The author found that editors of publications in the study devoted more than half their efforts to articles which were not directly useful to the employee in understanding his job and his relations with his employers. The only exception to this was A-C Views which succeeded We in 1947, and devoted 75 per cent of its space to directly useful articles.

In breaking down the percentages devoted to useful articles in all the publications, the greater



percentage of this space was devoted to company activities such as new company products, new company plants, and company expansion plans. One rather amazing result shown by the tabulation was the low percentage of space devoted by any of the publications to articles dealing specifically with jobs, working conditions, or special benefits for employees. Gexco News, with an average of 8 per cent of its space devoted to this type of article was the highest in the group.

Coverage of company policies and economic news was even more scarce:

With the exception of the Milwaukee Reporter and the A-C Views, all of the publications virtually ignored any articles dealing with company policies or economic principles. The Milwaukee Reporter devoted 5 per cent of its space to articles dealing with company policies. In many cases these were signed by company officials.

The A-C Views devoted 5 per cent of its space to company policies and 5 per cent to economic principles. Pittsburgh People and We completely ignored any mention of economic principles.

A study done by the New York State School of Industrial and Labor Relations at Cornell University in 1955 (1) further supports the Dover statement. The Cornell research was aimed at determining the frequency with which "economic concepts" were mentioned in both union and management publications. Fifteen employee publications were studied. A 25 per cent sampling of each of the 15 publications was obtained for a five-year period, 1950-54. One of the findings reported was:

Few of the company publications studied deal directly with specific current economic issues, such as the Guaranteed Annual Wage, Right-to-Work Laws, etc. They generally choose, rather, to point out the interdependence among management, employees, and shareholder in fairly general contexts.

Even among companies that are willing to mention economic matters there are varying degrees of directness in the discussion of controversial issues in company publications. Some companies emphasize what Payne (19) terms "American Way" articles. Others subscribe to the Dover idea of the "hard sell." Payne says of "American Way" articles:

With the idea that good citizens will make more contented and loyal workers, company magazines have developed American Way articles aimed at informing and building pride among employees in the American way of life and its constitutional guarantees.

Payne gives examples of several "American Way" articles including: "Our Way of Life," an article in Canco, a publication issued by the American Can Company. The article pointed out the advantage of the American system of business as it has developed since the founding of the United States. "A Tale of Three Capitalists," published by a Bell System magazine, showed how investors work to keep a free economy going. A telephone operator, staff representative, and plant craftsman were featured.

Other companies speak out more frankly: the Ford

Motor Company discussed anti-trust problems; International Harvester, automation; Westinghouse, competition; General Electric, featherbedding; Du Pont, foreign competition; Timken, the guaranteed-annual-wage, and B. F. Goodrich, inflation. Sun Oil talked about profits; Thompson Products, right-to-work laws; General Electric, strike votes, and Clark Equipment, taxes.

Business firms are encouraged to discuss economic issues by manufacturers' organizations, which provide services for editors of company publications. The National Association of Manufacturers publishes Service, which reviews hundreds of industrial publications each month and reproduces with comment and analysis the best of the articles which "carry out public relations objectives in free enterprise and economic education." The U.S. Chamber of Commerce has sponsored "Economics for Editors" seminars in major cities.

Despite endorsements of forthright communication by influential business groups, and more liberal interpretations of federal laws pertaining to management messages, many companies continue to avoid mentioning controversial subjects in their publications. Yet, controversial issues are often a major concern to company executives.

In 1952 Opinion Research Corporation wrote to a

sample of ninety-three company presidents, asking the question: "In your view, what are the three most important problems facing industry today?" Opinion Research summarized the results and found that in a typical month, half of the publications did not talk about any one of management's top problems:

Government intervention: government encroachment into business; the dampening influence of bureaucratic controls; the trend toward increasing government.

Taxes: tax rates so high they stultify profit incentive; confiscatory taxes.

Inflation: bad currency management; uncertainty as to where inflation will lead; willingness of government to continue inflation.

Government spending: wasteful and unnecessary spending by government; lack of sane fiscal policies.

Need for adequate earnings: inability to realize a profit after taxes; inability to earn profits adequate for an inflated economy. (4).

At first glance, it may seem that the editors of the publications involved had missed the point completely; that they had neglected to dig out truly significant information for presentation to their readers. However, in each of the subject areas cited above there is the potential danger of controversy. Decisions to write articles on any of the topics would require an indication of appropriateness from the highest levels of company management. The executives told Opinion Research what their foremost concerns

were. It is possible that they had not even thought of telling their employees, stockholders, or customers via their company publications.

It is interesting to note that in the companies most willing to discuss controversial issues, top-level executives played a large part in the decision. The President of Koppers, Fred C. Foy, was a prime mover in the enunciation of the company's policy of forthright communication. The same is true at Boeing which took a firm stand on right-to-work laws:

William M. Allen, courageous president of the Boeing Airplane Company, believed in the principles embodied in Initiative 202--and he believed the law would be in the best interests of Boeing's employees, customers, community neighbors, suppliers, and the general public. With full knowledge that a similar law had been defeated by Washington voters in 1956 by a margin of approximately two-and-a-half to one, Mr. Allen and Boeing management nevertheless decided to support the law publicly (4).

A book by Newcomb and Sammons, management consultants in employer-employee relations, has a section on General Electric Company, a leader in the trend toward communicating on controversial issues. Under the heading: "'Boulwareism': Philosophy of the Firm Resolve" the authors state:

Several years ago General Electric Company, through its forthright labor generalissimo, Lemuel R. Boulware, decided to take the play away from the union at the bargaining table. The formula in simple terms, was to present the union with management's contract terms--

the most equitable terms the company could suggest consistent with the economic health of both employer and employee--and stick to them. There was to be no retreat from either proposal or principle (18).

It is possible that the idea of "Boulwareism" has carried over into the General Electric communications programs and resulted in a willingness to go on record as favoring or disfavoring specific controversial issues.

### Implications for this Study

With the split over the use of controversial topics in industrial magazines, it would seem reasonable to expect to find different editorial situations in companies where these subjects were considered acceptable and in companies where they were not acceptable. Top officials of companies which discuss controversial issues in publications would have had to make three crucial decisions:

1. The content decision -- Management would have had to decide exactly what it wished the publication to do. In this instance, the decision was probably to use the publication as a medium for the expression of company views on policy matters rather than either a morale-building or public relations piece exclusively.
2. The organizational decision -- Means would have had to be provided for communication between top-level



decision-makers and the editor of the publication.

3. The budget decision -- Management would have had to decide how much this medium was worth in dollars and cents. The total appropriation would involve matters such as the editor's and assistants' salaries, the total production budget, and time devoted to the job.

Executives of any company issuing an industrial publication would have had to make the same three decisions; but the answers of those who did not wish to use the magazine or newspaper as a medium for expressing management views on sensitive issues probably would be different than the answers of those who did. In short, content, organization, and budget should vary according to the purpose management had for issuing the publication. Identification of various editorial situations should, therefore, provide fundamental information concerning the structure of organizational communication, and provide data on which to build more sophisticated research than has been carried on in the area up to now.

#### The Objective of this Study

The objective of this study was to develop typologies of industrial editors. That is, to describe the field in

terms of clusters of individuals who have characteristics in common. It represents an exploratory effort to apply three social research methods: Guttman scaling (20), Lenski's status crystallization technique (14), and Stephenson's Q-analysis (22), to data concerning company publications and those who produce them.

## CHAPTER II

### PROCEDURE

#### The Sample

The sample used in this study was drawn from the Gebbie Press House Magazine Directory (8), which lists 3,615 publications issued by companies and organizations in the United States and Canada. Each of the listings contained information on audience, format, circulation, frequency, and industry. The sample was drawn in the following manner:

1. All publications listed were numbered consecutively. Coded symbols for the various audience, format, circulation, frequency, and industrial categories were placed beneath each number.
2. Numbers and symbols were transferred to index cards. The cards were sorted according to industrial classification and circulation, the two variables the study proposed to investigate.
3. A random sample was chosen from the three circulation and five industrial groupings set up for the study. The circulation categories were:

Up to 5,000  
 5,001-10,000  
 10,001-and up

The industrial groupings were based on the U.S. Government Bureau of the Budget Standard Industrial Class Manual (21). The categories with the total number in each classification were:

Service (349)  
 Manufacturing (1837)  
 Government, Finance, Real Estate, Insurance (477)  
 Transportation, Communication, Utilities, Pipelines (504)  
 Miscellaneous Industries (including agriculture, construction, mining, wholesale and retail trade) (448)

A complete breakdown of all categories in the manual is in Appendix B.

Forty cards were drawn randomly from each of the fifteen cells established for the study.

4. A copy of a four-page questionnaire was mailed to the 600 editors whose names were drawn.

#### The Questionnaire

The instrument used in gathering data for the study was a mail questionnaire which was sent to the 600 editors in the sample (see Appendix A). To make sure the returns would be properly classified for analysis, a color coding system was used to indicate in which of the five industrial groupings the questionnaire belonged. Information concerning

audience, format, frequency, and circulation was written in according to the following code:

Government, Finance, Real Estate, Insurance -- Blue  
 Service -- Typed  
 Manufacturing -- Black  
 Communication, Transportation, Utilities, Pipelines --  
 Green  
 Miscellaneous Industries -- Red

Respondents were asked to make any corrections needed to bring the descriptive information up to date.

The questionnaire was designed to gather data about the editorial policy of a company's publication and the position of the editor within the company. There were three broad categories of questions. The numbers in parentheses refer to specific questions in the questionnaire.

The categories of questions were as follows:

1. Descriptive

A. The Publications:

Audience (1)  
 Format (1)  
 Frequency (1)  
 Circulation (1)  
 Production costs (13) (14)  
 Purposes (20)

B. The Companies:

Industrial classification (2)  
 Number of employees (3)

C. The Editors:

Number of years in industrial editing (4)  
 Education (5)  
 College major (6)  
 College courses (7)  
 Special seminars and workshops (8)

Salary (9)  
 Sex (10)  
 Full- or part-time (11)  
 Other duties (11)  
 Commitment to the field (17) (18) (19)  
 Kinds of changes desired (31)

## 2. Status Measures

### A. Access to Management:

Who hired you? (15)  
 To whom do you now report directly? (16)  
 Who reviewed the statement of objectives? (23)  
 Conferences with the President (24)  
 Level of other duties--administrative, etc. (11)

### B. Use of publication as regular channel of communication

Written statement of objectives (21)  
 Statement lists specific topics (22)  
 Statement reviewed in last five years (23)  
 Executives suggest topics (26)  
 Editor called to help with company problems (27)  
 President considers publication necessary (29)  
 Company has surveyed readership (30)

## 3. Content

Twenty story topics were listed (Question 32). The topics were divided into three groups:

### A. Controversial--dealing with company policy in sensitive areas

1. Automation
2. Dangers of inflation to American economy
3. How government intervention interferes with company progress.
4. Legal action or court decrees involving the company
5. Employee pay and how it is set
6. Right-to-work laws
7. Union negotiations

- B. Job-related--dealing with company operations
1. New products or services
  2. How products made by the company are used
  3. What fringe benefits mean to employees
  4. Research and development
  5. How foreign competition affects employee jobs
  6. History of the company
  7. Features on towns in which company plants are located
- C. Personal-Service--feature and human interest items
1. Outstanding scholastic achievements of employees' children
  2. Retirement plans of employees
  3. Hobbies of employees
  4. Biographical sketches of new directors
  5. Tips on gardening
  6. Appeals for contributions to charity

Topics selected were chosen on the basis of content analysis of typical company publications and on the basis of statements from researchers on the kinds of subjects considered controversial by industry. Dover's Zone-of-Silence article (4) and Opinion Research Corporation's company presidents study (4) provided topics for the list. Kiddera's study (13) also suggested topics for all classifications. Information was gathered concerning the suitability of the various topics for the editor's publication and the use of the subjects in other company media.

## Chronology

The questionnaire was pre-tested on members of the Michigan Communicators Association, a group of working editors. Necessary revisions were made to clarify ambiguities before the questionnaire was multilithed for the actual study. Six hundred questionnaires were mailed to editors in the United States and Canada. Two weeks later a follow-up mailing was sent.

## Method of Analysis

Data from returned questionnaires were put on IBM cards for processing, and MISTIC, a high-speed electronic computer, was used for the analysis. Guttman scaling and factor analysis were applied to various segments of the data. Editors' responses to five questions were used to develop an index of status crystallization, as described by Lenski (14).

Guttman Scaling -- Twelve items were used to construct the Guttman scale (20), which was to be an index of the editor's status or power position within the company. Editors' responses to the questions listed below formed the basis for the scale. The numbers of the questions correspond to those on the questionnaire in Appendix A. Dichotomies used to classify responses as high- or low-status items are also given.



15. Who hired you?

High -- President, Executive Vice President,  
Executive Director, Vice President

Low -- Managers of Industrial Relations, Personnel,  
Public Relations, Sales Promotion,  
Advertising or Information

16. To whom do you now report directly?

High -- President, Executive Vice President,  
Executive Director, Vice President

Low -- Managers of Industrial Relations,  
Personnel, Public Relations, Sales  
Promotion, Advertising, or Information

21. Do you have a written statement of objectives?

High -- Yes

Low -- No

23. Has the statement been reviewed within the last five years?

High -- Yes

Low -- No

23a. Who reviewed the statement?

High -- President, Executive Vice President,  
Executive Director, Vice President

Low -- Editor alone, Editorial Board, Division  
Heads, Sales Executives, Public Relations  
Director, Advertising Manager,  
Personnel Manager, Employee Relations  
Manager

24. How often do you have conferences with the  
President to discuss topics for articles?

High -- Monthly, bi-monthly, bi-weekly, daily

Low -- Several times a year, never, annually,  
rarely, seldom, as needed

25. How often do you have conferences with executives other than the President?
- High -- Monthly, bi-monthly, bi-weekly, daily
- Low -- Several times a year, never, annually, rarely, seldom, as needed
26. How often do executives of the company, including the President, suggest topics for articles?
- High -- Often
- Low -- Seldom, never
27. How often are you called to help with company problems?
- High -- Daily, often, monthly, bi-monthly
- Low -- Never, as need arises, seldom, rarely, several times a year
28. With what kinds of problems are you called to help?
- High -- Labor relations, presenting management views, government, interpreting policies, finance
- Low -- Public relations, employee services, sales promotion, customer relations, job performance, plant housekeeping, recruiting
29. In terms of how the President of the company looks at your publication, do you feel he thinks it is very necessary for the well-being of the company, fairly necessary, not really very necessary at all?
- High -- Very necessary
- Low -- Fairly necessary, not necessary at all
30. Has the company ever done a survey to ascertain reader interest in your publication?
- High -- Yes
- Low -- No

High-status editors, those with greater access to top management executives, would have higher ranks on the scale than those with less opportunity for management contact. From a respondent's rank or scale score, it would be possible to tell exactly which item he endorsed. This quality of being able to reproduce the responses to each item, knowing only the total score is called reproducibility (20).

A coefficient of reproducibility is one means of determining whether a scale is unidimensional. The coefficient of reproducibility for the 12 items used in this study was .74, too low to be adequate.

Semantics may have been partly responsible for the difficulty. In attempting to establish a status scale partly on the basis of contact with various levels of management, it was necessary to use editors' responses to questions involving time designations. Some of the answers were of a general rather than specific nature--"several times a year," "as needed," "rarely," "often." Classification of the time periods was of necessity an inexact matter. There was no way to determine what each editor considered "rarely" or "often" or "as needed."

Status Crystallization--This index was used to measure the status consistency of editors in the sample. Rather than looking at each of five hierarchies--editing

experience, education, salary, publication budget, and size of company--separately, a status crystallization score was computed. The degree of crystallization showed how an editor's positions in the five hierarchies were related.

Lenski (14) found that individuals characterized by a low degree of status crystallization differed significantly in political attitudes and behavior from individuals with a high degree of status crystallization. For example, there was a definite association between political liberalism and low crystallization. It was expected, therefore, that there would also be differences between industrial editors with high status crystallization scores and those with low crystallization scores.

To develop common scales for each hierarchy, frequency distributions were established. Using these distributions, scores were assigned for the various positions in the hierarchies. Mean scores were then computed for each respondent. A single non-vertical hierarchy was obtained on the basis of variance. The lower the variance the more consistent the respondent's level across the five hierarchies. Those with variance scores of 0.50 or less were placed in the high status crystallization group (N = 172) and those with higher scores were placed in the low status crystallization group (N = 171). All responses of high status

crystallization and low status crystallization editors were then compared.

Q-Analysis--Seventy-five cases, stratified by industrial classification and circulation size, were selected for factor analysis. Respondents classified the 20 possible story topics listed on page 19 according to the following instructions:

"Please rate the suitability of the topics for your magazine by:

Putting the letter A in front of the one that is most appropriate  
 B in front of the one least appropriate  
 C in front of the next two most appropriate  
 D in front of the next two least appropriate  
 E beside the four of those remaining that are most appropriate  
 F beside the four of those remaining that are least appropriate"

This procedure was followed for analysis of the responses:

1. A matrix of intercorrelations was formed by correlating every person's suitability ratings with every other person's suitability ratings.

2. This matrix of intercorrelations was submitted to factor analysis so that persons were variables and ratings were observations. A principal axis solution was obtained. This was submitted to a varimax rotation which produced orthogonal (independent) factors. On this basis, a factor represented a grouping of individuals around a common

pattern of suitability ratings. A factor, then, represented a type of person.

3. Each pattern of rating the topics associated with each factor or type of editor was estimated. This was done by weighting each item response of each of the persons most highly associated with a given factor by the degree to which they were loaded on that factor. The higher a person's loading on the factor, the greater was the weight. Those weighted responses were summed across each item separately. This produced an item array of weighted responses for each factor in the rotated factor analysis solution selected. In this case, a three-factor solution was chosen. The arrays of weighted responses were then converted to z-scores.

4. The arrays of item z-scores were ordered from most accepted to most rejected for each factor. This provided a hierarchy of item acceptance for each of the three factors, or types of editors.

5. The arrays of item z-scores for each factor were compared by subtraction for each pair of factors. This produced arrays of difference scores for each pair of factors, giving the basis for differentiating one factor or type of editor from another.

## CHAPTER III

### RESULTS

#### Questionnaire Returns

A total of 343 or 57.2 per cent of the questionnaires were returned. Totals by cells are shown below.

Table 1. Questionnaires returned.

Industry	Circulation			Total
	Up to 5,000	5,001-10,000	10,001 and up	
Government and Finance	24	21	24	69
Service	24	18	23	65
Manufacturing	22	20	30	72
Transportation- Communication	24	22	26	72
Miscellaneous Industries	22	21	22	65
Total	116	102	125	343

Not all respondents answered the content questions (number 32) which were asked to determine editorial policy. The great diversity of purposes for house publications makes it impossible to categorize the special types of publications

exhaustively. As a result, the content question did not really apply to some of the publications in the sample. Examples of this are the house publication issued by The Boy Scouts of America in the service classification and a technical bulletin put out by a dry cleaner. In other instances, respondents either failed to complete the content question or misunderstood the question. The number of respondents answering all questions, including the content question, is shown in Table 2.

Table 2. Respondents to all questions.

Industry	Circulation			Total
	Up to 5,000	5,001-10,000	10,001- Up	
Government and Finance	20	18	19	57
Service	18	11	13	42
Manufacturing	19	17	17	53
Transportation- Communication	18	17	21	56
Miscellaneous Industries	20	14	16	50
Total	95	77	86	258

Data from returned questionnaires are presented in detail in the tables in Appendix C. The figures reported represent only those who returned the questionnaire; weights



were not assigned on a cell-by-cell basis. All figures are rounded to the nearest whole number.

A brief summary of selected items is included in this chapter to provide information concerning the sample. Data are summarized in four tables: Table 3, The companies and the publications; Table 4, The editors; Table 5, Access to management; Table 6, Use of the publication as a regular channel of communication.

#### Suitability Ratings of Story Topics

Most Appropriate--Job related (Class B) story topics such as new products and services, research and development, and how company products are used were rated most appropriate by respondents. Of the 258 respondents completing the entire questionnaire, 92 per cent rated new products and services the most appropriate single topic. Four other job-related topics followed in the appropriate ratings: research and development (71 per cent); how company products are used (71 per cent); fringe benefits (61 per cent); history of the company (53 per cent).

The other two job-related topics in the list ranked tenth and seventeenth--towns where company plants are located (30 per cent) and how foreign competition affects employees' jobs (15 per cent).

Table 3. The companies and the publications.

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Number of employees: (C-20)\*

46 per cent of the companies have 2,500  
or less employees

19 per cent have under 500 employees

Circulation of publications: (C-21 and C-22)

34 per cent, 5,000 and under

30 per cent, 5,001-10,000

36 per cent, 10,001 and up

The per issue circulation of publications  
issued by companies represented in the  
sample is 15,081,435.

Audience (C-23)

41 per cent internal

40 per cent combination

18 per cent external

Format (C-24)

62 per cent magazines

25 per cent newspapers

3 per cent newsletters

9 per cent bulletins

1 per cent other

Frequency (C-25)

50 per cent monthly

20 per cent bi-monthly

16 per cent quarterly

9 per cent weekly or bi-weekly

4 per cent other

Table 3.--Continued.

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Budgets (C-26 and C-27)

66 per cent have specific budget allocations  
 18 per cent of budgets \$5,000 or under  
 44 per cent of budgets \$5,001 to \$25,000  
 39 per cent of budgets \$25,001 and up

Purposes of publications (C-28) (multiple responses)\*\*

35 per cent "building team spirit"  
 21 per cent "sales and advertising"  
 19 per cent "education"  
 16 per cent "improving morale"  
 15 per cent "building company image"

---

\*Numbers in parentheses refer to tables in Appendix C.

\*\*Only purposes mentioned by more than 10 per cent of the respondents are listed here.

Table 4. The editors.

Editing experience (C-29)\*

37 per cent five years or less  
 29 per cent six to ten years  
 20 per cent eleven to fifteen years  
 13 per cent sixteen to thirty-eight years

Education (C-30)

72 per cent college graduates and  
 29 per cent have done graduate work  
 Only 12 per cent have not had any college training

College majors (C-31)

36 per cent journalism and other communication fields such as radio-television  
 27 per cent language and literature  
 14 per cent business  
 10 per cent social science  
 9 per cent miscellaneous\*\*  
 4 per cent science

\*\*Other majors reported: fine arts (2 per cent), home economics (2 per cent), education (1 per cent), and law (1 per cent).

Participation in work-related seminars and other meetings (multiple responses)\*\*\*

43 per cent attended meetings sponsored by industrial editors' associations  
 30 per cent participated in college and university-sponsored programs  
 14 per cent participated in meetings of professional societies  
 14 per cent attended meetings of business and industry organizations

Table 4.--Continued.Sex of Editors (C-33)

79 per cent men  
 19 per cent women  
 2 per cent unknown

Monthly salary (C-34)

5 per cent \$100-400  
 30 per cent \$401-600  
 40 per cent \$601-900  
 26 per cent \$901 and up

Full- and Part-time Editors (C-35)

76 per cent part-time

Assistants for Editors (C-36)

53 per cent have from one to fourteen  
 full-time assistants

Additional Duties of Editors (C-37) (multiple responses)

58 per cent public relations  
 32 per cent advertising  
 23 per cent administration  
 20 per cent editorial  
 16 per cent personnel  
 (Customer relations, 3 per cent;  
 Industrial relations, 2 per cent;  
 Miscellaneous, 5 per cent).

Kinds of Changes Desired by Editors (C-38) (multiple responses)\*\*\*

21 per cent would like adjustments in  
 appearance, frequency, or distribution  
 of publication  
 19 per cent would make additions to  
 the staff

Table 4.--Continued.

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Editors' Commitment to the Field (C-39) (C-40)

60 per cent expect to be in the same  
work, but at a higher level five  
years from now

22 per cent expect to be in the same job

10 per cent expect to be in another  
kind of work

8 per cent, no answer

67 per cent would advise students to  
enter field

25 per cent not sure what advice would  
be

6 per cent would advise a student  
not to enter the field

2 per cent, no answer

Editors' Rankings of Occupations (C-41)

41 per cent ranked newspaper columnists  
first

31 per cent ranked dentists first

19 per cent ranked civil engineers first

6 per cent ranked high school teachers  
first

3 per cent ranked industrial editors  
first

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\* Numbers in parentheses refer to tables in Appendix C.

\*\*\* Only items mentioned by more than 10 per cent of  
the respondents are listed here.

Table 5. Access to management.

Officials Hiring Editors (C-42)

23 per cent Public Relations Manager  
 20 per cent President, Executive Vice  
 President, Board of Directors  
 15 per cent Personnel and Employee  
 Service Directors  
 11 per cent Executive Vice President  
 8 per cent Advertising Manager  
 7 per cent General Manager or Assistant  
 5 per cent Industrial Relations Manager  
 4 per cent Sales Promotion Manager  
 2 per cent Information and Publications  
 Manager  
 6 per cent other

Immediate Superiors of Editors (C-43)

20 per cent Public Relations Director  
 16 per cent President, Executive  
 Director, Board of Directors  
 14 per cent Personnel and Employee  
 Service Directors  
 12 per cent Executive Vice President  
 12 per cent Advertising Manager  
 8 per cent General Manager  
 6 per cent Sales Promotion Manager  
 5 per cent Information and Publications  
 Manager  
 3 per cent Industrial Relations Manager  
 6 per cent other

Table 5.--Continued.

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Editors' Conferences with the President (C-44)

36 per cent never  
 25 per cent several times a year  
 13 per cent monthly  
 10 per cent rarely or seldom  
 6 per cent as needed  
 2 per cent annually  
 1 per cent daily  
 1 per cent bi-monthly  
 1 per cent bi-weekly  
 6 per cent other

Editors' Conferences with other Company Executives (C-45)

34 per cent several times a year  
 25 per cent monthly  
 13 per cent as needed  
 7 per cent daily  
 5 per cent never  
 4 per cent rarely or seldom  
 4 per cent bi-weekly or bi-monthly  
 8 per cent other

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Table 6. Use of the publication as a regular channel of communication.

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Frequency with which Executives Suggest Story Topics (C-46)

54 per cent rarely, seldom, or never

44 per cent often

2 per cent no answer

Frequency of Requests for Editors' Help with Company Problems (C-47)

27 per cent rarely or seldom

24 per cent often

13 per cent daily

12 per cent as needed

8 per cent several times a year

6 per cent never

2 per cent monthly

8 per cent other

Nature of Problems with which Editors are Asked to Help (C-48)  
(multiple responses) \*

27 per cent employee and personnel relations

26 per cent public relations

23 per cent sales promotion and advertising

12 per cent job performance

Statements of Publication Objectives (C-49)

57 per cent of editors have statements

49 per cent of statements reviewed within last five years

35 per cent of statements mention specific topics

Table 6.--Continued.


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Reviewers of Statements of Objectives (C-50) (multiple responses) \*

31 per cent President, Vice President  
 21 per cent Editorial Board  
 18 per cent Editor alone  
 15 per cent Public Relations Manager

How Company President Looks at Publication (C-51)

64 per cent of editors believe company president thinks their publication is very necessary  
 30 per cent believe he feels publication fairly necessary  
 3 per cent believe he feels they are not very necessary  
 3 per cent no answer

Readership Surveys (C-52)

60 per cent report companies have done surveys

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\*Only items mentioned by more than 10 per cent of the respondents are listed here.

Automation and inflation were the most highly-rated controversial (Class A) topics. Automation was rated appropriate by 50 per cent of the respondents and inflation by 34 per cent. The heaviest concentration of controversial topics is in the lower half of the appropriate-rating table. Government intervention was rated an appropriate topic by only 26 per cent of the editors; employee pay and how it is set by 22 per cent; legal action involving the company by 19 per cent; union negotiations by 9 per cent; right-to-work laws by 5 per cent.

The lowest-ranking topic in the personal-service (Class C) category--tips on gardening--received 5 per cent on the appropriate-rating table, exactly the same as right-to-work laws. Two personal-service topics ranked in the top half of the appropriate list: retirement plans of employees, 39 per cent, and biographical sketches of directors, 31 per cent.

Least appropriate--Tips on gardening, a personal-service (Class C) topic was the least appropriate single topic in a list of 20 possible subjects for stories in industrial magazines. Almost four-fifths--79 per cent--of the editors reported the topic inappropriate. Half of the topics rated among the first 10 in inappropriateness, however, were in the controversial (Class A) category:

Table 7. Summary of appropriate ratings given possible story topics by industrial editors.\*

Class	Story topic	Per cent checking (N-258)
B	New products or services	92
B	Research and development	71
B	How company products are used	71
B	Fringe benefits	61
B	History of the company	53
A	Automation	50
C	Retirement plans of employees	39
A	Dangers of inflation	34
C	Biographical sketches of directors	31
B	Towns where company plants are located	30
C	Hobbies of employees	29
A	Government intervention	26
A	Employee pay and how it is set	22
C	Scholastic achievements of employees' children	20
A	Legal action involving company	19
C	Appeals for contributions to charity	17
B	Foreign competition	15
A	Union negotiations	9
A	Right-to-work laws	5
C	Tips on gardening	5

\*Includes most appropriate, two most appropriate, and four most appropriate.

Note: A-Controversial; B-Job-Related; C-Personal-Service.

Table 8. Summary of inappropriate ratings given possible story topics by industrial editors.\*

Class	Story topic	Per cent checking (N-258)
C	Tips on gardening	79
A	Right-to-work laws	66
A	Union negotiations	61
B	Foreign competition	51
A	Legal action involving company	50
C	Appeals for charitable contributions	42
A	Government intervention	42
A	Employee pay and how it is set	41
C	Scholastic achievements of employees' children	41
B	Towns where company has plants	34
C	Hobbies of employees	33
C	Biographical sketches of directors	30
A	Dangers of inflation	26
C	Retirement plans of employees	26
A	Automation	22
B	Fringe benefits	16
B	How company products are used	16
B	History of the company	11
B	Research and development	10
B	New products and services	5

\*Includes least appropriate, two least appropriate, and four least appropriate ratings.

Note: A--Controversial; B--Job-Related; C--Personal-Service.

right-to-work laws, 66 per cent; union negotiations, 61 per cent; legal action involving the company, 50 per cent; government intervention, 42 per cent; employee pay and how it is set, 41 per cent. Low inappropriate ratings for two topics in the controversial category: dangers of inflation 26 per cent, and automation, 22 per cent, suggest economic realities are making inroads into the "Zone of Silence" defined by Dover.

Foreign competition was the least appropriate of the job-related or Class B topics according to the respondents. More than half the editors--51 per cent--rated the subject inappropriate.

#### Use of Story Topics

Editors participating in this study were asked to indicate use of the 20 story topics in three media of communication during the past year: (1) the respondent's own publication, (2) a speech by the president of the company, and (3) another company publication.

Job-related topics received heaviest coverage in each of the media. Stories on new products and services ranked first, with research and development, product use, and company history following. A split occurred in the fifth topic, however.

In the respondents' own and other company publications issued by the companies, job-related and personal-service topics ranked fifth, sixth, and seventh. The content of the company presidents' speeches, on the other hand, leaned exclusively toward topics in the controversial category. Two topics had the same score and the result was that four of the seven topics in the controversial category--government intervention, inflation, legal action affecting the company, and automation--were in the top third of the list of topics chosen for speeches by company presidents during the past year.

The use of controversial subjects in the editor's own publication or in other company publications was not mentioned until automation was ranked eighth in both media. The heaviest concentration of controversial topics was at the bottom of the list in the "editor's own publication" column. Except for tips on gardening, which ranked eighteenth, the last six subjects were controversial topics with right-to-work laws ranking last.

#### Status Crystallization

An index of status crystallization--the consistency of a respondent's position across several vertical hierarchies was constructed. Five hierarchies were used: editing

Table 9. Use of twenty story topics in editors' publications, speeches of company presidents, and other company publications.

Class	Topic	Editor's Publica- tion	Presi- dent's Speech	Other Publica- tion
		Per cent Checking (N-258)	Per cent Checking (N-258)	Per cent Checking (N-258)
B	New products or services	100	65	61
A	Automation	59	23	29
A	Dangers of inflation to economy	39	24	22
B	How products made by company are used	83	33	41
B	What fringe benefits mean to employees	64	17	37
A	Government intervention	32	25	19
A	Legal action involving company	28	24	23
B	Research and development	83	52	44
A	Employee pay and how it is set	14	7	17
A	Right-to-work laws	4	3	6
B	Foreign competition	15	3	12
C	Scholastic achievements of employees' children	56	10	19
C	Retirement plans of employees	64	11	31
A	Union negotiations	12	9	18
B	History of company	76	36	40
C	Hobbies of employees	68	2	23
C	Biographical sketches of new board members	57	7	22
C	Tips on gardening	11	--	7
C	Appeals for contributions	64	20	36
B	Features on towns where company has plants	42	5	15



experience, education, salary, publication budget, and size of company. All responses of high status crystallization and low status crystallization editors were compared. On most items there were no significant differences. However, in two instances, high and low crystallization respondents differed significantly.

Full-time vs. Part-time Editors--More of the low status crystallization editors worked at their jobs full-time.

Table 10. Comparison of high and low status crystallization editors with respect to full- and part-time positions.

Position	Low S.C. (N-171) %	High S.C. (N-172) %	Total (N-343) %
Full-time	28	19	23
Part-time	72	81	77
Total	100	100	100

Chi-Square = 4.37  $p < .05$

Conferences with President--Low status crystallization editors have more daily, bi-weekly, monthly, or bi-monthly conferences with the presidents of their companies than do high status crystallization editors. More high than low crystallization editors see the president several times a year or as needed.

Table 11. Comparison of high and low status crystallization editors with respect to frequency of conferences with the company president.

Frequency of Conferences	Low S.C. (N-171) %	High S.C. (N-172) %	Total (N-343) %
Daily, bi-weekly, monthly, bi-monthly	20	12	16
Never, rarely, annually	49	47	48
As needed	4	8	6
Several times a year	19	30	24
Other	8	3	6
Total	100	100	100

Chi-Square = 12.89  $p < .05$

### Q-Analysis

A sub-sample of 75 editors was selected for Q-Analysis, a method of summarizing briefly and clearly a set of complex interrelationships. Editors' responses to the question of topic suitability were intercorrelated and factor analyzed. The 75 x 75 matrix yielded 2,775 distinct correlations. A three-factor solution was chosen on the grounds that further factors contributed little to the common variance (24). Each factor represented a group of editors with characteristics in common.

Table 12. Summary of results of factor analysis showing percentage of editors of each type.

Type	Percentage
Type I	35
Type II	27
Type III	25
Mixed Types	3
Unclassified*	11
Total	101

N = 75.

\*These editors did not have high enough weightings to be classified as a single type.

All percentages rounded to nearest whole number.

Use of Story Topics by Three  
Types of Editors

Consensus Items--Of the five consensus items--those on which the three types of editors agreed--four were in the group of controversial (Class A) topics. Union negotiations was the most-rejected topic followed by right-to-work laws and legal action or court decrees involving the company. Automation was accepted by two of the three types and put in a medium position by the other.

Editors in each of the three categories agreed that research and development was an appropriate topic for their publications.

Table 13. Consensus items: topics which did not discriminate among the three types.

	1	2	3	<u>XZ-Scores</u>
Research and development	+0.675	+1.117	+1.314	+1.035
Automation	+0.862	-0.116	+0.547	+ .431
Legal action or court decrees involving company	-0.436	-0.492	-1.206	- .711
Right-to-work laws	-0.800	-0.584	-0.878	- .754
Union negotiations	-0.313	-1.157	-1.254	- .908

Table 14. Topics which most differentiate Type I from the other types.

<u>More than Types II and III, Type I values:</u>			
I	<u>Z-Scores</u> II	III	Topics
+1.154	-0.712	-0.048	Dangers of Inflation to American economy
+0.998	-1.975	-0.307	How government intervention interferes with company progress
+0.862	-0.116	+0.547	Automation
+0.097	-1.316	-0.684	How foreign competition affects employee jobs
-0.436	-0.492	-1.206	Legal action or court decrees involving company
-0.313	-1.157	-1.254	Union negotiations
<u>Less than Types II and III, I values:</u>			
I	<u>Z-Scores</u> II	III	Topics
-2.441	-1.063	-0.814	Tips on gardening
-0.970	-0.416	+0.374	Appeals for contributions to charity
-0.823	-0.674	+1.337	Features on towns in which company plants are located
-0.686	+0.319	+0.188	Hobbies of employees
-0.627	+0.558	+0.652	History of company
-0.555	+0.055	+0.548	Biographical sketches of new members of board of directors
+0.675	+1.117	+1.314	Research and development

### Topic Evaluations of Type I Editors

Acceptance of Class A or controversial topics differentiates Type I editors from Types II and III. Type I editors accepted more than others dangers of inflation to the American economy, how government intervention interferes with company progress, automation, legal action or court decrees involving the company, and union negotiations.

Type I editors strongly reject what might be termed "typical" employee publication material. Least of all they value the personal-service (Class C) topic, tips on gardening. Other topics rejected by Type I editors are the mainstay of many employee publications: appeals for contributions to charity, features on towns in which company plants are located, hobbies of employees, biographical sketches of new members of the board of directors, history of the company.

### Topic Evaluations of Type II Editors

Type II editors are more conservative than Type I editors and lean toward an employee emphasis in their publications. The topic most accepted by these editors was what fringe benefits mean to employees.

Other topics with high acceptance were: retirement plans of employees, employee pay and how it is set, appeals for contributions to charity, outstanding scholastic

Table 15. Other characteristics which differentiate Type I editors from Types II and III.

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Mainly in Transportation-Communication and  
Manufacturing

Least likely to be in Miscellaneous Industries  
classification

Work for larger companies

Edit higher-circulation publications

Edit no externals (differs only from Type III  
in this respect)

Put out more newspapers

Publications issued more frequently

Highest publication budgets

More editing experience

Better educated

Least likely to have majored in communication  
(since these editors have more experience  
formal programs in these subjects may not  
have been offered when they were in college.)

Highest percentage of men

Highest salaries

More full-time editors

Most assistants

Other duties employee-centered at high levels  
of responsibility

More would advise student to enter editing

Highest percentage reporting to top-management  
executives

See company president more often

More statements of objectives reviewed in past  
five years

Table 15.--Continued.


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Least likely to be called to help with company problems (more full-time editors in this group, Type II carries many personnel and public relations responsibilities; Type III, sales promotion and advertising duties.)

More think president feels publication very necessary

More report company-sponsored readership surveys

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achievements by children of employees, and hobbies of employees.

The fact that the right-to-work laws topic was judged the most inappropriate Class A topic by those responding to the questionnaire, makes the fact that Type II editors accepted it more than Types I or III particularly noteworthy. The array of topics most accepted by Type II editors is interesting in that it seems to build up the company as a good place to work, citing employee compensation--what fringe benefits mean to employees, employee pay and how it is set; recognizing individual employees and their families--retirement plans of employees, outstanding scholastic achievements by children of employees, hobbies of employees, and stressing company participation in community activities--appeals for contributions to charity. After building up an image



of a close and friendly relationship among workers, the company which has their interests at heart, and the community, the company seems to feel it is safe to broach the very controversial issue of right-to-work laws.

While Type II editors accept employee-oriented topics, what happens outside the office or the plant holds little interest to them. They strongly reject the large picture in favor of the close-to-home topics. How government intervention interferes with company progress is the topic most rejected by these editors. Other rejected topics are: how foreign competition affects employee jobs, dangers of inflation to the American economy, how company products are used, and new products or services. These editors are alone in slightly rejecting the topic of automation, perhaps because they view it as a threatening topic that would frighten employees.

### Topic Evaluations of Type III Editors

Not one controversial topic appears in the list of subjects most accepted by Type III editors. Strongly company-oriented topics differentiate this type from the others: new products or services, features on towns in which company plants are located, research and development, how company products are used, history of the company,

Table 16. Topics which most differentiate Type II from the other types.

<u>More than Types I and III, II values:</u>			
<u>Z-Scores</u>			
II	I	III	Topics
<del>+</del> 2.228	+1.813	-0.339	What fringe benefits mean to employees
<del>+</del> 0.930	+0.020	-0.801	Retirement plans of employees
<del>+</del> 0.811	+0.529	-1.212	Employee pay and how it is set
<del>+</del> 0.416	-0.970	+0.374	Appeals for contributions to charity
<del>+</del> 0.323	-0.671	-0.953	Outstanding scholastic achievements by children of employees
<del>+</del> 0.319	-0.686	+0.188	Hobbies of employees
- 0.584	-0.800	-0.878	Right-to-work laws
<u>Less than Types I and III, II values:</u>			
<u>Z-Scores</u>			
II	I	III	Topics
- 1.975	+0.998	-0.307	How government intervention interferes with company progress
- 1.316	+0.097	-0.684	How foreign competition affects employee jobs
- 0.712	+1.154	-0.048	Dangers of Inflation to American economy
- 0.116	+0.862	+0.547	Automation
- 0.049	+0.639	+1.110	How products made by company are used
<del>+</del> 1.383	+1.536	+2.427	New products or services

**Table 17.** Other characteristics which differentiate Type II editors from Types I and III.

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Most likely to be in service or in Miscellaneous Industries classification
Smallest publication circulations
No externals (differ only from Type III in this respect)
Lowest publication budgets
Most likely to have majored in communication
Highest attendance at seminars sponsored by industrial editors' groups
Highest percentage of women
Lowest salaries
Fewest assistants
Other duties employee-centered at lower level of responsibility than Type I
Least likely to see company president
Most written statements of publication objectives
Most statements of objectives reviewed by top management officials
Company executives suggest story topics most often
Lowest percentage of readership surveys

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biographical sketches of new members of the board of directors.

The topics are of a general nature and relatively safe as far as arousing controversy is concerned.

The acceptance of tips on gardening suggests that a publication put out by a Type III editor would be more of an entertainment or good-will piece than an instrument used

for a special purpose such as influencing employees (as publications edited by Type II might be) or setting forth the company's position on issues in which it has particular interest (as publications edited by Type I might be).

Topics most rejected by Type III editors have definite employee emphasis: employee pay and how it is set, outstanding scholastic achievements of employees' children, what fringe benefits mean to employees, right-to-work laws, retirement plans of employees--all topics favored by Type II editors. Editors in Type III also reject broader issues favored by Type I editors--legal action or court decrees involving the company and union negotiations, which was the single topic most rejected by them.

#### Respondents that Were Not Pure Types

Ten editors did not have high enough weightings on any single factor to be identified as Type I, II, or III. Seven of the editors had such widely varied characteristics that it was impossible to reach conclusions concerning any basis for grouping. Three editors, however, had some common traits. These had mixed weightings with high scores on factors I and III. Their experience in editing was between five and eight years; all were men; their salaries were \$601-900, and they were in general agreement about the

**Table 18.** Topics which most differentiate Type III from the other types.

<u>More than Types I and II, III values:</u>			
<u>Z-Scores</u>			
III	I	II	Topics
<del>+</del> 2.427	+1.536	+1.383	New products or services
<del>+</del> 1.337	-0.823	-0.674	Features on towns in which company plants are located
<del>+</del> 1.314	+0.675	+1.117	Research and development
<del>+</del> 1.110	+0.639	-0.049	How products made by company are used
<del>+</del> 0.814	-2.441	-1.063	Tips on gardening
<del>+</del> 0.652	-0.627	+0.558	History of company
<del>+</del> 0.548	-0.555	+0.055	Biographical sketches of new members of board of directors
<u>Less than Types I and II, III values:</u>			
<u>Z-Scores</u>			
III	I	II	Topics
<del>-</del> 1.254	-0.313	-1.157	Union negotiations
<del>-</del> 1.212	+0.529	+0.811	Employee pay and how it is set
<del>-</del> 1.206	-0.436	-0.492	Legal action or court decrees involving company
<del>-</del> 0.953	-0.671	+0.323	Outstanding scholastic achievements by children of employees
<del>-</del> 0.878	-0.800	-0.584	Right-to-work laws
<del>-</del> 0.801	+0.020	+0.930	Retirement plans of employees
<del>-</del> 0.339	+1.813	+2.228	What fringe benefits mean to employees

**Table 19.** Other characteristics which differentiate Type III editors from Types I and II.

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Most likely to be in the miscellaneous industries classification; none in manufacturing

Work for smaller companies

Largest percentage of externals and combinations

Smallest percentage of newspapers

Largest percentage of magazines

Least experienced in editing

Least college training; but one-quarter of college trained have done graduate work

Most likely of three types to be social science major

Highest percentage of three types in top salary bracket; but other ranges lower than for Type I

Smallest percentage of full-time editors

Almost as many full-time assistants as Type I

Other duties have public relations, sales promotion, and advertising emphasis. Top executives represented.

Highest percentage of three types do not expect to rise to higher position in this company

Hired by officials at highest management levels

Most likely to be called to help with company problems

Fewest written statements of publication objectives

Lowest percentage of statements reviewed within past five years

Least certain company president believes publication necessary

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suitability of the various story topics when they all happened to rate a particular item. The degree of appropriateness and inappropriateness in the ratings varied among the editors. An interesting characteristic of this small group is that while two were editors of internal publications, one edited an external publication.

## CHAPTER IV

### DISCUSSION

Companies employing the editors who responded to the questionnaire used in this study spend nearly ten million dollars a year on the publications. Yet it seems that some firms fail to provide working relationships that would help the magazines, newspapers, and bulletins become really valuable channels of communication.

Examination of the data concerning access to top management indicates that in many instances, direct contact is lacking. More than half the editors in the sample were hired at the Services and Operating Management level by Directors of Public Relations, Personnel, Advertising, Sales Promotion, and Industrial Relations. The editors tend to continue to report at the same level of management at which they were hired. Often this is because the publication is not a full-time responsibility and the editors have other duties in public relations, advertising, or Personnel; duties which could slant publication content and emphasize one area of company operations over others.

Nearly half of the editors almost never have



conferences with the President of the company. Conferences with executives other than the President were not very frequent either. In addition, more than half the respondents said company executives almost never suggested topics for articles in the publication. Forty per cent of the editors are never or else only rarely called to help with company problems of any kind.

The picture that emerges is of a communicator, charged with interpreting a company to various publics, who apparently lacks opportunity to use primary sources of information, and who is pretty much on his own as far as content is concerned. A veteran with long service in a particular firm may be able to function effectively in such a situation; but 37 per cent of the respondents have less than five years' experience, and all of that may not have been with one company.

In 43 per cent of the cases, the editors do not even have written statements of objectives. It is encouraging to note, however, that editors who do have written statements of objectives report that 49 per cent have been reviewed within the last five years. In one-third of the cases, the President or Vice President reviewed the statement. Another finding is that 60 per cent of the companies have at some time done a survey of the publication's

readership.

An interesting aspect of the returns is that there is roughly a 50-50 split on the organizational matters cited in the preceding paragraphs. This suggests that two main blocs exist in the field of industrial editing. Some editors have access to management; others do not. Some managements spell out what the editor is to do, and are interested enough in publication content to provide cues for the editor; others do not seem to feel this is necessary.

There is more agreement, however, on the matter of suitable content. Job-related (Class B) topics such as new products and services, research and development, and how company products are used are considered highly appropriate while controversial topics (Class A) including right-to-work laws and union negotiations are believed to be very inappropriate by most of the editors who responded to this question.

Differences in the organizational structure of the respondents' editorial situations, and similarities in their topic suitability ratings were also evident when the Lenski status crystallization index was used.

### Status Crystallization

Previous applications of the Lenski method (14) (12) involved segments of the general population. The use of this technique on a single occupational group, industrial editors, was a departure. Results closely paralleled those described by Kenkel (12) who in trying to replicate the Lenski study found little difference in the political attitudes of high and low status crystallization individuals.

There were few areas of significant difference between the high and low status crystallization editors, just as there were few differences in Kenkel's study of 300 respondents in Greater Columbus, Ohio. Lenski, answering Kenkel (15), states that the difference in his results and Kenkel's is due primarily to methodological problems. Kenkel dropped the ethnic factor, and also used variables other than those cited by Lenski.

The nature of the population used in the study of editors made it possible to use only two of Lenski's variables, education and income. New ones selected were: editing experience, publication budget, and size of the company.

In discussing the Kenkel results, Lenski pointed out that even though the differences reported were not

statistically significant, the direction of the differences (low status crystallization respondents tended to be more liberal) was the same as he had found in his study.

Differences between high and low status crystallization industrial editors also tended to be in one direction. That direction might be termed "prestige." More low status crystallization editors worked at their jobs full-time, and had top executive contact than did high status crystallization editors.

The respects in which high and low crystallization editors differ suggest that companies employing low crystallization editors may be taking the first steps toward the kinds of communication programs advocated by spokesmen such as Foy and Dover. In suggesting drastic departures from traditional subject matter for industrial publications, Foy and Dover are speaking out for a more liberal editorial policy and for change in the role of the industrial editor.

Companies employing low status crystallization editors appear to be moving toward such a policy. These firms are creating physical conditions that will identify the periodical as an important channel of communication. They are making editorial positions full-time responsibilities and giving the editors access to top executives.

Although there are no other significant differences between high and low status crystallization editors in this study, it is possible that changes are now in the making and may be uncovered in future studies. Companies employing low crystallization editors have already made two crucial decisions--the budget and the organizational decision. It seems likely that a content decision based on communication needs defined by top management has already been made also, and evidence of the change should be seen in future issues of the publications.

Both the general frequency counts and the status crystallization index indicate that there are some basic differences in the various editorial situations represented in this study. The literature of industrial editing, quoting working editors and business executives, bears out the existence of such differences. They are most evident in publication content. Some companies take a "hard" line and handle even the most controversial matters; others stay away from such topics entirely.

The next step in this research was an attempt to develop typologies of industrial editors to help answer the question of what factors might determine the direction a publication would take. Topic suitability ratings provided the basis for separating the various types through

factor analysis. Three types were identified.

### Factor Analysis

Although the literature of industrial editing does not contain reports of formal research studies leading to the identification of various types, statements from individuals quoted in Chapter I indicate that the typologies describe with relative accuracy the main kinds of industrial editors. For example, Dover (4) is probably talking about the Type I editor, while Kidera (13) and the New York School of Industrial and Labor Relations (1) may be describing Type II or possibly Type III.

Use of the topic suitability ratings as a basis for the factor analysis permits some conclusions to be drawn concerning the relationship between the position of the editor in the company and the content of his publication.

The most experienced, best educated, and highest paid editors--Type I--are most willing to handle controversial issues. It is not likely the editors reached the content decision on their own. Their companies must have agreed to the treatment of such subjects, acknowledged the editors' publications as direct links between management, employees, and other interested persons, and then invested substantial sums of money and time in the enterprises. These companies

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regard the job as a full-time responsibility more than in the case of the other two types. They also permit the editor greater access to the highest levels of management.

Type I editors are concentrated in Transportation-Communication and Manufacturing. Both these industries were early targets in the rise of the labor movement. The need to communicate with employees was probably more acute in these industrial classifications than in the other three surveyed.

The large percentage of newspaper formats and the high frequency of issue suggests a current and dynamic medium. More Type I editors report reviews of publication objectives within the last five years than do Types II or III. Coupled with greater willingness to deal with controversial issues, this seems to indicate an attempt to keep abreast of current concerns and discuss vital issues, even though they may be somewhat delicate.

The rejection by Type I editors of personal-service topics, which are the typical content of many industrial publications, suggests these newspapers and magazines are not issued just for their morale-building or entertainment value. The companies have something to say and use the publication as a channel for the message.



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High acceptance of employee-centered topics by Type II editors indicates that the publications issued by this group are probably aimed at promoting a "family" feeling among employees, the company, and the customers rather than presenting management views on policy matters and current economic issues. This may account for the finding that these editors appear to operate at a somewhat lower level within the company than do the Type I editors.

It is interesting to note the position of the Type II editors and that of Types I and III. The Type II editor has the lowest salary, the fewest assistants, the lowest budget, and the least regular contact with top levels of management. This situation may to some extent reflect an indifferent attitude toward the publication by the company that supports it, and a lack of clear definition of its job.

Management recognition of Type II editors and their Publications is evident in three findings. Type II reports: (1) the most written statements of publication objectives, (2) the most statements reviewed by top management officials, and (3) the most frequent suggestions for story topics by Company executives.

The Type II editor is more conservative than the Type I editor, but here again, this probably reflects

company policy as much as the preference of the editor.

Acceptance of two controversial topics--right-to-work laws and employee pay and how it is set--by Type II editors suggests they are attempting to initiate discussion of these significant issues in their publications. In a sense, they may be closer to the employee audience than the Type I editor. Even in the matter of controversial issues, they appear to want to treat the issues more closely related to the employee and his job rather than the broader ones such as inflation, government intervention, or legal action involving the company.

The public relations-advertising orientation of the Type III editor is reflected in the topic suitability ratings. Type III rejected employee-centered topics more than either of the other two types, and accepted strongly company-oriented material of the sort often used in public relations and promotional literature.

An external audience, low frequency, magazine formats, and part-time job aspects of the Type III editorial situation suggest that the periodical is an extension of the editor's public relations or advertising duties. In addition, the fact that these editors are called to help with advertising, sales promotion, and public relations problems rather than

with personnel problems such as Types I and II are, indicates that Type III editors have different orientations than either of the other two.

The Type III editor is mainly an advertising or sales promotion specialist. In some instances he is an administrator, in charge of a whole department. More Type III respondents were hired by executives at the highest management levels than either of the other types; but they were probably hired for their sales and advertising talents rather than primarily as editors. Sales promotion and advertising is the main purpose of publications put out by Type III editors. There is evidently little need for amplification of purpose because they report the fewest written statements of objectives, and also the lowest percentage of statements reviewed during the past five years.

### The Organizational, Content, and Budget Decisions

When management decides, at least in general, what it wishes a publication to do, it then defines the editor's job accordingly. The content, organizational, and budget aspects of the Type I, II, and III editorial situations differ substantially.

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Management has obviously decided that publications edited by Type I editors will be used for forthright communication on controversial matters, has given the editors access to top-level information sources, and provided generous allowances for salaries and publishing expenses.

In the case of Type II editors, the situation is somewhat different. Management has decided the Type II editor will speak to employees mainly on non-controversial but work-centered matters. Since he is not dealing with sensitive issues he can gather his information at lower management levels. While communication with employees is important in Type II companies, it does not warrant much in the way of salary, time, or publication budget resources.

The Type III editor is an advertising and sales promotion man. In this role he has access to the highest company officials, in fact, he is often a top level executive himself. His publication is just one more medium for carrying the sales and advertising message which it is his job to disseminate.

### Future Possibilities

At the present time a dichotomous split characterizes the field of industrial editing. Some argue for communication on sensitive issues in publications with management telling

its side of the story; others oppose this approach. The fact that the split is so close to being an even one may indicate that the whole field of corporate communication is in transition, and that the future will bring extensive change. When Foy and Harper first wrote their article for the Harvard Business Review the notion of forthright communication on controversial issues was much more startling than it is now.

It may be that companies employing Type I and low crystallization editors are already making the change. The origins of the company publication are rooted in a good-will, morale-building tradition. Many were started during wartime when their main job was to encourage workers to make production quotas, and labor-management problems were at a minimum because of the state of national emergency. The situation has changed. In many matters, labor and management are no longer on the same side. Economic realities such as automation, competition from foreign manufacturers, and a loss of markets as new plastics replace old metals, may mean fewer jobs and less frequent increases in pay scales. The old patterns of labor-management relations no longer apply. Whether companies and employees wish to discuss controversial issues or not, they may be forced to. The need to know and understand the economic forces which are

changing the structure of labor-management interaction is too urgent to be ignored.

It may be that the Manufacturing and Transportation-Communication industrial classifications, which employ the largest percentage of Type I editors, have already come to grips with the problem. These industries would be among the first affected by the changing economic patterns. A replication of this study several years from now might show only two types of editors--Type I communicating primarily with an internal audience, and Type III, communicating with an external audience.

#### The Informal Channels Used by Editors

The finding that a large proportion of industrial editors have almost no contact with top management is interesting. It is almost as if the editors have been assigned to do an impossible job. They must interpret the company to its publics from lower echelon positions which often leave them little time for the specific editing activity.

Research in organizational communication by individuals such as Bavelas (2), Dubin (6), and March Simon and Guetzkow (17) suggests that the conditions required for effective performance of the job assigned are missing in many editorial situations. There is, for example,



the matter of "uncertainty absorption" (17) defined by March and Simon as occurring when inferences are drawn from a body of evidence and the inferences, instead of the evidence itself are then communicated:

"The person who summarizes and assesses his own direct perceptions and transmits them to the rest of the organization becomes an important source of informational premises for organization action. . . ." according to the authors.

Editors are performing a summarizing function every time they publish a magazine or newspaper. The question is, how representative are these summaries. Do the articles truly reflect audience interests or are they merely innocuous pieces published because there is almost no chance of their offending anyone. If the latter is true, why publish a periodical at all.

One open end question asked in this study was "If you could make any changes you wished in your job, what would you do?" Only three percent of the respondents said they would change story-approval procedures. This is surprising because editors often complain about having to submit articles to various company officials for approval. One might expect story-approval procedures to be high on respondents' lists of changes they would make in their

editorial situations. One explanation might be that some editors actually use the story approval contacts for information-gathering--as an informal channel because formal channels are blocked by company protocol. In a sense, they are using feedback as an information-gathering technique. An editor who does not have access to top-level executives any other way may reach them by submitting an article and asking for official approval before publication. The underlying assumption is that "no" is an answer, and better than a complete absence of any indication of what should be published. There may be a high mortality rate on certain kinds of stories; but at least the editor gains some information on management preferences.

### Characteristics of the Industrial Editor

The industrial editors who took part in this study are far different than their predecessors. In the past, almost anyone might be assigned to put out the company publication--a secretary, clerk, or personnel assistant. Today's editorial assignment is for the most part a job for a college-trained professional. Only 12 per cent of the respondents had no college experience at all. The respondents' commitment to the field appears real. Two-thirds would advise a student to enter editing. Only four

per cent would give up the editor's job if they could, even though for many it is a part-time responsibility.

Publications put out by these editors will be far different than those issued by untrained individuals, who crowded the pages with bland, happy-family-type stories. It seems reasonable to expect that the future will bring an upgrading of the content of industrial publications and improvement in the status of the editor.

### Conclusions

1. There are three main types of industrial editors.  
Types I and II edit publications for internal and combination audiences. Type III edits publications primarily for external audiences.
2. As an industrial editor, Type I enjoys higher status than either of the other two types. He is the best educated, receives the highest salary, has more editing experience, more assistants, and greater access to top management levels than either of the other types. He is most likely to be in Transportation-Communication or Manufacturing industries.
3. Type II editors have the smallest circulation publications, the lowest budgets, lowest salaries, and fewest assistants. They are the least likely ever to see the company

president. Type II editors are mainly in Service and Miscellaneous Industries.

4. Type III editors are primarily advertising and sales promotion men. Some are top executives in these fields. They are the least experienced in editing, have the least college training, and work for the smallest companies. Type III editors are also most likely to be in Service and Miscellaneous Industries.
5. There is a relation between the content of an editor's publication and the organizational aspects of his editorial situation. Type I editors, who have the greatest access to management, are most willing to handle controversial issues in their publications. Type II editors, who have less access to management, are more conservative than Type I editors and lean toward an employee emphasis in story content. They are not as willing to discuss broad economic issues as are Type I editors. Type III editors, reflecting their sales promotion and advertising responsibilities, handle strongly company-oriented topics and reject subjects with an employee emphasis.
6. The correlation between liberalism and low status crystallization noted by Lenski appears to have application in a restricted occupational grouping as well

as in a segment of the general population if liberalism is defined as willingness to change. The editorial situations of low status crystallization editors represented departures from the norms for the total sample used in this study. Low study crystallization editors were more likely to work at their jobs full-time and have greater access to top management than high status crystallization editors.

7. Although the content of industrial publications is still essentially conservative, there seems to be a trend toward more forthright communication on economic issues and labor-management relations topics.
8. The lack of guidance from management that is found in some editorial situations suggests that the editors are to a great extent on their own. Since company protocol often blocks formal channels of upward communication, the editors must make extensive use of informal channels to gain cues concerning appropriate content for their publications.
9. Industrial editing is still mainly a part-time activity. The concentration of full-time editors in Type I may indicate that as publication content changes the status of the editor will also change, and he will become a full-time, professional communicator.

10. Industrial editors today are much better qualified by education and experience than were their predecessors. They are also committed to the field of editing and do not wish to give up this responsibility, even though many of them have other duties.

#### Suggestions for Further Research

The three typologies identified in the factor analysis and the tendency noted in the status crystallization results represent statistically-derived descriptive material which is relatively scarce in the field of industrial editing. These findings may serve as a beginning for other studies, either broader in scope or more intensive in nature.

1. Content analysis of stories in company magazines might be used to predict whether the editors are Type I, II, or III. A follow-up mail questionnaire or personal interview would indicate how accurate predictions based on the content variable alone actually are.
2. The typologies might be used in analysis of the effectiveness of company communication programs. If an editor charged with communicating with employees turned out to be a Type III editor, some of the problems inherent in the situation could be explained readily.

3. The entire question of how the industrial editor gathers story material, interprets it, and gets the article into printed form seems worthy of further attention. In many instances the editor works at a relatively low level in the organization and has little access to primary sources of information; yet he is the one who summarizes material and transmits his impressions to the company's various publics.
4. The literature does not report any major field study of the industrial editor. Most of the research has been done by questionnaire, content analysis, or by interviews with small samples of editors. Some questions, particularly those related to informal channels of communication used by editors, could be answered better in a face-to-face interview situation.

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## **APPENDICES**

## **APPENDIX A**

### **COVER LETTERS AND QUESTIONNAIRE**

MICHIGAN STATE UNIVERSITY · East Lansing

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Communications Research Center

East Lansing, Michigan  
November 21, 1961

Dear

We realize how many things come to an editor's desk everyday, and we hesitate to add even one more; but we need your help very much.

As you know, research in the field of industrial editing is not too extensive, although millions of dollars are spent on company publications each year. For that reason, we would like to ask some questions about you and your job. We hope the results of our work will stimulate further research in industrial editing, and provide data that will be of value to you and of interest to your boss.

The questionnaire was pre-tested on members of the Michigan Communicators Association, and we have incorporated the suggestions of these working editors. All replies will be confidential. No company identifications or signatures are required.

Our sample is a stratified one, representative of the nearly 4,000 publications in the Gebbie Press House Magazine Directory. The results will be much more accurate if each editor who receives a questionnaire participates. We hope you will.

As soon as the data are analyzed, we will let you know the results of the study. Will you please take a few minutes to fill out the questionnaire and drop it into the mail today?

Yours truly,

Betty E. McGuire

MICHIGAN STATE UNIVERSITY • East Lansing

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Communications Research Center

December 8, 1961

Dear

Ordinarily a follow-up letter sent to recipients of a mail questionnaire is simply a plea to send back the completed forms. But the response of editors to our initial mailing two weeks ago is so gratifying that we would like to say thank you and tell you a little more about the study.

Coding of responses to our questions about editors and publications has begun and the data will be processed by IBM. With the help of MISTIC, the University's digital computer, we hope to come up with findings that will stimulate further research and be of value to you.

The sample of editors selected for the study was stratified according to industry and circulation. Before analysis of the data can begin, we must have an equal number in each category. We are still a little short of the number needed in a few of the blocks. If, by chance, the first questionnaire we sent you was lost in the holiday rush, will you please fill out the one that is enclosed and return it today? No signatures or company designations are required.

Since the questionnaires are not signed, there is no way for us to tell which editors have returned theirs; so you may have already sent yours back to us. In that case, perhaps you would like to keep the second copy in your files until next May when we will send you a summary of the results.

Each editor asked to participate in the study speaks for many others. If the results are to be truly representative, we urgently need the help of every editor in the sample.

Sincerely yours,

Betty McGuire

1. According to the Gebbie Press directory, your publication is:

                     Audience                      Format                      Frequency                      Circulation

If this is not right, please strike out the wrong information, and write in the correct facts.

2. What is the nature of your company's business?

\_\_\_\_\_

3. How many employees does the company have? \_\_\_\_\_

4. How many years have you been in industrial editing? \_\_\_\_\_

5. What is the last grade in school you have completed?

<u>          </u>	Junior high or less	<u>          </u>	1 year college
<u>          </u>	1 year high school	<u>          </u>	2 years college
<u>          </u>	2 years high school	<u>          </u>	3 years college
<u>          </u>	3 years high school	<u>          </u>	College graduate
<u>          </u>	Completed high school	<u>          </u>	More than 4 years college

6. If you attended college, what was your major? \_\_\_\_\_

7. How many college courses have you had in the following?

<u>          </u>	Economics	<u>          </u>	Labor relations
<u>          </u>	Political Science	<u>          </u>	Psychology
<u>          </u>	Business administration	<u>          </u>	Journalism

8. Have you attended special seminars or workshops on these topics?        Yes        No

If yes, who were the sponsoring organizations?

\_\_\_\_\_

9. Into which monthly salary range do you fall?

<u>          </u>	\$100-300	<u>          </u>	\$401-600	<u>          </u>	Over \$900
<u>          </u>	\$301-400	<u>          </u>	\$601-900		

10. Sex:        Male        Female

11. Do you devote full time to your publication?        Yes        No

If not, what other duties do you have? \_\_\_\_\_

\_\_\_\_\_

12. Do you have full-time assistants? ☐ Yes ☐ No

If yes, how many? \_\_\_\_\_

13. Do you operate on a specific budget? ☐ Yes ☐ No

14. What are the approximate annual production costs for your publication, exclusive of salaries?

\_\_\_\_\_

15. Who hired you?

_____ President	_____ General Manager
_____ Executive Vice President	_____ Personnel Manager
_____ Industrial Rel. Mgr.	_____ Public Rel. Director
_____ Other (please specify) _____	

16. To whom do you now report directly? \_\_\_\_\_

17. Where do you expect to be five years from now?

_____ In the same job
_____ In the same field but at a higher level
_____ In a different kind of work entirely

18. If a student came to you and said he was interested in entering the profession of industrial editing, would you advise him to do so?

☐ Yes ☐ No ☐ Not sure

19. Please put the number 1 beside the job in the list below which you feel carries the most prestige, then rank the others 2, 3, 4, and 5 in order of importance.

_____ High school teacher	_____ Dentist
_____ Industrial editor	_____ Newspaper columnist
_____ Civil engineer	

20. Aside from generally informing people about the company, what do you consider to be the major purposes of your publication?

\_\_\_\_\_

\_\_\_\_\_

21. Do you have a written statement of aims and objectives for your publication? ☐ Yes ☐

22. Does the statement list specific topics that should be covered? ☐ Yes ☐ No

23. Has the statement been reviewed within the last five years? ☐ Yes ☐ No

If yes by whom? \_\_\_\_\_



24. How often do you have conferences with the President to discuss subjects for articles?

_____ Monthly	_____ Annually
_____ Several times a year	_____ Other (please specify)
_____ Never	_____

25. Do you have conferences with executives other than the President:

_____ Monthly	_____ Annually
_____ Several times a year	_____ Other (please specify)
_____ Never	_____

26. Do executives of the company, including the President, suggest topics for articles:

\_\_\_\_\_ Often          \_\_\_\_\_ Seldom          \_\_\_\_\_ Never

27. How often are you called to help with company problems?

\_\_\_\_\_

28. Please list a few of the problems.

\_\_\_\_\_

\_\_\_\_\_

29. In terms of how the President of the company looks at your publication, please check the position you think he takes:

_____ Very necessary for well-being of company
_____ Fairly necessary for well-being of company
_____ Not really very necessary at all

30. Has the company ever done a survey to ascertain reader interest in your publication?

\_\_\_\_\_ Yes          \_\_\_\_\_ No

If yes, what were the main results?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

31. If you could make any changes you wished in your job, what would you do?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

COLUMN 1 if a story on the topic appeared in your publication within the past year

COLUMN 2 if the President of your company spoke out publicly on the topic within the past year

COLUMN 3 if the topic was discussed in a company publication other than your own or in a special brochure or letter

### SUITABILITY

Will you please rate the suitability of the topics for your magazine by:

1. Putting the letter A in front of the one that is the most appropriate

2. B in front of the one least appropriate

3. C in front of the next two most appropriate

4. D in front of the next two least appropriate

5. E beside the four of those re-maining that are the most appropriate

6. F beside the four of those re-maining that are least appropriate

Suit-ability	Topic	my publication	president's speech	other publicatio
	New products or services			
	Automation			
	Dangers of Inflation to American economy			
	How products made by company are used			
	What fringe benefits mean to employees			
	How government intervention interferes with company progress			
	Legal action or court decrees involving company			
	Research and development			
	Employee pay and how it is set			
	Right-to-work laws			
	How foreign competition affects employee jobs			
	Outstanding scholastic achievements by children of employees			
	Retirement plans of employees			
	Union negotiations			
	History of company			
	Hobbies of employees			
	Biographical sketches of new members of board of directors			
	Tips on gardening			
	Appeals for contributions to charity			
	Features on towns in which company plants are located			

## **APPENDIX B**

### **LIST OF INDUSTRIAL CLASSIFICATIONS**

I. Services:

Hotels, rooming houses, camps, and other lodging places

Personal services

Miscellaneous business services

Automobile repair, automobile services, and garages

Miscellaneous repair services

Motion pictures\*

Amusement and recreation services, except motion pictures

Medical and other health services

Legal services

Educational services

Museums, art galleries, botanical and zoological gardens

Nonprofit membership organizations

Private households

Miscellaneous services

\*All media--newspapers, radio-tv, etc. were classified as Service industries for this study.

II. Transportation, communication, electric, gas, and sanitary services:

Railroad transportation

Local and suburban transit and interurban passenger transportation

Motor freight transportation and warehousing

Water transportation

Transportation by air

Pipe line transportation

Transportation services

Communication

Electric, gas, and sanitary services

### III. Wholesale and retail trade:

Wholesale trade

Retail trade--building materials, hardware, and  
farm equipment

Retail trade--general merchandise

Retail trade--food

Automotive dealers and gasoline service stations

Retail trade--apparel and accessories

Retail trade--furniture, home furnishings, and  
equipment

Retail trade--eating and drinking places

Retail trade--miscellaneous retail stores

### IV. Government, finance, insurance, and real estate

Government:

Federal government

State government

Local government

International government

Finance, insurance, and real estate:

Banking

Credit agencies other than banks

Security and commodity brokers, dealers,  
exchanges, and services

Insurance carriers

Insurance agents, brokers, and service

Real estate

Combinations of real estate, insurance, loans,  
law offices

Holding and other investment companies

### V. Miscellaneous industries

Agriculture, forestry, and fisheries:

Commercial farms

Noncommercial farms

Agricultural services and hunting and trapping  
 Forestry  
 Fisheries

Mining:

Metal mining  
 Anthracite mining  
 Bituminous coal and lignite mining  
 Crude petroleum and natural gas  
 Mining and quarrying of nonmetallic minerals,  
 except fuels

Contract construction:

Building construction--general contractors  
 Construction other than building construction--  
 general contractors  
 Construction--special trade contractors

Manufacturing:

Ordnance and accessories  
 Food and kindred products  
 Tobacco manufactures  
 Textile mill products  
 Apparel and other finished products made from  
 fabrics and similar materials  
 Lumber and wood products, except furniture  
 Furniture and fixtures  
 Paper and allied products  
 Printing, publishing, and allied industries  
 Chemicals and allied products  
 Petroleum refining and related industries  
 Rubber and miscellaneous plastics products  
 Leather and leather products  
 Stone, clay, and glass products  
 Primary metal industries

Fabricated metal products, except ordnance,  
machinery, and transportation equipment

Machinery, except electrical

Electrical machinery, equipment, and supplies

Transportation equipment

Professional, scientific, and controlling  
instruments; photographic and optical  
goods; watches and clocks

Miscellaneous manufacturing industries

## **APPENDIX C**

### **TABLES**



Table 20. Number of company employees by industrial classification.

Number of employees	Industrial Classification					All Ind. Class. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %	
500 and under	42	4	17	14	20	19
501-1,000	10	3	17	15	11	11
1,001-2,500	10	24	15	11	17	16
2,501-5,000	14	29	15	19	14	18
5,001-7,500	2	14	7	8	6	8
7,501-10,000	11	6	10	6	8	8
10,001-15,000	3	6	10	7	2	6
15,001-20,000	2	3	3	4	5	3
20,001-up	2	13	3	14	15	9
No answer	5	--	3	1	3	2
Total	101	102	100	99	101	100

Note: All figures rounded to nearest whole number.

Table 21. Circulation size of publications in five industrial classifications.

Industrial Classification	Circulation			Total %
	5,000 and under %	5,001-10,000 %	10,001 and up %	
Service (N 65)	37	28	35	100
Transportation-Communication (N 72)	33	31	36	100
Finance (N 69)	35	30	35	100
Manufacturing (N 72)	31	28	42	101
Miscellaneous Industries (N 65)	34	32	34	100
All Industrial Classifications (N 343)	34	30	36	100

100

Note: All figures rounded to nearest whole number.

Table 22. Total per issue circulation of publications edited by respondents in five industrial classifications.

Industrial Classification	Per issue circulation
Finance	9,862,925
Transportation-Communication	1,510,650
Miscellaneous Industries	1,484,860
Manufacturing	1,208,275
Service	1,034,725
Total	15,081,435

Table 23. Audiences of publications by industrial classification.

Industrial Classification	Audience			Total %
	Internal %	External %	Combination %	
Service (N 65)	39	26	35	100
Trans-Comm. (N 72)	54	11	35	100
Finance (N 69)	41	22	38	101
Manufacturing (N 72)	32	19	49	100
Misc. Ind. (N 65)	42	14	45	101
All Industrial Classifications (N 343)	41	18	40	99

Note: All figures rounded to nearest whole number.

Table 24. Publications in five industrial classifications by format.

Format	<u>Industrial Classification</u>					All Classes (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Manufact. (N 72) %	Misc. Ind. (N 65) %	
Magazine	55	68	71	51	65	62
Newspaper	23	26	16	38	23	25
Newsletter	8	--	3	--	3	3
Bulletin	14	4	10	10	6	9
Other	--	1	--	1	2	1
Total	100	99	100	100	99	100

Note: All figures rounded to nearest whole number.

Table 25. Frequency of publication of periodicals in five industrial classifications.

Frequency	Industrial Classification					All Ind. Class. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Manufacturing (N 72) %	Misc. Ind. (N 65) %	
Weekly	6	1	9	--	5	4
Bi-weekly	9	6	--	7	5	5
Monthly	37	53	62	47	49	50
Bi-monthly	22	29	6	28	17	20
Quarterly	22	8	17	14	20	16
Other	2	3	4	1	2	2
Unknown	3		1	3	3	2
Total	101	100	99	100	101	99

Note: All figures rounded to nearest whole number.

Table 26. Percentage of publications with specific budget allocations by industrial classification.

Industrial Classification	Per Cent
Service (N 65)	59
Transportation-Communication (N 72)	76
Finance (N 69)	59
Manufacturing (N 72)	69
Miscellaneous Industries (N 65)	65
All Industrial Classifications (N 343)	66

Note: All figures rounded to nearest whole number.

**Table 27. Approximate yearly expenditures for house publications reported by editors in five industrial classifications.**

Expenditure	N of Respondents	<u>Industrial Classification</u>					All Industrial Classifications (N 343)
		Service (N 65)	Trans. (N 72)	Finance (N 69)	Mfg. (N 72)	Misc. Ind. (N 65)	
		%	%	%	%	%	%
\$1,000 and under	8	6	--	--	3	3	2
\$1,001-\$2,500	19	15	1	4	1	6	6
\$2,501-\$5,000	34	14	6	13	8	9	10
\$5,001-\$10,000	50	9	11	9	28	15	15
\$10,001-\$15,000	43	9	14	12	14	14	13
\$15,001-\$20,000	31	9	10	7	11	8	9
\$20,001-\$25,000	23	2	10	14	4	3	7
\$25,001-\$50,000	61	20	24	22	15	8	18
\$50,001-\$75,000	18	3	6	7	3	8	5
\$75,001 and up	24	3	10	4	6	12	7
No answer	32	9	10	7	7	14	9
Total	343	99	102	99	100	100	101

**Note:** All figures rounded to nearest whole number.





Table 28. Purposes of house publications reported by editors in five industrial classifications.

Purpose	Industrial Classification					All Ind. Classes (N 343) %	
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %		
Build team spirit	28	51	35	31	29	35	
Sales and advertising	15	8	36	19	25	21	
Education	25	19	17	15	17	19	
Improve morale	14	24	16	11	12	16	
Build company image	23	10	15	15	12	15	
Recognize individual achievement	8	7	13	14	8	10	106
Interpret management policies	9	7	9	14	9	10	
Give information	3	6	7	15	11	9	
Public relations	11	7	7	6	9	8	
Explain free enterprise system	5	8	4	11	6	7	
Influence or persuade	3	1	1	4	5	3	
Entertain	3	--	3	1	5	2	
Help company make a profit	--	1	--	1	6	2	
Stimulate production	2	--	4	1	--	2	
Promote savings for the company	--	1	--	1	--	1	
Other	2	--	--	--	--	--	
Total	151*	150*	167*	159*	154*	160*	

\*Multiple responses. Note: All figures rounded to nearest whole number.

Table 29. Editing experience of respondents in five industrial classifications.

Years in industrial editing	Industrial Classification					All Ind. Class. (N 342) %
	Service (N 65) %	Trans.* (N 71) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %	
0-5	39	41	43	36	25	37
6-10	37	23	26	28	34	29
11-15	15	18	19	24	25	20
16-20	6	14	10	7	12	10
21-25	2	--	--	4	2	1
26-38	2	4	1	1	3	2
Total	101	100	99	100	101	99

\*One editor in this category did not report his experience.

Note: All figures rounded to nearest whole number.

Table 30. Education of editors in five industrial classifications.

Last grade in school completed	Industrial Classification					All Ind. Class. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %	
More than four years of college	31	29	33	21	32	29
College graduate	41	36	42	54	42	43
Three years college	8	3	4	1	3	4
Two years college	14	8	6	6	8	8
One year college	5	3	1	4	6	4
High school graduate	1	15	12	8	9	10
Three years high school or less	--	6	2	6	--	2
Total	100	100	100	100	100	100

Note: All figures rounded to nearest whole number.



Table 31. College majors of editors in five industrial classifications.

Major	Industrial Classification					All Ind. Class. (N 302) %
	Service (N 64) %	Trans. (N 57) %	Finance (N 60) %	Mfg. (N 62) %	Misc. Ind. (N 59) %	
Communication	34	40	37	40	31	36
Social Science	6	9	13	14	8	10
Fine Arts	3	--	3	2	--	2
Business	12	7	18	18	12	14
Language and Literature	30	33	25	13	32	27
Science	5	2	--	5	7	4
Law	--	2	3	2	--	1
Education	3	--	--	2	2	1
Home Economics	2	--	--	--	7	2
General or unknown	5	7	--	5	2	4
Total	100	100	99	101	101	101

Note: All figures rounded to nearest whole number.

Table 32. Sponsors of seminars and workshops attended by editors in five industrial classifications.

Sponsoring Organization	Industrial Classification					All Ind. Class. (N 212) %
	Service (N 39) %	Trans. (N 45) %	Finance (N 44) %	Mfg. (N 50) %	Misc. Ind. (N 34) %	
Industrial editors' assoc.	41	53	39	36	50	43
Universities and colleges	36	29	32	22	32	30
Professional societies	5	18	16	10	21	14
Business and industry organizations	10	13	30	6	9	14
Miscellaneous	23	--	7	12	9	10
Employers' associations	10	11	5	12	12	10
Chamber of Commerce	3	5	14	10	9	8
Company	3	13	5	4	3	6
Government	8	2	7	2	--	4
Total	139*	144*	155*	114*	145*	139*

\*Multiple responses.

Note: All figures rounded to nearest whole number.

Table 33. Editors by industrial classification and sex.

Industrial Classification	% Male	% Female	% No Answer	Total %
Service (N 65)	70	26	4	100
Transportation-Communication (N 72)	86	13	1	100
Finance (N 69)	73	26	1	100
Manufacturing (N 72)	92	7	1	100
Miscellaneous Industries (N 65)	74	23	3	100
All Industrial Classifications (N 343)	79	19	2	100

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Table 34. Monthly salary of editors in five industrial classifications.

Monthly Salary	Industrial Classification					All Ind. Class. (N 335) %
	Service (N 64) %	Trans. (N 71) %	Finance (N 68) %	Mfg. (N 70) %	Misc. Ind. (N 62) %	
\$100-\$300	--	--	--	--	3	1
\$301-\$400	2	1	4	3	10	4
\$401-\$600	44	23	46	20	18	30
\$601-\$900	33	52	29	51	31	40
Over \$900	22	24	19	26	39	26
Free-lance or part-time	--	--	1	--	--	1
Total	101	100	99	100	101	102

Note: All figures rounded to nearest whole number.



Table 35. Full- and part-time editors by industrial classification.

Industrial Classification	Full-time %	Part-time %	No answer %	Total %
Service (N 65)	17	83	--	100
Transportation-Communication (N 72)	29	69	1	99
Finance (N 69)	29	71	1	101
Manufacturing (N 72)	18	82	--	100
Miscellaneous Industries (N 65)	23	77	--	100
All Industrial Classifications (N 343)	23	76	1	100

Note: All figures rounded to nearest whole number.

Table 36. Full-time assistants working with editors in five industrial classifications.

Industrial Classification	% of Editors With Full- time Assistants	Number of Full-time Assistants							Total
		1	2	3	4	5	6-14	N.A.	
		Percentage of Editors Reporting							
Service (N 37)	20	54%	27%	3%	5%	5%	3%	3%	100
Transportation (N 41)	23	49%	27%	12%	--	7%	2%	2%	99
Finance (N 41)	23	56%	24%	10%	7%	--	2%	--	99
Manufacturing (N 30)	16	50%	23%	17%	3%	7%	--	--	100
Miscellaneous Industries (N 33)	18	48%	27%	9%	6%	--	6%	3%	99
Total (N 182)									114

Note: All figures rounded to nearest whole number.

Table 37. Other duties of editors in five industrial classifications.

Other Duties	Industrial Classification				All Industrial Classifications (N 261)	
	Service (N 54) %	Trans. (N 50) %	Finance (N 48) %	Mfg. (N 59) %	Misc. Ind. (N 50) %	
Public Relations	52	76	65	53	46	58
Advertising	26	20	50	36	30	32
Administration	30	16	19	27	20	23
Editorial	19	22	27	14	22	20
Personnel	15	12	10	22	18	16
Customer Relations	2	6	4	3	--	3
Industrial Relations	--	2	--	2	6	2
Miscellaneous	11	--	4	3	6	5
Total	155*	154*	179*	160*	148*	159*

\*Multiple responses.

Note: All figures rounded to nearest whole number.

Table 38. Changes desired by editors of publications in five industrial classifications.

Changes	Industrial Classification				All Ind. Classif.	
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 66) %	Misc. Ind. (N 52) %	(N 324)** %
Adjustments in publication	25	31	19	18	19	22
Additions to staff	18	18	20	17	21	19
Improvement of editor's status	4	11	12	11	10	10
General improvement of climate	8	12	7	8	10	9
Diversification of communic. prog.	8	3	1	11	10	6
Increase in budget	8	6	6	6	6	6
Full-time responsibility for pub.	5	8	6	6	4	6
Relief from administrative duties	8	1	9	3	6	5
More responsibility for editor	8	3	4	3	6	5
Make publication more important channel of communication in company	3	3	4	6	4	4
Changes in story-approval proced.	--	4	4	5	2	3
Give up editor's job entirely	8	3	3	5	2	4
Let editor gather material firsthand	6	1	1	3	2	3
Move publication to another dept.	1	3	6	--	--	2
Total	110*	107*	102	102	102	104*

\*Some editors gave multiple responses.

\*\*Not all the editors in the Manufacturing and Miscellaneous Industries classifications answered this question.

Note: All figures rounded to nearest whole number.

Table 39. Where editors expect to be five years from now by industrial classification.

Where editor expects to be	Industrial Classification					All Ind. Classif. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %	
In the same job	21	22	25	22	17	22
In the same work but at a higher level	65	61	59	57	57	60
In another kind of work	8	13	10	13	9	10
No answer	6	4	6	8	17	8
Total	100	100	100	100	100	100

Note: All figures rounded to nearest whole number.

Table 40. Advice editors in five industrial classifications would give concerning entry into the profession.

Industrial Classification	Would Advise to Enter %	Would Not Advise to Enter %	Not Sure %	No Answer %	Total %
Service (N 65)	66	9	23	2	100
Transportation-Comm. (N 72)	75	4	19	1	99
Finance (N 69)	67	7	26	--	100
Manufacturing (N 72)	65	6	28	1	100
Misc. Ind (N 65)	63	3	31	3	100
All Industrial Classifications (N 343)	67	6	25	2	100

Note: All figures rounded to nearest whole number.

Table 41. Percentage of first-place positions given five professions by editors ranking occupations on the basis of prestige.

Profession	Industrial Classification					All Industrial Classif. (N 305) %
	Service (N 53) %	Trans. (N 68) %	Finance (N 62) %	Mfg. (N 67) %	Misc. Ind. (N 55) %	
High school teacher	6	4	8	4	9	6
Civil engineer	7	28	16	18	25	19
Dentist	45	22	27	36	24	31
Newspaper columnist	38	44	45	39	40	41
Industrial editor	4	1	3	3	2	3
Total	100	99	99	100	100	100

Note: All figures rounded to nearest whole number.

Table 42. Company officer hiring editors in five industrial classifications.

Company officer	Industrial Classification				All Ind. Class. (N 343) %	
	Service (N 65) %	Transport. (N 72) %	Finance (N 69) %	Mfg. (N 72) %		Misc. Ind. (N 65) %
President, Executive Director, Board of Directors, Assistant to the President	34	14	20	17	15	20
Executive Vice President	9	10	13	13	9	11
Industrial Relations Manager or Assistant	--	4	6	14	2	5
General Manager or Assistant	14	4	3	6	11	7
Personnel and Employee Service Managers and Supervisors	17	10	13	14	20	15
Public Relations Manager	18	43	17	18	19	23
Sales Promotion Manager	3	1	3	4	6	4
Advertising Manager	3	6	16	7	8	8
Information & Publications Manager	--	1	1	1	3	1
Other	8	6	7	6	7	6
TOTAL	106*	99	99	100	100	100
*Multiple responses		Note: All figures rounded to nearest whole number.				

\*Multiple responses

Note: All figures rounded to nearest whole number.



Table 43. Immediate superiors of editors in five industrial classifications.

Title of superior	Industrial Classification				All Ind. Classif. (N 343)
	Service (N 65)	Trans. (N 72)	Finance (N 69)	Mfg. (N 72)	
	%	%	%	%	%
President, Executive Director, Board of Directors, Assistant to the President	28	10	17	15	16
Executive Vice President	11	12	14	8	12
Industrial Relations Manager or assistant	--	4	1	6	3
General Manager or assistant	14	4	6	4	8
Personnel & Employee Service Managers and Supervisors	11	15	10	12	14
Public Relations Manager	18	32	14	17	20
Sales Promotion Manager	6	3	9	10	6
Advertising Manager	5	12	14	17	12
Information and Publications Manager	3	7	7	4	5
Other	8	1	9	8	6
Total	104	100	101	101	102

Note: All figures rounded to nearest whole number.

Table 44. Frequency of conferences between company presidents and editors by industrial classification.

Frequency	Industrial Classification					All Ind. Classif. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %	
Daily	3	--	--	1	2	1
Often	--	--	--	--	--	--
Bi-weekly	--	1	1	--	--	1
Bi-monthly	2	1	--	--	3	1
As needed	15	3	6	6	1	6
Rarely or seldom	14	15	6	6	8	10
Annually	2	--	6	3	1	2
Several times a year	20	19	23	29	31	25
Never	20	45	39	46	28	36
Monthly	17	11	15	8	15	13
Other	8	4	4	1	11	6
Total	101	99	100	100	100	101

Note: All figures rounded to nearest whole number.

Table 45. Frequency of conferences between editors and company executives other than the president by industrial classification

Frequency of conferences	Industrial Classification					All Ind. Class. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind. (N 65) %	
Daily	17	10	4	3	3	7
Bi-weekly	2	1	4	--	--	2
Monthly	22	22	29	26	26	25
Bi-monthly	5	3	1	--	3	2
As needed	19	14	10	11	9	13
Rarely or seldom	2	--	3	10	8	4
Several times a year	20	39	38	42	29	34
Never	6	10	4	3	2	5
Other	9	1	6	6	20	8
Total	102	100	99	101	100	100

Note: All figures rounded to nearest whole number.

Table 46. Frequency with which company executives suggest story topics for publications in five industrial classifications.

Industrial Classification	Frequency of suggestions				Total
	Often %	Rarely or Seldom %	Never %	No Answer %	
Service (N 65)	45	51	2	3	101
Transportation-Communication (N 72)	49	47	1	3	100
Finance (N 69)	45	51	4	--	100
Manufacturing (N 72)	38	54	7	1	100
Miscellaneous Industries (N 65)	43	49	3	5	100
All Industrial Classifications (N 343)	44	50	4	2	100

Note: All figures rounded to nearest whole number.

Table 47. Frequency of requests for editors' help with company problems by industrial classification.

Frequency of Requests	Industrial Classification					All Ind. Classif. (N 343) %
	Service (N 65) %	Trans. (N 72) %	Finance (N 69) %	Mfg. (N 72) %	Misc. Ind (N 65) %	
Daily	15	15	6	15	15	13
Often	28	21	23	19	29	24
Bi-weekly	--	--	--	--	--	--
Bi-monthly	--	--	1	--	--	--
As needed	15	14	10	11	8	12
Rarely or seldom	9	33	33	26	32	27
Several times a year	9	10	16	3	--	8
Never	11	--	1	10	8	6
Monthly	2	--	3	3	2	2
Other	3	1	4	8	5	4
No answer	8	6	1	4	2	4
Total	100	100	98	99	101	100

Note: All figures rounded to nearest whole number.

Table 48. Subject matter of problems with which editors in five industrial classifications were asked to help.

Problem	Industrial Classification					All Ind. Classif. (N 309) %
	Service (N 53) %	Trans. (N 68) %	Finance (N 67) %	Mfg. (N 62) %	Misc. Ind. (N 59) %	
Employee and personnel relations	25	28	30	27	22	27
Public relations	40	24	16	27	26	26
Sales promotion & advertising	32	16	18	26	25	23
Job performance	8	7	13	18	15	12
Introduction of new policies	13	6	18	5	10	10
Customer-community relations	11	10	6	18	7	10
Plant housekeeping-safety	4	12	3	16	7	8
Interpreting management policies	8	16	6	5	7	8
Labor relations	2	7	6	18	9	8
Government	4	19	3	2	9	7
Presenting mgt. views on econ.	--	6	3	--	5	3
Recruiting	2	--	5	--	2	2
Finance	--	2	3	2	2	2
Research	2	--	--	--	2	1
Total	151*	153*	130*	164*	148*	147*

\*Multiple responses.

Note: All figures rounded to nearest whole number.

Table 49. Summary of information concerning statements of publication objectives provided by editors in five industrial classifications.

Industrial Classification	Have statement of objectives %	Statement reviewed in last five years %	Statement mentions specific topics %
Service (N 65)	60	55	39
Transportation- Communication (N 72)	58	50	35
Finance (N 69)	64	54	41
Manufacturing (N 72)	47	42	31
Miscellaneous Industries (N 65)	54	46	31
Total (N 343)	57	49	35

Note: All figures rounded to nearest whole number.

Table 50. Reviewers of statements of publications objectives by industrial classification.

Reviewer	Industrial Classification					All Ind. Class. (N 169) %
	Service (N 36) %	Trans. (N 36) %	Finance (N 37) %	Mfg. (N 30) %	Misc. Ind. (N 30) %	
President, Vice President	42	22	27	40	27	31
Editorial Board	19	28	24	10	20	21
Editor Alone	8	14	27	17	27	18
Public Relations Manager	14	11	11	20	23	15
Personnel Manager	6	8	5	10	13	8
Division Heads	17	6	--	7	10	8
Others	3	3	16	--	3	6
Advertising Manager	6	--	16	--	3	5
Employee Relations Director	--	3	5	13	3	5
Sales Executives	--	8	5	3	--	4
Total	115*	103*	136*	120*	129*	121*

\*Multiple responses

Note: All figures rounded to nearest whole number.



Table 51. Editors' evaluations of how company president looks at their publications by industrial classification.

Industrial Classification	How President Looks at Publication				Total %
	Very Necessary %	Fairly Necessary %	Not Very Necessary %	No Answer %	
Service (N 65)	68	26	5	1	100
Transportation-Communication (N 72)	67	30	3	--	100
Finance (N 69)	68	28	1	3	101
Manufacturing (N 72)	57	32	6	6	100
Miscellaneous Industries (N 65)	60	35	--	5	100
All Industrial Classifications (N 343)	64	30	3	3	100

Note: All figures rounded to nearest whole number.

Table 52. Results of readership surveys conducted by companies in five industrial classifications.

Survey Results	Industrial Classification					
	Service (N 38) %	Trans. (N 45) %	Finance (N 43) %	Manuf. (N 44) %	Misc. Ind. (N 37) %	All Industrial Class. (N 207) %
High readership and acceptance	42	60	35	41	49	45
Good, favorable	29	24	28	23	35	28
Want more information on company	11	9	7	21	8	11
Changes in frequency and content suggested	16	2	14	7	11	10
More social news requested	5	11	19	9	3	8
Inconclusive	11	4	12	7	5	8
Read by families of employees	5	9	5	9	--	6
Main source of information on company	8	4	5	--	3	4
Want more info. on benefits	--	--	--	--	5	1
Total	127*	123*	125*	117*	119*	121*

\*Multiple responses. Note: All figures rounded to nearest whole number.  
 Note: 21 editors--4 service, 2 transportation, 3 finance, 6 manufacturing, and 6 other, reported other measures of readership such as feedback, etc.

Table 53. Most appropriate story topics by industry, Class A.

Story Topic	Service (N 42)		Trans. (N 56)		Finance (N 57)		Mfg. (N 53)		Misc. Ind. (N 50)		All Ind. Classif. (N 258)	
	%		%		%		%		%		%	
Automation	31		55		67		53		36		50	
Inflation	17		39		44		38		28		34	
Government intervention	26		45		23		21		14		26	
Employee pay--how set	24		21		19		19		28		22	
Legal action involving company	19		32		11		13		20		19	
Union negotiations	5		11		4		21		4		9	
Right-to-work laws	7		7		--		8		2		5	

Note: All figures rounded to nearest whole number.

Table 54. Most appropriate story topics by industry, Class B.

Story Topic	Industrial Classification					All Ind. Class. (N 258) %
	Service (N 42) %	Trans. (N 56) %	Finance (N 57) %	Mfg. (N 53) %	Misc. Ind. (N 50) %	
New products or services	100	86	91	100	84	92
Research and development	81	79	68	89	62	71
How company products are used	69	63	61	94	68	71
History of company	59	34	63	55	54	53
Fringe benefits	52	64	61	66	56	60
Towns where company is located	29	29	39	24	30	30
Foreign competition	14	7	10	36	6	15

Note: All figures rounded to nearest whole number.

Table 55. Most appropriate story topics by industry, Class C.

Story Topic	Industrial Classification					
	Service (N 42) %	Trans. (N56) %	Finance (N 57) %	Mfg. (N 53) %	Misc. Ind. (N 50) %	All Industrial Classif. (N 258) %
Retirement plans	31	46	49	28	36	39
Biographical sketches of Directors	45	20	44	21	28	31
Hobbies of employees	31	27	28	28	30	29
Scholastic achievements of employees' children	21	20	14	19	26	20
Appeals for contributions	21	11	17	19	18	17
Tips on gardening	7	7	21	2	4	5

Note: All figures rounded to nearest whole number.

Table 56. Least appropriate by topic and industry, Class A.

Topic	Industry					Total (N 258) %
	Serv. (N 42) %	Trans. (N 56) %	Finance (N 57) %	Mfg. (N 53) %	Misc. Ind. (N 50) %	
1. Right-to-work laws	52	61	84	72	54	65
2. Union negotiations	64	52	68	58	62	61
3. Legal action	45	45	47	66	48	50
4. Government intervention	48	37	44	41	38	41
5. Employee pay -- how set	31	43	46	51	32	41
6. Dangers of inflation	33	29	21	21	28	26
7. Automation	40	11	9	26	30	22

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Note: All figures rounded to nearest whole number.

Table 57. Least appropriate story topics by industry, Class B.

Story Topic	Industrial Classification					All Industrial	
	Service (N 42) %	Trans. (N 56) %	Finance (N 57) %	Mfg. (N 53) %	Misc. Ind. (N 50) %	Classifications (N 258) %	
Foreign competition	55	52	65	36	48	51	
Towns where company is located	41	21	30	49	32	34	
Fringe benefits	14	16	11	17	20	16	
How company products are used	19	21	18	6	14	16	135
History of company	12	18	--	17	6	11	
Research and development	12	4	9	9	8	8	
New products or services	2	9	2	6	6	5	

Note: All figures rounded to nearest whole number.

Table 58. Least appropriate story topics by industry, Class C.

Topic	Industrial Classification					All Industrial Classifications (N 258) %	
	Service (N 42) %	Trans. (N 56) %	Finance (N 57) %	Mfg. (N 53) %	Misc. Ind. (N 50) %		
Tips on gardening	79	75	82	93	66	79	
Appeals for contributions	40	50	35	45	38	42	
Scholastic achievements of employees' children	43	45	37	45	34	41	
Hobbies of employees	31	36	30	34	32	33	
Biographical sketches of Board	21	34	9	58	24	29	
Retirement plans of employees	26	30	16	32	26	26	

Note: All figures rounded to nearest whole number.



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