

A SURVEY OF ATTITUDES OF INDUSTRIAL JOURNALISM
EDITORS TOWARD OBJECTIVES OF CORPORATE
INTERNAL PUBLICATIONS

By

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PREFACE

This thesis examined three main questions about industrial publications. These questions were: (1) Do company publications utilize the guidance of specific written objectives? (2) What issues and topics would constitute a representative list of usable objectives for most industrial publications? (3) Do industrial editors reject the labor-management issue as a source of publication objectives?

The attitude rating technique described by Kerlinger was used to explore the study questions. A mail questionnaire was used to obtain the attitudes of a possible sample 80 editors.

Such research as this cannot be completed without significant interaction between the student and his professors. I would like to thank my adviser, Dr. William R. Steng and committee members, Dr. Walter J. Ward and Mr. Lemuel Groom for their assistance and for patiently bearing the brunt of my mistakes. I would like to give special mention to Dr. Steng for taking much of his own time to advise and make recommendations which made the completion of this thesis possible.

The expertise and patience of my typist, Mrs. Debbie Guffey, played an important role in the final stages of the project.

The role of my wife, Elizabeth, from the personal sacrifices during periods of financial stress through the many times when patience and understanding were vital factors in continued progress for me, cannot be fully understood or appreciated by anyone but the author.

Two persons deserve very special thanks because without them my education and my very life would not be a reality. I would like to give special thanks to my father Jack M. Fillman for his much needed and appreciated financial support and for the moral support that only a father can give. I would like to dedicate this study to my mother Alice H. Fillman who passed away before I entered graduate school, but without her kind and encouraging ways while growing up none of this would have been possible.

I would also like to thank James H. Powers, Manager of Corporate Public Relations for Shell Oil, for providing valuable information and the names of the Industrial Communicators Council members used as respondents in this study.

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CHAPTER I

INTRODUCTION

The field of journalism has encompassed a wide range of occupations with which most persons have readily identified. Most everyone has had a familiarity with newspapers, television, novels, educational texts, magazines, and radio. However, very few people would mention any of these more widely known segments of journalism in the same breath with industrial journalism. This might seem odd considering that most people have worked for a company or in an industry which has issued a publication for all of its employees. It may seem even more unusual when one takes into account that research has indicated that only the rural weekly newspapers are read more faithfully than the well edited house organ.¹

The corporate internal publication has been known by any number of names. It has been called a house organ, company publication, employee publication, as well as internal publication. However, the name of a publication has not necessarily described its function. By examining what a publication was supposed to do one generally has been able to learn a great deal about the nature of the publication.

When any person has made the decision to write something it would seem likely that he would have some purpose in mind before he begins. The newspaper publisher probably has had concise, accurate, factual and responsible reporting in mind as factors of his more general objective

of informing his community. Another important objective of any newspaper has been to make a profit. The novelist may have had any number of objectives in mind before he has begun to write. He may have wanted to make his readers laugh, cry, think and/or take notice of a point he has attempted to make.

William L. Rivers and Wilbur Schramm pointed out in their book, Responsibility in Mass Communications, that the three main goals of any medium were, "Information, Persuasion and Entertainment."² These three very broad goals have been effective only in establishing a broad groundwork for a particular medium. However, a more precise and definite set of objectives would be needed to successfully operate a specific means of communication.

If it has been agreed that any journalist or publication should have a definite set of objectives, it would seem logical to assume that since industrial editing is a segment of journalism, it should also have objectives for its publications.

Unique Qualities of Internal Publications

Industrial journalism has been unique in many ways when compared with other forms of journalism. The corporate internal publication has been unique in that it has a "fixed" circulation. Most publication departments have sent a copy to each and every employee and pensioner. The internal publication has had no hope of ever making a profit and few have ever carried advertising. In fact, a well edited publication of this type has often been considered advertising in itself.³

With its fixed circulation of employees, lack of profit motive, lack of advertising, and its corporate affiliation, the contents of

industrial publications have been limited considerably. The single most important factor that has influenced content has been the publisher, the company. Obviously, an internal publication would be expected to contain information concerning topics related to the company, the industry, the employees, and the pensioners. This has been where the need for effective objectives should have been evident.

Content usually has been determined by the publisher of the publication. Industrial journalism is no different. Publishers of all kinds of publications have been known to put a damper on certain types of copy that has not necessarily agreed with their line of thinking. This has been one area in which industrial journalism has been severely criticized. The so-called "employee" magazines have been criticized for being no more than a mouthpiece for managerial opinion and other management approved copy. The managerial approved copy hardly ever included discussion of labor-management issues. Contrary to management behavior it has been believed by many authorities and researchers in the study of industrial journalism that open, frank discussion of labor-management issues would only benefit all those concerned.⁴

The company internal publication has often been known as the employee publication. However, its critics have accused it of being a management publication; publications which were published only for the salaried personnel and published only what management wanted.

Management has been very sensitive about discussing labor-management problems. Management has attempted to maintain a precarious balance between unions and itself. This fear of stirring up trouble with the unions has been graphically illustrated by one author who cited an example of a company publication which published regularly during a

three-month strike at a company facility and never once mentioned that the facility was closed.⁵

Statement of the Problem

The problem with which this study was concerned was whether the individual company and organizational publications have had specific written objectives and, if so, what they were.

The reason for having specific written objectives for a publication would seem rather simple. A written set of objectives have served as a constant reminder of the direction and scope of the publication. It has served as a steering device that has kept the publication on course and moving in the right direction. One author has stated:

An employee publication without a definite set of objectives is like the proverbial ship without a rudder, and its aimless journey is destined to be short and disastrous.⁶

Another author has written:

When Columbus sailed into the unknown western seas in 1492 he wanted to reach India by sailing west. He never reached his goal because the Americas blocked his path. Actually he didn't know where he was going; and this unfortunately is typical of many house organs.⁷

After searching the pages of several of the largest internal publications in the nation, the author could find no substantial mention concerning the purpose, objective or direction of any of the publications. Most publications included a short statement which made a rather inadequate effort as to the general purpose of the publication. One such statement read, "The Shell News is published bi-monthly for its employees and pensioners."⁸ This rather vague statement informed the reader to whom the publication was sent, it made no mention of the purpose the publication was to serve.

This study was concerned with what the objectives of a modern internal publication should be; whether its sole purpose should be that of a propaganda vehicle which always makes the company or industry appear to be the prime example of perfection; whether it should be a billboard for pictures of smiling employees on the job or at the company picnic, or whether it should have more realistic objectives, such as, attempting to be an effective motivator, educator and news source as Rivers and Schramm recommended. The problem has centered on whether internal publications have been employee publications or whether they have catered only to the whims of management.

Statement of the Purpose

The main objective of this research was to determine if most corporate internal publications have utilized specific written objectives. It was also a prime objective of this survey to learn whether editors would agree what the working objectives of a modern internal publication should be. As each company has been a part of a particular industry, the nature of the industry would dictate to some extent what some of the publication objectives would be. For example, IBM would not publish copy on the bad effects of oil spills along the Alaskan Pipeline and Exxon would probably not discuss the sale of computers to the Soviet Union. However, IBM would likely be interested in running copy on its efforts to improve pollution at IBM plants and Exxon would probably be interested in publishing stories concerning a large sale of energy products to a foreign country. This was the purpose of this research, to define the more general objectives which would be applicable to most company publications. Most companies are interested and involved with

curbing pollution which might come under the objective heading of "Environmental Protection." A large sale of products might come under the objective heading of "Company Dealings."

Another purpose of this study was to examine the charges that the industrial press has sidestepped the labor-management issue. The author wanted to determine how many of the responding editors ruled out the discussion of the labor-management issues in their publications.

The final purpose of this study was to update and to expand upon previous research on this topic. One such study was done by the International Council of Industrial Editors. This research was completed in the 1950's and it reported fewer than 40 percent of its responding editors used specific written objectives for their publications.⁹

Limitations of the Study

The data for this study was gathered by means of an attitude rating scale questionnaire. The questionnaires were mailed throughout the United States and Canada to 80 members of the Industrial Communicators Council (ICC) in the Spring of 1976.

The return of the study of 53 percent meant that only 43 questionnaires were returned. The small return has limited the extent to which the study findings could be deemed as representative of industrial editors. The study was limited to industrial publications and to industrial editors, and the editors were members of a particular council of editors, the ICC. These limitations should be considered when findings are reviewed in the following chapters.

Assumption

The investigator assumed that the subjects to be surveyed would respond to the questionnaire objectively and responsibly. Based upon this assumption, the investigator deemed it unnecessary to reverse the direction of the item responses at any point or points in the questionnaire. All questionnaire items were stated from Highly Agree at the left polar extreme to Highly Disagree at the right polar extreme. The scale used was a seven point graphic rating continuum where the number "1" was assigned to Highly Agree and the number "7" was assigned to Highly Disagree.

FOOTNOTES

¹Bertrand R. Canfield and H. Frazier Moore, Public Relations: Principles, Cases, and Problems (Homewood, Illinois, 1973), P. 168.

²William L. Rivers and Wilbur Schramm, Responsibility in Mass Communication (New York, Evanston, and London, 1969), p. 15.

³C. J. Dover, Effective Communication in Company Publications (Washington, D.C., 1959), p. 5.

⁴Raymond W. Peters, Communication Within Industry (New York, 1950), p. 47.

⁵Ibid.

⁶Russel N. Baird and A.T. Turnbull, Industrial and Business Journalism (Philadelphia and New York, 1961), p. 27.

⁷Ralph C. Darrow, House Journal Editing (Danville, Illinois, 1974), p. 31.

⁸Shell News (Number 5, 1975), back cover.

⁹Baird and Turnbull, p. 27.

CHAPTER II

REVIEW OF LITERATURE

Although only a small quantity of material on industrial journalism has been published, the available literature has provided ample material directly related to the objectives and purposes of industrial publications. Although this literature did deal directly with publication objectives, there was no consensus as to which objectives were most important. The literature provided considerable material on different aspects of industrial journalism, such as the increased number of such publications since World War I and the problems of layout and design in industrial publications, but the literature provided little research on the objectives and purposes of the internal publication. Letters mailed to educators at two of the journalism schools which are among the leaders in the nation in industrial journalism, Dr. Albert Walker at Northern Illinois University and Alfred Crowell and Richard Kurzenabe at the University of Maryland, concerning internal publication objectives also failed to produce recent research on objectives and purposes. Copies of these letters have been presented in Appendix A.

Historical Background

No one really knows when or where the first industrial or company publication appeared. Some authors claimed that it had its roots in ancient China. These persons believed that the "court circular papers"

written 20 centuries ago during the Han Dynasty were the first employee publications.¹ Others have claimed that broadsides and pamphlets were issued to the ship builders of Venice and the guild workers of central Europe during the Middle Ages.²

The early history of industrial journalism in the United States also has been sketchy as no comprehensive history has been available in the present literature. However, it has been reported that three very famous early American publications were actually known as employee magazines. Harpers and The Atlantic were both considered house organs. Another famous journal, Poor Richards Almanac, was published for the workers of the Benjamin Franklin printing house.³

C. J. Dover has divided the history of industrial journalism into three main eras:

1. The Era of Entertainment (Pre-World War II)
2. The Era of Information (1940's)
3. The Era of Interpretation and Persuasion (Beyond 1950)

Dover stressed that such a synthesis consists of very broad generalizations which deal with trends rather than specifics. Dover also stressed that his research in this area supported his classifications. He said although there was considerable overlap in these divisions -- and there have been many individual publications which have had histories totally unrelated to any one of the classifications -- the total evidence of his research supported his three eras.⁴

The Era of Entertainment

The company publication was basically a development of the Industrial Revolution. The growth of companies and increased work forces created new problems for employers. One such problem was communication with the

growing employee population. Management needed an efficient method of communication to reach this population. Whether it was to inform or entertain, employers needed a means other than personal communication with each employee.

The first 75 years of American industrial journalism seemed to have devoted itself to employee entertainment and service-type content. Company publications in general were outlets for choice items of gossip, social chit-chat about employees, birthdays, anniversaries, jokes, recreational and entertainment opportunities.⁵

The Lowell Offering of the Lowell Cotton Mills in Lowell, Massachusetts, may have been the first employment publication in the nation. It was later known as the New England Offering and was first published in 1840 as an outlet for literary expression of the female employees of the company.⁶ Another similar publication, The Mechanic, was published from 1887 until 1914 by the H. B. Smith Machine Company of Smithville, New Jersey.⁷

These early publications were basically external in nature. The first true internal publication was probably The Triphammer, begun in 1885 by the Massey-Ferguson Manufacturing Company.⁸ A study by the National Industrial Conference Board in 1925 listed the Factory News of the National Cash Register Company as the earliest employee publication.⁹

It has been evident there has been no consensus as to which publication was actually the first. However, the important aspect has not been which one was published first, but rather, that such publications were probably an outgrowth of the Industrial Revolution.

Many publications departed from purely entertainment based content from time to time. There were occasional exhortations to lead clean,

moral and thrifty lives; some attacks on the evils of liquor; some attacks on Bolshevism, and resistance to organized unions. Particular periods brought changes in content and purpose. World War I, the "roaring twenties," the Depression, and the administration of Franklin Roosevelt -- all brought zigs and zags in publication content.¹⁰

Specific objectives for these publications were probably never discussed or written down. In fact, these publications had difficulty making themselves appear professional looking, not to mention content. This was due in most cases to the lack of trained journalists. In many cases the job of publishing an employee magazine was a part-time endeavor done by persons from other areas of the company.¹¹

The Era of Information

The prosperity of the latter 1920's brought a renewed surge of activity in the company publication field. Profits were higher, and companies were quick to provide an outlet for employee self-expression and news of fellow employees. Most of these publications were produced on a part-time basis by someone in the advertising or personnel departments, or in some cases, by the safety director. This accounted for much of the poor editing and poor appearances of many of the publications of this period.¹²

With the advent of World War II came the quick recognition that the company internal publication could be an effective force in building the industrial output necessary for the mammoth war effort. Editors took on new stature as they improved their publications by way of trial-and-error. They were fortunate to receive aid from civil and national agencies whose job it was to put the American industrial might into high gear. These

agencies, realizing the potential power of the medium, recommended to producers of war materials that company publications could aid in eliminating waste and increasing safety and production. The success exhibited during the war showed the corporations that these well-done publications could be expected to be valuable in peace time also.¹³

The most significant change which emerged from the war years was publication content. The number of publications offering only entertainment and service-type content dropped to 43 percent of the total by 1948, according to a survey made by Opinion Research Corporation.¹⁴

The new emphasis in content was informing employees about the company, its plans, operations and policies. Content matter included articles on company growth, expansion, the outlook for business in the industry, financial reports, productivity, costs and employee benefit programs.

The entertainment and service-type content was not entirely eliminated. Even those publications which considered themselves basically information oriented provided some service-type and entertainment-type material. Editors realized that a proper balance of both types of material was necessary to retain substantial leadership.¹⁵

The Era of Interpretation and Persuasion

The emphasis of company internal publications during the "Era of Information" was primarily to present facts, with little emphasis on interpretation of the facts or urging of specific action.

The "Era of Interpretation and Persuasion" featured the emphasis and explanation of the significance of facts in terms of employee interest and the urging of employees to take specific action, or accept honest management ideas and options.¹⁶

An examination of a modern company publication would show the use of interpretation and persuasion. In a recent issue of the Amoco Torch, an article featured company opinions concerning the attempt by the government to break up the major oil companies into many smaller ones. The article asked:

How can the federal government say that only a few large oil companies are attempting to 'monopolize' the oil industry when there are more than 30 companies marketing oil products in this country alone?¹⁷

It seemed obvious that the company management was attempting to convey a certain line of thinking to its employees on this topic. Management was informing its employees about this topic and at the same time hoping that they would take the view of the company on the issue.

In a recent issue of the Shell News, the editors attempted to interpret the economic situation of the country and how it affected the company. This also was an attempt to persuade the employees to take the views of management by interpreting the issue as management sees it.

The story reported:

The press has been telling us all about the 'big bad' oil companies that have been raising gasoline prices and taking home exorbitant profits. The truth of the matter is the economic crunch has hit the oil companies as hard as everyone else. These 'exorbitant profits' the press talks about haven't been going into the pockets of the oil company presidents and board members, but back into the company for research and refinery expansion so that more products can be developed and refined. In fact only one to two cents out of every dollar made on gasoline sales is taken as clear profit.¹⁸

Many factors in the 1950's led to the inevitability of content utilizing interpretive and persuasive writing. One factor was the deterioration of the public prestige of businessmen, who learned that this has been caused not so much by their deeds as by their historical reluctance to speak out forthrightly. Another influence was the

emergence of union officials as powerful political factors.¹⁹

Problems in the areas of economy, competition, government intervention in industry and international tension made the corporations aware that the money they were spending on communications should be put to better use. More money was spent upgrading publications and making their purposes more general. They went into such topics as economics, consumer affairs and others. To do this, however, a certain amount of interpretive writing was needed to inform readers about complicated issues.²⁰

Although the historical eras set forth by Dover seemed well founded, they were accurate only to the time of his publication in the late 1950's. Even today his era of persuasion and interpretation would seem accurate. However, an addition could be made. The modern publication utilizes one other factor, education. It would only seem natural that before any in-depth interpretation can take place, one should know something about the subject about to be discussed.

Publications have been explaining to their readers what inflation and recession are before they have tried to interpret the effects they have on companies and industries. The present trend has been to give the reader some background on the subject before discussing the finer details of its effects on the company.

A survey by the Shell Oil publication department showed that five of the ten most popular topics in the Shell News were educational in nature.

Management Influence Upon Publications

One of the biggest complaints made against company publications has been they seem to be mouthpieces and puppets of the managements which

publish them. Some persons, especially those in organized labor, have claimed the term "employee publication" has been a misnomer or that it has been only partially correct. Correct only to the point that management personnel also have been considered employees.

Company periodicals have also been weakened by the failure of management to cooperate with editors in many important respects. In many cases the editors have not been allowed sufficient freedom of action. Editors have often known what it is they want to say, but their material has not been given approval by management. This has led to much criticism of the medium. It has caused persons to apply the label "management publication" in the place of the all-purpose employee publication label.²²

In an address to the American Management Association, labor leader Lawrence Rogin asked:

How can employees respect a house organ which never even mentions the subject dearest to their hearts -- developments on the collective bargaining front?²³

A survey of 80 internal publication editors by the National Cash Register Company listed the topics used according to the frequency of their appearance. No where in the list did there appear any topic that remotely dealt with labor issues.²⁴

Management critics of the labor press have been quick to call the labor publications unprincipled and full of bad intent. They have branded the labor press as libelous and unfair. The amount of truth to these allegations has been unimportant. What is important has been that management has weakened the effectiveness of its own press when it muzzled the mention of labor problems or negotiations.

The claim of management has been that discussion of labor problems would cause the formation of friction among employees. This friction, they have claimed, would be detrimental to the preferred familial attitude that they have attempted to instill in their employees.²⁵

Editorial objectives in many publications have not clearly been defined, controversial issues have been avoided, and management has failed to make its views known on important issues. Editorial content in some publications has tended to be limited to bowling scores, social news and chit-chat, has lacked originality and imagination, and has failed to discuss important problems of concern to the employees, the company and their futures. Such a publication could hardly arouse a feeling of mutual interest and familial attitudes.²⁶

The Lack of Written Objectives

Baird and Turnbull wrote:

An employee magazine without a definite set of objectives is like the proverbial ship without a rudder, and its aimless journey is destined to be short and disastrous.²⁷

Yet most of the literature available has tended to show that most company publications have been published without the aid of specific written objectives. One author claimed to have heard one editor say, "We have no specific goals. We just try to do a good job."²⁸ It would be difficult to see how one could accomplish the second in the absence of the first. The author suspected that the editor was either being modest or else he was not telling all that he knew.²⁹

The survey committee of the International Council of Industrial Editors (now known as the International Association of Business Communicators) reported in 1956 that 38 percent of its respondents had specific

written objectives for their publications. This percentage, said the committee, ". . . is a plus because it is growing, and a minus because it has far to go."³⁰ William C. Halley wrote that "It is a fact that business people are frequently embarrassed to say realistically and forthrightly what exactly they like their publications to do."³¹ There would seem to be some truth to the Halley theory when research indicated 62 percent of the responding company publication editors operated without any definite written objective.

The literature has provided a possible explanation for the large number of publications which operate without any written objectives. Many of these publications may have been operated under the guidance of a "crusty old-school-type journalist" who would rather keep his objectives in his head than on paper. Baird and Turnbull reflected this when they wrote:

There are few employee publications now operating successfully without written lists of objectives to guide their editors, but as each year passes these cases increasingly become the exception rather than the rule. And these exceptions usually do not reflect a publication's ability to succeed without objectives, because in most cases the publication is being guided by an able editor of long experience who has his objectives firmly in mind, if not on paper.³²

Another author has believed that it has not been enough just to have a set of objectives in the head of an editor. James McCloskey wrote:

The cardinal error is to publish a magazine or paper with no tangible policy or objective other than the vague hope that, in itself, a publication will somehow help establish an atmosphere of good cheer and familial solidarity, which will be reflected in greater loyalty and better work. The publication can do a great deal towards accomplishing these desirable ends. But it can scarcely do it without planning, analysis, understanding, and the use of precise techniques.³³

Every company should deal with its own circumstances and problems. It would be arbitrary to discount the usefulness of any of the purposes managements may have in producing a communications medium. The important thing has been to have a purpose and to understand what means could be used to fulfill that purpose. If a management has believed it has been desirable to entertain or amuse its employees and customers through its publication, then a specific purpose has been furthered when such content has been provided. When it has been established which direction the publication would take, the specifics should also be outlined in the form of individual objectives to be written down and adhered to.

McCloskey wrote:

If the company is to get its money's worth, it should make up its mind what it expects the publication to do, and then assist -- or permit -- the editor to accomplish it. Management should not expect more performance out of its publication than was built into it.³⁴

If good solid objectives have been outlined for a publication and have been written down, then the staff and management have had a foundation from which they could build a useful tool. A written set of objectives would allow the staff to know what it should accomplish and when it would need to get back on the right track.

Objectives of a publication could be compared to a rack of fine clothes. There may be many fine pieces of clothing from which to choose. However, the clothing would be of no use unless it fit. This also may be said of publication objectives. There have been many fine ones from which to choose, but they should pertain to the trends and needs of the workings of the company.³⁵

Determining the Objectives

It has been the responsibility of the publication department personnel to decide which objectives best suit the needs of the company. It should be stressed that it would be of utmost importance for a publication department to choose a set of objectives that would do the best job.

J. H. Powers, Manager of Corporate Public Relations for Shell Oil Company, has believed that decisions determining the choice of objectives should not be a thing that has been rushed into. He has believed that before objectives could do any good they should pertain to the workings of the company. Powers believed that the managers and editors should get together and discuss the problem of direction and objectives. It was his belief that this group should decide upon the more general purposes and work toward the more specific. By deciding upon a very broad direction for the publication, a framework could be established upon which specifics could be developed.³⁶

McCloskey has contended that management may, for instance, say that it has wanted its internal publication to contribute to the sense of the individual importance of the employees. That would seem to be a good objective. Undoubtedly, such a publication would help establish or preserve friendly relations between employee and employer -- assuming the company has been a good place to work and has had happy labor conditions and no friction or uncertainties to worry either management or labor. This publication would present columns of personal items and pictures and probably little else. It would probably be well received and may be worth the effort.³⁷

An effective magazine would have to have a great deal more breadth in its objectives. The Shell News of the Shell Oil Company has had a specific procedure to follow each year when it has become time to formulate objectives for the coming year of publication. According to Powers it has been handled in the following manner: The managerial and editorial staff of the Shell News have met annually to discuss and develop pertinent objectives for the coming year. The same people have met every month during that year to see how the Shell News and other company publications have been progressing and whether they have been fulfilling their assigned objectives. After goals and objectives for the year have been established, they have been put into writing to serve as a constant reminder of the purpose of the publication and as a reference for any questions concerning content.³⁸

The 1976 Shell News objectives were accompanied by an explanatory letter which briefly stated the general goals that were set for the publication. It briefly stated when the publication would be published throughout the year, to whom the publication would be sent, what new additions would be seen during the year, what special features and research would be covered and the goals to be accomplished. This cover letter was followed by a succinct list of objectives. These objectives have been classified under broader objective headings. For example: Economics, Energy Supply, Management Excellence, Benefits, Safety-Health, Consumer Affairs, Air-Water Conservation and Social Responsibility.³⁹ An example of the cover letter and the individual objectives have been presented in Appendix B.

This was but one example of how one company has handled the situation. Baird and Turnbull have compiled a list of objectives that could be

categorized as being designed to provide major topics or themes to be presented:⁴⁰

1. To inform employees of company policies.
2. Explain and interpret these policies.
3. Develop employee pride in his job and company.
4. Develop employee loyalty.
5. Humanize management.
6. Elimination of wasted material and time.
7. Promote social and recreational activities.
8. Recognition and acknowledgement of accomplishments.
9. Educational material on health, safety and finance.
10. Interpret economics and politics.

Charles S. Steinberg formulated a more condensed list:⁴¹

1. General adult material of interest to the employee, e.g., current events.
2. A public relations message about company policy in the area of community relations.
3. A frank discussion of any existing labor-management problems.
4. Specific company plans concerning matters of interest to the employee, e.g., insurance, health facilities.
5. A regular editorial in which viewpoints are presented on specific issues.
6. A presentation of important advertising or publicity on the part of the company, e.g., reprints of recent ads.

Dover took a different view concerning publication objectives. He divided them into the categories of Entertainment, or Service-Type objectives, and those designed to inform or persuade.⁴² The 1958 Dover lists of objectives did correspond almost exactly with those of Baird and Turnbull and Steinberg. The main difference was the Dover lists were divided into level-one objectives instead of grouping all the objectives into one group.

The Dover division offered little, other than showing how these objectives could be classified under the broad topics of entertainment and information. The literature has tended to reflect that most publications used a mixture of these objectives rather than dividing them into such broad classifications.

The concept of dividing the objectives into classifications could be a useful procedure when the proper classifications have been utilized. Major sub-headings could aid in organizing objectives for easy reference. An example of these headings could be as follows: Employee Recognition, Employee Efficiency, Economics, The Company, The Industry, Employee Benefits, Company Policy, Employee Welfare, Environmental Protection, and Labor Relations. A list of these headings complete with their individual objectives as drawn from the literature have been presented in Appendix C.

Content ✓

Several studies have indicated the kind of stories which have been presented to fulfill the aforementioned objectives. A survey by Newcomb & Sammons, an employee relations firm, reported the following allocation of space in 20 typical internal publications:⁴³

Type of Item	Percent of Space
Personal items and pictures	47
Sports	12
Company policy and programs	10
Health and welfare benefits	9
Safety	7
All other items	15

Opinion Research Corporation found the editorial content of 100 representative internal publications to be as follows:⁴⁴

Type of Items	Percent Devoting Space
Recognition - promotions, achievements	94
Personals, gossip, chit-chat	74
Departments, divisions	68
Recreation	64
Products - use, customers, markets	59
Employee Benefits	57
Safety and Health	53
Interpretation of company economics	36
Expansion, research, new equipment	32
Company History	16

These studies showed how often and how much space has been devoted to certain kinds of stories, but they did not report what the stories were about. The author reviewed six issues of Shell News from the publishing year of 1975. This review revealed a division of stories similar to the results of the Newcomb & Sammons study. The results of this review have been presented in Appendix D. The review of the six issues of the Shell News revealed a striking similarity to the earlier studies. Stories concerning employee recognition were the most numerous and stories reporting the workings of the company were the next most frequently used.

These studies and reviews indicated that editors have believed that employees want their publications to give news of their company as well as their own activities. It has been evident that editors have given the most emphasis to the company employee and the company itself. Peters established that employees were interested in all of the news, not just the bare facts. It was also established that they can take the bad news as well as the good news when properly presented. They have often wondered why certain types of information have been censored, particularly labor news about which they probably have heard from outside sources or through the grapevine.⁴⁵

Summary

From the available literature on the history of industrial journalism, the impression has been given that employee publications have their earliest roots dating as far back as the Han Dynasty in First Century China. Sketchy details indicate the use of employee publications during the Middle Ages of Europe.

Industrial publications have their earliest American roots during the Revolutionary period. Poor Richards Almanac, published for the workers in the print shop of Benjamin Franklin in Philadelphia, was said to have been one of the earliest American internal publications.

History has shown that industrial journalism came of age during the American Industrial Revolution. The growth of these publications during this period seemed to have been a result of the expanded work forces and a need for a more efficient means of communication.

The employee publication began to grow in popularity during the early decades of the Twentieth Century. The advent of World War II presented a need for a tremendous surge in industrial production and the employee publication was recognized as a very useful motivational tool during the war years. Managements throughout the country reasoned that these publications, if well done, could also serve a useful purpose in peace time.

Employee publications in peace time took on new themes. These publications became more informational, interpretive and educational in nature.

The literature showed that there was a definite need for these publications to formulate workable objectives. Yet, research has shown that less than half of all company publications surveyed in 1956 had no written objectives.

The literature produced a number of examples of publication objectives. The authors all indicated that there were objectives that apply to most all publications regardless of industry.

The literature indicated a reluctance on the part of many industrial

editors to publish content concerning labor issues. This reluctance to print labor information was a result of management fear of creating unnecessary labor problems.

FOOTNOTES

- ¹ Russel N. Baird and A. T. Turnbull, Industrial and Business Journalism (Philadelphia and New York, 1961), p. 19.
- ² Kevin Middlemist (Class Lecture, Personnel Management and Industrial Relations - 4113 Oklahoma State University, Summer, 1975).
- ³ Charles S. Steinberg, The Mass Communicators (New York, 1958), p. 304.
- ⁴ C. J. Dover, Effective Communications in Company Publications (Washington D. C., 1959), p. 5.
- ⁵ Ibid.
- ⁶ Willis Wisler, Study of Content and Arrangement of Employee Magazines (Columbus, Ohio, 1930), p. 1.
- ⁷ Baird and Turnbull, pp. 19-20.
- ⁸ Ibid.
- ⁹ Employee Magazines in the United States (New York, 1925), p. 4.
- ¹⁰ Dover, p. 5.
- ¹¹ Ibid.
- ¹² K. C. Pratt, House Magazine Copy (Hamilton, Ohio, 1946), p. 11
- ¹³ Baird and Turnbull, p. 21.
- ¹⁴ Ibid.
- ¹⁵ Dover, p. 6.
- ¹⁶ Ibid.
- ¹⁷ Dick Murphy, "The Mafla Connection," Amoco Torch, (September/October, 1975), pp. 2-5.
- ¹⁸ "Once Over Lightly," Shell News (May, 1975), pp. 14-15.
- ¹⁹ Dover, p. 8
- ²⁰ Ibid.

²¹James H. Powers, "Topics, Trends, and Techniques Internal Publications" (Presented to the American Petroleum Institute's Workshop, Houston, April 18, 1975), pp. 1-2.

²²Raymond W. Peters, Communication Within Industry (New York, 1950), p. 47.

²³Ibid.

²⁴Robert Newcomb and Marg Sammons, Speak Up, Management: How to Communicate with Employees and Public (New York, 1951), p. 43.

²⁵Ibid.

²⁶Bertrand R. Canfield and H. Frazier Moore, Public Relations: Principles, Cases and Problems (Homewood, Illinois, 1973), p. 169.

²⁷Baird and Turnbull, p. 27.

²⁸William C. Halley, Employee Publications (New York and Philadelphia, 1959), p. 14.

²⁹Ibid.

³⁰Baird and Turnbull, p. 27.

³¹Halley, p. 14.

³²Baird and Turnbull, p. 28.

³³James McCloskey, Industrial Journalism Today (New York, 1959), pp. 2-3.

³⁴Ibid.

³⁵Baird and Turnbull, p. 38.

³⁶James H. Powers, "1975 Publications Plans for Shell News" (The published objectives for Shell News, February 1, 1975, Houston), pp. 1-4.

³⁷McCloskey, p. 3.

³⁸Powers, pp. 1-4.

³⁹Ibid.

⁴⁰Baird and Turnbull, p. 38.

⁴¹Steinberg, p. 308.

⁴²Dover, pp. 25-28.

⁴³Newcomb & Sammons, p. 28.

⁴⁴Peters, p. 51.

⁴⁵Ibid.

CHAPTER III

METHODOLOGY

This study was concerned with two main questions. The first was whether company publication departments were operating with written sets of specific objectives to guide their editors and staffs. The second was whether there would be agreement among a sample group of editors on the importance of the individual objectives of a modern internal publication. A third question examined was whether editors were neglecting labor-management issues.

The need for such a study was warranted by the relative absence of research on the specific topic of publication objectives. A review of the literature and correspondence with the journalism departments of Northern Illinois University and the University of Maryland indicated no studies have been completed since 1960, and the most pertinent study regarding the use of written publication objectives was completed in 1956.

The survey committee of the International Council of Industrial Editors (ICIE) reported in 1956 that 38 percent of its respondents had specific written objectives for their publications.¹ Thus, 62 percent of the sample publication editors were operating without any written direction or goal.

The 1956 ICIE study indicated a possible trend toward an increase of publications with written objectives. Earlier research by the organization had indicated an ever lower percentage of publications using written objectives.

Hypotheses

✓ To extend and to expand on the earlier work of the ICIE three hypotheses were developed. The hypotheses tested in this study were:

No. 1: The indication that there had been an increase in the number of publications using specific written objectives as suggested by the ICIE study will have reached the point that at present more corporate internal publications operate with specific written objectives than do not operate with specific written objectives.

No. 2: The study will indicate favorable agreement among the respondents on what the objectives of a modern internal publication should be and this will be shown in regard to issues such as employee welfare, employee benefits and employee recognition.

The study will indicate favorable responses toward issues which would cast a favorable light upon the company; such as efforts in environmental protection on the part of the company and contributions by the company to the industry.

The study will also indicate favorable responses toward educational material; such as informing the reader about economic situations within the company and in the nation.

No. 3: Editors will indicate a less favorable attitude toward the objectives which are listed under the heading of Labor Relations than toward the objectives under other topic headings.

The Questionnaire

The author used 47 sample objectives that would apply to most company publications. These objectives were drawn from various objectives cited throughout the literature. These objectives were presented to

80 members of the Industrial Communication Council (ICC) in questionnaire form. The questionnaires were mailed to editors throughout the United States and Canada during the first three weeks of March, 1976. Of the 80 questionnaires mailed, 43 were returned for a response rate of 53 percent. The author had hoped for a response in the 50 to 60 percent range. Kerlinger said the following about mail questionnaires:

The mail questionnaire has been popular in education, although it has serious drawbacks unless it is used in conjunction with other techniques. Two of these defects are possible lack of response and the inability to check the responses given. Responses to the mail questionnaire are generally poor. Returns of less than 40 to 50 percent are common. Higher percentages are rare. At best, the researcher must content himself with returns as low as 50 or 60 percent.

As a result of low returns in mail questionnaires, valid generalizations cannot be made. If they are used, every effort should be made to obtain a return of at least 80 to 90 percent or more.²

The questionnaire was composed of 47 sample publication objectives and a single opening question. The opening question asked each respondent whether or not his publication utilized specific written objectives for its publication. The 47 sample objectives were listed under appropriate subject headings. These headings were: Employee Recognition, Employee Efficiency, Economics, The Company, The Industry, Labor Relations, Employee Benefits, Company Policy, Employee Welfare and Environmental Protection. Each individual objective was accompanied by a seven-point rating continuum. The respondents were asked to mark the continuum where "1" was designated as Highly Agree, "2" Moderately Agree, "3" Mildly Agree, "4" No Opinion, "5" Mildly Disagree, "6" Moderately Disagree, and "7" Highly Disagree. The questionnaire has been presented in Appendix E.

The investigator used a graphic rating scale. The rating scale presented a set of attitude items, all of which were considered of approximately equal "attitude value," and to each of which subjects responded with degrees of agreement (intensity). The scores of the respondents on a particular item were summed, and averaged, to yield the combined attitude score of all subjects to a particular item. This was also done for the topic headings by combining all of the scores for the objectives under a particular heading and obtaining a mean score for the topic heading. As in all scales, the purpose is to place something somewhere on an agreement continuum of the attitude in question. In this case the author ranked the individual objectives as to how each respondent viewed them. Kerlinger said the following about rating scales:

A rating scale is a measuring instrument that requires the observer to assign the related object to categories or continua that have numerals assigned to them. Rating scales are perhaps the most ubiquitous of measuring instruments probably because they are seemingly easy to construct and, more important, easy and quick to use. Unfortunately, the apparent ease of construction is deceptive and the ease of use carries a heavy price: lack of validity due to a number of sources of bias that enter into rating measures. Still, with knowledge, skill and care, ratings can be valuable.³

In using the rating scale the respondents expressed their attitudes toward each of the objectives. By summing and averaging the scores of each subject toward the individual objectives the author was able to rank order each objective and each topic heading as to mean editor preference.

The investigator assumed that the subjects surveyed would respond to the questionnaire objectively and responsibly. Based upon this assumption, the investigator deemed it unnecessary to reverse the

direction of the item responses at any point or points in the questionnaire. All questionnaire items were stated from Highly Agree at the left polar extreme to Highly Disagree at the right polar extreme. The scale used was a seven-point graphic rating continuum where the number "1" was assigned to Highly Agree and the number "7" was assigned to Highly Disagree.

The Sample

The study was conducted in the Spring of 1976. The questionnaires were mailed in groups of 25, 25 and 30 during the first three weeks of March. The staggering of the mailings was done to better facilitate the financing of the project. No follow-up mailings were made because of the limited finances of the author at that time. Eighty questionnaires were mailed to member editors of the ICC throughout the United States and Canada. The subjects were editors of various industrial publications belonging to companies of varied size and reputation. Questionnaires were mailed to editors of publications published by such corporate giants as AT&T, Exxon, Shell, General Motors and Dow Chemical. Small and less well known organizations such as Livermore Laboratories and Communiview, Inc. were also sampled.

The author had established a return goal of 50 to 60 percent. This expectation was derived from the literature concerning mail questionnaires. The 53 percent return rate fell within the expected range.

Reliability of the Instrument

The reliability of the instrument was measured by the split-half procedure after all the results had been compiled. Two separate scores

were derived, one by scoring the odd-numbered items of the instrument and the other was derived from the even numbered items. Item number 43 was randomly removed to provide an even number of items to correlate in measuring the reliability of the instrument. The Spearman-Brown Prophecy Formula was used to compute the measure of reliability. The split-half reliability coefficient for the entire instrument was .68.

Validity of the Instrument

The validity of the instrument was measured by the procedure of content and logical validity before the survey questionnaire was mailed to the editors. The questionnaire items were compared to sets of objectives that had been set forth by the Shell News, Baird and Turnbull, Steinberg, and Dover to determine if the questionnaire content was drawn from what have been used as objectives, or what have been proposed as objectives.

The author has cautioned the reader that the findings of this study should be accepted with some reservation and should not be generalized. The reliability score of the survey instrument was moderate at best, the rate of return was small, and the instrument content was not tested for validity by a panel of experts.

FOOTNOTES

¹Russel N. Baird and A. T. Turnbull, Industrial and Business Journalism (Philadelphia and New York, 1961), p. 19.

²Fred N. Kerlinger, Foundations of Behavioral Research (New York, 1973), p. 414.

³Kerlinger, p. 546.

CHAPTER IV

RESULTS

Of the 80 questionnaires mailed 43 were returned for a response rate of 53 percent. The return was within the level of expectation set by Kerlinger. The questionnaires provided attitude scores from 43 editors to the 47 objectives and provided answers concerning the use of written objectives by the respondents.

Rank ordering was the primary method of analysis used in this study. A list of the individual responses of each editor to the individual objectives was compiled. The scores for each individual on each item have been presented in Table I, pages 38 and 39.

The mean scores for each of the individual objectives, as well as for each topic heading have been presented in Table II, page 40.

Objective Headings

Table II indicated the editors preferred certain objective headings more than others. The most preferred objective heading was Environmental Protection with a mean score of 2.04. The score of 2.04 placed this heading in the Moderately Agree range. Six other objective headings also scored in this range. These headings and their scores were: Employee Benefits (2.43), The Industry (2.65), Employee Welfare (2.67), Economics (2.75), Employee Recognition (2.81), and Employee Efficiency (2.86). Of the seven items ranked in the Moderately Agree range, four seemed

TABLE I
RATING SCALE SCORES AND MEAN ITEM SCORES

<u>Respondent Objective Classifications and Objectives and Scores</u>						
	(B) 12345678	(C) 12345	(D) 12345	(E) 123456	(F) 123	(G) 1234
1	57777213	42211	13312	413136	425	1662
2	44444111	66621	66722	224424	111	4441
3	55555325	22312	42411	113114	124	6664
4	22222111	33412	12512	211255	232	7777
5	12116432	33436	13622	115546	451	6773
6	11515321	11111	13443	223277	114	7777
7	11413111	11111	14511	113326	121	1221
8	55545633	66743	36636	332356	455	5676
9	33433432	32322	22412	112247	233	4333
10	33322123	11111	22232	313356	222	2342
11	66766112	22211	33111	231135	111	1171
12	11111111	11111	11111	111111	111	7777
13	11717711	54516	22761	115227	771	7777
14	13433113	56611	23621	322122	123	7353
15	77777131	22212	13622	214337	334	6666
16	13222123	11112	11521	114255	423	1151
17	44422122	44424	44444	444444	444	4444
18	66666413	22222	11531	224246	112	1111
19	11116111	11111	13612	214337	334	2233
20	12744121	74457	54744	257567	665	7576
21	14111141	53423	13515	321333	111	7777
22	44344141	44444	44444	444444	444	3131
23	33121113	41122	11441	614243	454	1111
24	22517111	11111	14411	111112	111	3251
25	11111122	22613	11415	111117	115	1131
26	66766413	64137	33311	314544	133	7777
27	11613111	31311	11111	112234	111	2222
28	14625122	42436	22522	116146	114	5556
29	13733132	41217	13422	212127	121	1255
30	75645322	34655	23422	634336	322	2222
31	11711211	44421	34664	432567	651	6764
32	22611155	66332	25522	444346	233	6777
33	46642224	22272	22222	222223	225	7667
34	11111222	66611	11711	114146	246	7556
35	43744122	62422	22412	114147	262	7666
36	41243233	53423	33313	113432	111	4777
37	22222242	22222	23232	332323	223	6767
38	24442233	34532	34343	443434	333	7777
39	31331122	23421	23232	332323	233	4244
40	11221123	12333	32242	432125	432	6566
41	22211123	41113	11341	114146	321	7776
42	44444444	44444	34344	334334	334	5656
43	33423424	34246	45464	456344	335	7775

TABLE I (Continued)

<u>Respondent Objective Classifications and Objectives and Scores</u>				
	(H) 12345	(I) 12345	(J) 123	(K) 123
1	22226	52122	554	222
2	11114	41111	621	111
3	11111	41233	233	411
4	11171	22222	222	213
5	11116	44656	433	411
6	44444	11144	111	111
7	11113	11111	111	111
8	44344	65665	444	335
9	22113	31333	133	211
10	11113	22223	222	222
11	11116	42142	113	212
12	11111	11111	111	111
13	11177	71777	222	444
14	11111	33231	222	212
15	44444	66666	446	322
16	11113	33233	222	222
17	77777	75774	467	224
18	11111	11111	144	111
19	11113	22444	224	333
20	21243	65673	123	114
21	44441	66674	144	111
22	44432	55553	441	534
23	11113	21111	115	111
24	11131	31613	241	111
25	44336	11135	663	111
26	11111	11111	132	111
27	22232	22234	322	333
28	33333	66666	434	433
29	22224	42222	332	222
30	33333	33333	333	333
31	11111	72121	473	777
32	33313	62264	733	346
33	31123	11111	231	222
34	32332	43322	211	111
35	41224	32334	343	221
36	14333	65553	351	211
37	11321	12223	341	111
38	33333	33333	322	122
39	34213	43123	222	111
40	24322	32144	212	113
41	34543	23413	231	222
42	43421	34142	213	211
43	33323	32221	212	224

TABLE II
MEAN ATTITUDE SCORES OF OBJECTIVES AND OBJECTIVE TOPIC HEADINGS

Topic Headings	Mean	Objective Mean Scores							
		1	2	3	4	5	6	7	8
(B) Employee Recognition	2.81	2.76	3.04	4.16	2.81	3.39	2.00	2.13	2.23
(C) Employee Efficiency	2.86	3.34	2.86	3.16	2.13	2.83			
(D) Economics	2.75	2.11	2.83	4.13	2.44	2.25			
(E) The Company	3.05	2.37	1.97	3.18	2.53	3.27	4.95		
(F) The Industry	2.65	2.44	2.74	2.76					
(G) Labor Relations	4.67	4.58	4.58	5.20	4.32				
(H) Employee Benefits	2.43	2.25	2.23	2.23	2.46	3.00			
(I) Company Policy	3.03	3.51	2.53	2.88	3.30	2.93			
(J) Employee Welfare	2.67	2.62	2.83	2.55					
(K) Environment	2.04	2.13	1.81	2.18					

directly concerned with employees. The remaining three (The Industry, Economics and The Environment) would seem to be of interest to both employees and management. Two objective headings, Company Policy (3.03) and The Company (3.05), were in the Mildly Agree category. Both seemed more directly concerned with the company.

All of the aforementioned objective headings were ranked in the agree ranges, either Moderately Agree or Mildly Agree. Only one objective heading was ranked outside of the agree range. Labor Relations ranked high in the No Opinion category with a score of 4.67. This mean score was closer to Mildly Disagree than it was to Mildly Agree. There was a 1.62 difference between Labor Relations and the next highest scored heading, The Company. There was a greater difference (1.62) between Labor Relations and The Company than there was between The Company and The Environment (1.01). An F-test revealed that differences were significant at the .05 level. These differences graphically illustrated the strength of disagreement towards the Labor Relations objectives. It reflected a greater difference between the ninth and tenth ranked objective headings (The Company and Labor Relations) than between the ninth and first ranked headings.

An examination of Table I showed that the objectives placed under Labor Relations received mostly scores of four and five. Seven editors scored all of the objectives under Labor Relations with sevens. Fifteen (35 percent) of the 43 responding editors ranked these objectives mostly with scores of four or less. The figures indicated that the majority of scores tended more toward disagreement than agreement. Twenty-eight (65 percent) of the 43 editors ranked this heading in the disagree range. A rank order of the objective headings has been presented in Table III, page 42.

TABLE III
OBJECTIVE CLASSIFICATIONS RANKED BY MEAN SCORES

RANK	MEAN SCORE	OBJECTIVE CLASSIFICATION
1	2.04	Environmental Protection
2	2.43	Employee Benefits
3	2.65	The Industry
4	2.67	Employee Welfare
5	2.75	Economics
6	2.81	Employee Recognition
7	2.86	Employee Efficiency
8	3.03	Company Policy
9	3.05	The Company
10	4.67	Labor Relations

The Objectives

Table IV, pages 44-46, reflected a range of 3.39 from "Copy on what is being done by the company in the area of environmental protection" (1.81) to "Reports on labor grievances" (5.20) of scores for the individual objectives. The scores of the objectives by the editors ranged from Highly Agree to Mildly Disagree.

Two objectives were scored in the Highly Agree range by the editors. "Copy on what is being done to improve the environment by the company," (1.81), and "Discussion of mergers, expansions and new facilities," (1.97) were both ranked in the Highly Agree range.

Twenty-eight objectives received scores that placed them in the Moderately Agree category. The scores of these objectives ranged from 2.00, "Recognition of exemplary performance," to 2.93, "Explanation of personnel and training policies." Almost a full point (.93) separated the highest from the lowest scored objectives in the Moderately Agree category. The highest and lowest ranked objectives in the Moderately Agree category were close to other categories. "Recognition of exemplary performance" was but .01 from being placed in the Highly Agree category and "Explanation of personnel and training policies" was placed .07 from the Mildly Agree category.

Eleven objectives ranked in the top quarter of the Moderately Agree category. These objectives were "Recognition of exemplary performance" (2.00), "Discussion and explanation of the current economic situation" (2.11), "Copy that attempts to humanize management in the eyes of the employees" (2.13), "Developing employee pride in the job and company with copy" (2.13), "Copy on problem areas within the company and the industry in the area of environmental protection" (2.13), "Where and

TABLE IV
OBJECTIVES RANKED BY MEAN SCORES

RANK	MEAN SCORE	OBJECTIVE
1	1.81	Copy on what is being done by the company in the area of environmental protection.
2	1.97	Discussion of mergers, expansions, and new plants or facilities.
3	2.00	Recognition of exemplary performance.
4	2.11	Discussion and explanation of the current economic situation.
5	2.13	Copy that attempts to humanize management in the eyes of the employee. Developing employee pride in job and company with copy. Copy on problem areas within the company and industry in the area of environmental protection.
6	2.18	Where and how much money is being spent on the environment.
7	2.23	Copy on an individual's contribution to the community. Information on company insurance programs. Information on pension plans.
8	2.25	Copy on operating costs and where profits go. Hospitalization information.
9	2.37	Introduction of new officers and directors

TABLE IV (Continued)

RANK	MEAN SCORE	OBJECTIVE
10	2.44	Copy on the company's new products. Copy on company contributions to the industry.
11	2.46	Copy on different departments and branches.
12	2.53	Explanation and interpretation of policy. Profit sharing information.
13	2.55	Copy on company medical facilities.
14	2.62	Discussion on the importance of safety.
15	2.74	Copy on the relative position of the company within the industry.
16	2.76	Announcements of service awards. Features on government intervention within the industry.
17	2.81	Announcements of retirements.
18	2.83	Sections which ask for employee suggestions. Features on the balance sheet, profits, liabilities.
19	2.86	Copy on the need for waste reduction.
20	2.88	Copy on hiring policy.
21	2.93	Explanation of personnel and training policies.
22	3.00	Copy on recreational plans and activities.

TABLE IV (Continued)

RANK	MEAN SCORE	OBJECTIVE
23	3.04	Announcements of service anniversaries.
24	3.16	Copy on the need for increased production.
25	3.18	Features on company history.
26	3.27	Presentations of new advertising and publicity.
27	3.30	Explanation of rules on sick leave, vacations and absenteeism.
28	3.34	Copy on the effect of absenteeism.
29	3.39	Announcements of deaths.
30	3.51	Discussion of hours and wages.
31	4.13	Discussion and explanation of wage laws.
32	4.16	Introduction of new employees.
33	4.32	Features on labor-management cooperation.
34	4.58	Frank discussion of any existing labor-management problems. Progress reports on any strikes or negotiations.
35	4.95	Copy on stockholders.
36	5.20	Reports on labor grievances.

how much money is being spent on the environment" (2.18), "Copy on an individual's contribution to the community" (2.23), "Information on company insurance programs" (2.23), "Information on pension plans" (2.23), "Copy on operating costs and where profits go" (2.25), and "Hospitalization information" (2.25)

Eight objectives were ranked in the bottom quarter of the Moderately Agree range. These objectives were "Announcements of service awards" (2.76), "Announcements of retirements" (2.81), "Sections which ask for employee suggestions" (2.83), "Features on the balance sheet" (2.83), "Copy on the need for waste reduction" (2.86), "Copy on hiring policies" (2.88), and "Explanation of personnel and training policies" (2.93).

The responding editors ranked nine objectives in the Mildly Agree category. Scores in this category ranged from 3.00, "Copy on the recreational plans and activities", to 3.51, "Discussion of hours and wages." There was a range of .51 between the highest and lowest ranked objectives in the Mildly Agree category compared to the .93 range in the Moderately Agree category. "Copy on recreational plans and activities" was close to the Moderately Agree category, missing it by .01. "Discussion of hours and wages" was .49 away from the No Opinion category.

Four objectives were ranked in the upper quarter of the Mildly Agree category. These objectives were "Copy on recreational plans and activities" (3.00), "Announcements of service anniversaries" (3.04), "Copy on the need for increased production" (3.16), and "Features on company history" (3.18).

The editors scores six objectives in the No Opinion category. "Discussion and explanation of wage laws" received a score of 4.13. A score of 4.16 was given to "Introduction of new employees." "Features

on labor-management cooperation" received a score of 4.32. Two objectives, "Frank discussion of labor-management problems" and "Progress reports on any strikes or negotiations," both received a score of 4.58. "Copy on stockholders" received a score of 4.95. "Copy on stockholders" was the closest of the six objectives in this category to an adjacent category, being rated .05 from Mildly Disagree. Few of the objectives in the No Opinion category actually received scores of "4." The editors scored most of these in the agree and disagree categories which split their responses. The exact count was 92 scores in some area of disagreement and 120 scores in the agreement areas. Out of a possible 215 scores only three were No Opinion fours. This difference in attitudes by the editors caused the means for these objectives to fall at the midpoint rather than at agree or disagree. The scores reflect a difference in overall attitude rather than a consensus of No Opinion.

Only one objective was ranked in a disagree category. "Reports on labor grievances" ranked in the Mildly Disagree category with a mean score of 5.20.

Usage of Written Objectives

The survey committee of the International Council of Industrial Editors reported in 1956 that only 38 percent of its responding editors had specific written objectives for their publications. The committee had said this was good because it had been an improvement over earlier results of research, and a bad sign because there was a long way to go.¹

This study indicated an increase in the number of respondents now using written objectives to guide their publications. Only ten responding editors reported that they did not operate their publications

without some form of written objectives to guide their work. Thirty-three of the 43 (76 percent) respondents operated with the guidance of written sets of objectives. This 76 percent figure was double the 38 percent figure reported by the ICIE study.

A comparison is presented in Figure 1, page 50.

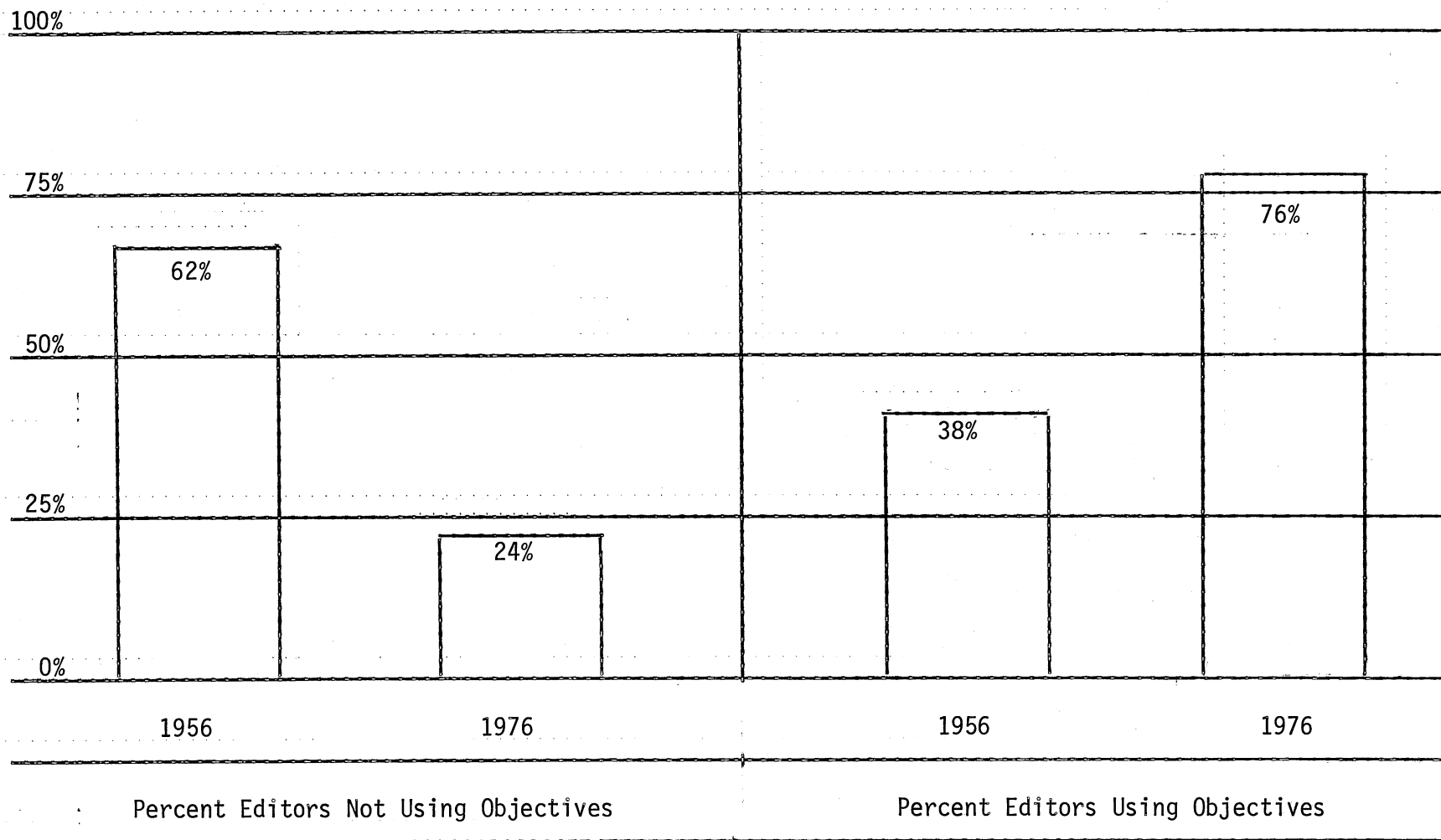


Figure 1. Comparison of 1956 ICIE Study with 1976 Fillman Study

FOOTNOTES

¹Russel N. Baird and A. T. Turnbull, Industrial and Business Journalism (Philadelphia and New York, 1961), p. 19.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The major findings of this study were: (1) The editors indicated Environmental Protection was the most preferred subject matter. The second most preferred subject matter seemed to be employee related topics as evidenced by the mean scores of the 21 objectives which dealt in some manner with the employee. Economics was rated the third most preferred subject matter, the company and its industry were rated fourth and company policy fifth. (2) Editors seemed to exhibit a lack of interest in labor-management subject matter, the least preferred topic. (3) The editors ranked Environmental Protection (2.04) as the top objective heading. It was followed by Employee Benefits (2.43), The Industry (2.65), Employee Welfare (2.67), Economics (2.87), Company Policy (3.03), The Company (3.05), and Labor Relations (4.67). (4) The results of this study indicated that 76 percent of its respondents were utilizing specific written objectives to guide their publications. This compared with the 1956 ICIE study which indicated 38 percent of its respondents used specific written objectives to guide their publications.

Conclusions

An examination of how the objectives were scored and ranked determine environmental-related matters seemed to be the most preferred topic. Seven employee-related objectives were in the top quarter of the

Moderately Agree category compared to two economic and two environmental topics. This seemed to indicate a preference for employee-related topics. Two company objectives were in the lowest quarter of this category. Even in a less favored category, Mildly Agree, three employee-related topics were in the top quarter, again pointing to the employee orientation. An examination of the environmental objectives similar to the examination of the employee-related topics indicated a greater number of employee objectives which seemed to give the impression of a preference for that group over the environmental topics. A comparison of the combined mean scores of the two objective classifications showed that the 21 employee-related objectives had a combined mean score of 2.69 compared to the combined mean score of 2.04 for environmental subject matter. One, or one-third of the environmental objectives ranked in the Highly Agree category compared to none for the employee-related topics. Two, or two-thirds of the environmental topics ranked in the top quarter of the Moderately Agree category as compared to seven or one-third of the employee related topics in the same category. Only one employee-related objective received a higher score than an environmental objective in the Mildly Agree category, "Recognition of exemplary performance" (2.00) compared to "Copy on problem areas within the company in the area of environmental protection" (2.13). This examination seemed to reflect a preference for environmental subject matter.

Several factors probably contributed to the editor preference of the environmental issues. One factor probably would stem from the popularity attributed to this topic during the 1960's. A second factor could have been that the emphasis upon and the popularity of the issue caused many of the companies and industries to take an honest and sincere

interest in the environment. A third possibility could be that companies and industries would want to place themselves in a favorable light. A company that reported to its employees that it has taken measures to correct its pollution problems probably would be accepted more readily than one which continued to pollute the air and water.

✓ The second most preferred subject matter seemed to be employee-related topics. The 21 objectives which were related to the employee in some manner probably received favorable scores to some degree because the employees constitute most of the readership of this type of publication. Therefore, it would seem reasonable that the copy directed toward employees stress their importance. This in turn could fulfill the goals of boosting and maintaining morale, as cited in the review of the literature.

✓ The high use of economic-related subject matter would seem to reflect an awareness by management and publication editors of a concern of every employee. The fourth and fifth ranked subjects were company-industry related topics (2.85) and company policy (3.03). Their lower rankings could further reflect the emphasis placed upon the employees, their importance and their concerns.

"Copy on an individual's contribution to the community" had a mean score of 2.23 as compared to a mean score of 2.44 for "Copy on company contributions to the industry." Thus, one might conclude that the emphasis upon employee contributions to the community was greater than the company contributions to the industry. "Introduction of new employees" had a mean score of 4.16 compared to "Introduction of new officers and directors" which had a mean score of 2.37. This seemed to indicate that officer and director introductions were seen as better sources of

copy than employee introductions or that orders were given by management to emphasize the introductions of these upper echelon employees. "Hospitalization information" with a score of 2.25 compared with 3.30 for "Explanation of rules on sick leave, vacations, and absenteeism" and 3.34 for "Copy on the effect of absenteeism". One might conclude that the editors and/or management were more concerned about the health of employees than they were about actual time missed. However, the low scores for all three objectives indicated a concern for each of them. Concern for the employee while working and after retirement is further reflected in the low scores for "Information on company insurance programs" and "Information on pension plans," both 2.23. It appeared that editors believed employees to be more interested in actual hour and wage copy than they would be toward the legalities of hours and wages. This was reflected by the comparison of "Discussion of hours and wages" at 3.51 to 4.13 for "Discussion and explanation of wage laws". The preceding comparisons seemed to confirm an editor preference and emphasis for employee-related material. The mean scores indicated an emphasis for the health, safety and well-being of employees over losses the company might have incurred on time lost due to illness or injury and other company-related material such as legal matters and policy. Thus, the employee-related material was assigned a higher priority by editors than company-related material in all but one instance.

A comparison of the objective rankings of this study and those of the 1950 Dover study indicated few agreements. Dover did not offer many of the objectives used in this study either because the objectives were not an issue then (the environment) or because attitudes toward certain issues were the same then as now (labor-management).¹ This comparison has been presented in Figure 2, page 56.

OBJECTIVE	RANK	
	1976	1950
Company efforts in environmental protection	1	-*
Discussion of mergers, expansion, new facilities	2	15
Recognition of exemplary performance	3	7
Discussion of economic topics	4	13
Humanize management	5	17
Promoting employee pride in work and company	6	16
Problem areas in environmental protection	7	-
Money spent on environment	8	-
Individual contribution to community	9	-
Info on company insurance programs	10	9
Info on pension plans	11	5
Operating costs	12	-
Hospitalization information	13	11
Introduction of new officers and directors	14	18
New products	15	12
Contributions to the industry	16	3
Departments and branches	17	14
Company policy	18	1
Profit sharing information	19	0
Comapny medical facilities	20	4

*Indicates no such objective offered in 1950 Dover study.

Figure 2. Dover - Fillman Ranking Comparison

The comparison did show that editors in each study seemed to reflect a trend of utilizing copy which would place the company or industry in a favorable light and seemed to avoid copy which would place the company in a less favorable light. Evidence of this was seen in the favorable scores for subject matter such as "Company contributions in the area of environmental protection" (1.81) and "Copy on problem areas within the company and industry in the area of environmental protection" (2.13) and the unfavorable scores for such topics as "Frank discussion of any existing labor-management problems" (4.58) and "Reports on labor grievances" (5.02). This tendency to present the positive and avoid the negative has been one source of criticism of industrial journalism. The aforementioned comparison and the scores cited seemed to provide evidence for the second finding of this study.

In particular, the labor-management issue has been a major source of criticism of industrial journalism. Critics have accused editors of avoiding the labor-management issue.

The labor-relations heading ranked tenth on the list of ten such headings with a mean score of 4.67. No other topic heading ranked outside of the agree range. This score indicated a general attitude of No Opinion toward objectives under this heading. These four objectives were four of the five lowest ranked objectives in the survey. "Features on labor-management cooperation" ranked thirty-third with a score of 4.32. "Frank discussion of any existing labor-management problems" and "Progress reports on any existing strikes or negotiations" were ranked thirty-fourth with a score of 4.58. These three objectives ranked in the No Opinion range. "Copy on stockholders" had a score of 4.96. The other labor-management objective, "Reports on labor grievances" ranked last with a

score of 5.20. This score placed it in the Mildly Disagree category.

The labor-management objective heading received an overwhelming number of responses of sevens, almost as many as all other groups combined. The number of low scores (16) seemed to indicate a willingness on the part of some publications to pursue the labor-management issue. Although there has been no evidence to support this, it could indicate some change in attitudes by some persons in management regarding this topic could be taking place. However, most of the data seemed to support the critics who have accused industrial journalists of avoiding the issue.

Discussion of this issue was avoided completely by most publications in the 1950's. This topic was not included in the 1950 Dover study. The agreeable responses in this study have indicated a desire to use the objectives, and not the actual use of them.

The study tended to support charges that corporate publications avoid the labor-management issue. Among the reasons that might explain why editors avoid this issue could have been the realization that the publisher of any corporate publication would be the company and its management. Management at the corporate level as the publisher, as in other areas of journalism, has influenced content and the editor has yielded to that influence.

The third finding of this study indicated the following ranking of the objective headings: Environmental Protection (2.04), Employee Benefits (2.43), The Industry (2.65), Employee Welfare (2.67), Economics (2.87), Company Policy (3.03), The Company (3.05) and Labor Relations (4.67).

A similarity was reflected when the rankings of the individual objectives and objective headings were compared. Nine of the ten objective headings were scored in the agree area of the continuum. The comparison did offer some differences. The lowest ranked objective heading concerning employees, Employee Efficiency (2.86), was in the Moderately Agree range. Whereas one employee-related topic, "Introduction of new employees," received a score of 4.16 in the No Opinion range. For the most part the rankings of headings and rankings of objectives compared favorably. The two most striking examples of this favorable comparison may be seen in the rankings of the objective heading Environmental Protection and its objectives and the heading Labor Relations and its objectives. The environmental heading received a mean score of 2.04, placing it in the Moderately Agree range. Two objectives ("Copy on problem areas within the company and industry in the area of environmental protection" 2.13, and "Where and how much money is being spent on the environment" 2.18) under this category scored in the upper quarter of the Moderately Agree range and the other ("Copy on what is being done in the area of environmental protection by the company" 1.81) was ranked in the lower quarter of the Highly Agree range. The labor heading and its objectives exhibited an almost converse ranking. The labor heading received the lowest mean score at 4.67. The objectives rated under this heading were four of the five lowest scored objectives. One labor objective scored in the second quarter of the No Opinion category, "Features on labor-management cooperation" (4.32). Frank discussion of any existing labor-management problems" and "Progress reports on any strikes or negotiations" both received scores of 4.58 in the third quarter of the No Opinion range. "Reports on labor grievances" (5.20) scored in the lowest quarter of the Mildly Disagree range.

The final finding of this study was the discovery of the actual use of specific written objectives by the respondents. The results showed that 76 percent of the responding editors utilized specific written objectives to guide their publications. This was an impressive response when compared to the 1956 ICIE study which indicated that only 38 percent of its responding editors used specific written objectives. It was the contention of this author that the 76 percent response was a result of a trend that had begun at some earlier date. This opinion stemmed from the fact that the ICIE had shown increases in the number of publication editors using written objectives in two studies. It was the contention of the author that a trend would have been indicated if studies had been performed in the sixties. The two-fold increase from 38 to 76 percent may not have seemed as drastic if intervening studies had been done.

Hypotheses Supported

The first hypothesis was supported. An impressive majority of respondents answered yes to the question of having specific written objectives for their publications.

The second hypothesis was supported. Objectives concerning the employee, such as employee welfare, benefits and recognition, all received mean scores in the agree ranges. The objectives concerning educational material, such as discussion of economics, were rated favorably by the editors. The study indicated that the editors were favorable toward objectives which placed the company in favorable light, such as topics concerning environmental protection.

The third hypothesis was supported. Those objectives listed under the heading of labor relations were ranked the lowest of any objectives

in the study. The scores indicated that the editors would rather not use labor relations objectives.

Recommendations

Although the results of this study seemed to indicate a rather drastic rise in the usage of written objectives for industrial publications, further studies in this area would be needed. Editors should be tested regularly to determine if there has been a trend of increased usage of written objectives in the field of industrial journalism. These tests would indicate the proof of a trend or show that the increase reported in this study was due to some other factor. Similar objectives should be used so that a valid comparison could be made.

This author would recommend that the different industrial publication councils and organizations cooperate to initiate an effort to draft written guidelines and have them accepted as part of a "professionalization of occupation" campaign. This "professionalization" would also provide a change to gather a more meaningful consensus. By doing this more editors could be reached and the need for written objectives could be more graphically illustrated to non-users.

This author would recommend that editors who have been using objectives and editors who have planned to initiate their use examine their objectives periodically so that they could be updated. Publications could become out-dated and an annual examination of them would ensure that the publication was kept current with modern ideas and trends.

One aspect of industrial journalism that would deserve further study would be the negative attitudes of editors of corporate publications to run copy on the labor-management issues that have affected all

companies and industries. This problem should be dealt with in an in-depth manner. The researchers should attempt to determine the specific reasons as to why editors avoid this important topic. However, research in this area would perhaps be better served if it were to test the high level management personnel who have been responsible for the avoidance of this topic. The scores of respondents in this study indicated that some editors would like to pursue this topic. Seventeen of the 43 respondents had mean scores of less than four on the labor-management objectives. This meant that 39 percent of the respondents either agreed that the issue should be explored or that they have been doing so. A study could explore what problems, if any, have been encountered by these publications which included the labor issue as an objective. An attempt to identify the precise fears of management should be made.

This author would recommend that employees and editors be examined to determine where their attitudes differ and where they agree. Such an examination would show where editors and employees differ on publication content and why. It would also give some clues as to how the situation could best be remedied.

Another study should examine the union view of company publication content as well as the content of the union publications. A comparison would probably be of some value. The union leadership as well as the rank-and-file members could be surveyed to determine their attitudes on publication content, specifically copy on the labor issue.

FOOTNOTES

¹C. J. Dover, Effective Communications in Company Publications
(Washington, D.C., 1959), p. 5.

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APPENDIXES

APPENDIX A

LETTERS TO NORTHERN ILLINOIS UNIVERSITY AND
THE UNIVERSITY OF MARYLAND

January 2, 1976

Dr. Albert Walker
Department of Journalism
Northern Illinois University
De Kalb, Illinois

Dear Dr. Walker,

I am a graduate student in Mass Communications at Oklahoma State University. I am currently gathering information for a thesis that will deal with objectives of corporate internal publications. Current research on this topic has been increasingly difficult to find. I understand that you and your department have dealt with the different aspects of industrial publishing. I would appreciate it very much if you could send me any information directly related to publication objectives or provide me with any information as to how I might obtain some. Thank you.

Sincerely,

Robert Fillman

704 Wicklow

Stillwater, Oklahoma 74074

January 2, 1976

Alfred Crowell and Richard Kurzenabe
Department of Journalism
University of Maryland
College Park, Maryland

Dear Mr. Crowell and Mr. Kurzenabe,

I am a graduate student in Mass Communications at Oklahoma State University. I am currently gathering information for a thesis that will deal with objectives of corporate internal publications. Current research on this topic has been increasingly difficult to find. I understand that your department has dealt with the different aspects of industrial publishing. I would appreciate it very much if you could send me any information directly related to publication objectives or provide me with any information as to how I might obtain some. Thank you.

Sincerely,

Robert Fillman

704 Wicklow

Stillwater, Oklahoma 74074

APPENDIX B

SHELL NEWS COVER LETTER AND OBJECTIVES

The primary goals of the Shell News, our bimonthly magazine aimed at employees and pensioners, are to continue to present features about Shell people, places, policies, programs, problems and issues and to maintain the highest standards possible in typographic and editorial excellence.

In 1976, we plan to research and write features about topics of highest importance to our business and to present material in a clear, attractive and imaginative way.

Each issue will be planned to achieve proper balance that would allow one major feature to deal with various aspects of important topics, namely energy supply, energy conservation, economics in the oil industry, health and hygiene, environment and social responsibility.

We will develop features about major facilities to keep employees better informed about the overall company. These features will emphasize people -- what they do, how they do it, why they do it -- and the story of a particular facility will unfold through their eyes.

We will introduce change in format gradually, keeping up with the times, so that we will never have to face a major revamping for being out of tune with American tastes and mores. Several distinct but subtle changes were made last year and we anticipate that several more will be introduced during 1976, beginning with the contents page of the first issue.

For 1976 these priorities, particularly applicable to Shell News, have been formulated:

1. ECONOMICS
 - a. Profits
 - b. Capital Information
 - c. Inflation
2. ENERGY SUPPLY
 - a. Exploration & Production Ventures
 - b. Alternative Sources
 - c. Conservation of Oil & Gas by individuals and the company
 - d. SCORE Program on Alternative Sources of Energy
3. MANAGEMENT EXCELLENCE/EFFECTIVE ORGANIZATION
 - a. Delegation
 - b. Listening and getting others to listen
 - c. Memory
 - d. The Matrix Concept
 - e. Motivation
4. BENEFITS & POLICIES
 - a. Pensions -- the law and where Shell stands
 - b. 1975 Benefits -- telling imaginatively what was spent in 1975
 - c. Retirements
5. SAFETY & HEALTH
 - a. Safety Series -- use of actual case histories for impact
 - b. Personal Health -- both physical and mental, features on cancer, self development, need for rest, etc.
 - c. Shell's Industrial Hygienists -- who are they and what do they do
6. CONSUMER AFFAIRS
 - a. A feature which will involve employees more in the process
7. AIR & WATER CONSERVATION
 - a. Improvements and Expenditures -- why, where, when
 - b. Vapor Recovery
 - c. Waste Oil Disposal
8. SOCIAL RESPONSIBILITY
 - a. Minority Vendors
 - b. Minority Dealers, Employees
 - c. Company Contributions to Communities where we operate
 - d. Shell Companies Foundation

APPENDIX C

OBJECTIVE HEADINGS AND OBJECTIVES

Objective Headings and Corresponding Objectives

EMPLOYEE RECOGNITION

- Announcements of service awards.
- Announcements of service anniversaries.
- Introduction of new employees.
- Announcements of retirements.
- Announcements of deaths.
- Recognition of exemplary performance by an employee.
- Copy that attempts to humanize management.
- Copy on an individual's community contributions.

EMPLOYEE EFFICIENCY

- Copy on the effects of absenteeism.
- Copy on the need for waste reduction.
- Copy on the need for increased production.
- Develop employee pride in job and company through copy.
- Sections which ask for employee suggestions.

ECONOMICS

- Discussion and explanation of the current economic situation.
- Features on the balance sheet, profits and liabilities.
- Discussion and explanation of wage laws.
- Copy about the company's new products.
- Copy on operating costs and where profits go.

THE COMPANY

- Introduction of new officers and directors.
- Discussion of mergers, expansions, new plants.
- Features on company history.
- Copy on the different departments and branches.
- Presentation of new advertisements and publicity.
- Copy on stockholders.

THE INDUSTRY

- Copy on the company's contributions to the industry.
- Copy on the relative position of the company within the industry.
- Features on government intervention in the industry.

LABOR RELATIONS

- Frank discussion of any existing labor-management disputes or problems.
- Progress reports on any strikes or negotiations.
- Reports on labor grievances.
- Features on labor-management cooperation.

EMPLOYEE BENEFITS

- Hospitalization information.
- Information on company insurance plans.
- Information on pension plans.
- Profit sharing information.
- Copy on recreational plans, activities and facilities.

COMPANY POLICY

- Discussion of hours and wages.
- Explanation and interpretation of policy.
- Copy on hiring policy.
- Explanation of rules on sick leave, vacations and absenteeism.
- Explanation of personnel and training policy.

EMPLOYEE WELFARE

- Discussion on the importance of safety.
- Features on health and staying healthy.
- Copy on company medical facilities.

ENVIRONMENTAL PROTECTION

- Copy on problem area within the company and industry.
- Copy on what is being done by the company to improve the environment.
- Where and how much money is being spent on the environment.

APPENDIX D

REVIEW OF SHELL NEWS

EMPLOYEE RECOGNITION

- Story on pensioner who wrote a book.
- Story on farm of pensioner.
- Service awards.
- Retirement stories.
- Story on employee transferred to Brussels.
- Story on employees at Calgary Stampede.
- Story on Viet Nameese employee.
- Story on pensioner who was elected sheriff.
- Story on employee who saved town from mosquitoes.
- Story on employee who opened a bird sanctuary.

EMPLOYEE BENEFITS

- Story on Provident Fund.
- Story on Shell Night at the ball park.
- Story on art contest for children.
- Story on bicentennial photo contest.

EMPLOYEE WELFARE

- Series on cancer.
- Series on nuclear safety.

CONSERVATION OF THE ENVIRONMENT

- Story on the effects of oil.
- Story on oil spills.
- Story on artificial reefs.
- Story on offshore platforms as breeding areas for fish.

EMPLOYEE EFFICIENCY

- Story on delegating - better management techniques.
- Story on better communication.
- Story on paper work of corporate lawyers.
- Story on satisfying the customer.

COMPANY POLICY

- Story on contract suspension with a builder.
- Story on acceptance of bids from builders.

ECONOMICS

- Net earnings story.
- Story on stocks.
- Story on where profits go.
- Interview with economist.

THE COMPANY

Story on offshore exploration.
Two stories on exploratory wells.
Story on uses of coal and oil.
Story on refinery in Minnesota.
Story on offshore blowout.
Story on plastics.
Story on company funded scholarships.
Shell research on solar energy.
Story on new chemical plant.

INDUSTRY INFORMATION

Story on solar and wind energy.
Story on new energy sources.
Story on impact of plastics on the industry.
Story on the energy supply.
Story on government involvement.
Story on government trying to split up companies.
Story on the changing role of international companies.
Story on super tankers.

APPENDIX E

STUDY QUESTIONNAIRE

ONE SHELL PLAZA
P.O. Box 2463
HOUSTON, TEXAS 77001

Dear ICCer:

This will introduce Robert Fillman, a graduate journalism student at Oklahoma, who has an interesting thesis project that requires surveying publications people. He wants to analyze, using statistical data, what our objectives are for the internal company magazine. I offered to help -- maybe you will, too.

J. H. Powers
Manager - Publications
Corporate Public Relations

The following are examples of possible objectives for company internal publications. Please mark the accompanying continuum by checking the attitude which best expresses your opinion about the objective in question.

Does your publication operate with the guidance of a written set of objectives? Yes ____ No ____

I. EMPLOYEE RECOGNITION

1. Announcements of service awards.
Highly Agree _____ Highly Disagree
2. Announcements of service anniversaries.
Highly Agree _____ Highly Disagree
3. Introduction of new employees.
Highly Agree _____ Highly Disagree
4. Announcements of retirements.
Highly Agree _____ Highly Disagree
5. Announcements of deaths.
Highly Agree _____ Highly Disagree
6. Recognition of exemplary performance.
Highly Agree _____ Highly Disagree
7. Copy that attempts to humanize management.
Highly Agree _____ Highly Disagree
8. Copy on individual's community contributions.
Highly Agree _____ Highly Disagree

II. EMPLOYEE EFFICIENCY

1. Copy on the effect of absenteeism.
Highly Agree _____ Highly Disagree
2. Copy on the need for waste reduction.
Highly Agree _____ Highly Disagree
3. Copy on the need for increased production.
Highly Agree _____ Highly Disagree
4. Develop employee pride in his job and company with copy.
Highly Agree _____ Highly Disagree
5. Sections that ask for suggestions.
Highly Agree _____ Highly Disagree

III. ECONOMICS

1. Discussion and explanation on the economic situation.
Highly Agree _____ Highly Disagree
2. Feature on the balance sheet, profits and liabilities.
Highly Agree _____ Highly Disagree
3. Discussion and explanation of wage laws.
Highly Agree _____ Highly Disagree
4. Copy on operating costs and where profits go.
Highly Agree _____ Highly Disagree
5. Copy about new products.
Highly Agree _____ Highly Disagree

IV. THE COMPANY

1. Introduction of new officers and directors.
Highly Agree _____ Highly Disagree
2. Discussion of mergers, expansions, new plants.
Highly Agree _____ Highly Disagree
3. Features on company history.
Highly Agree _____ Highly Disagree
4. Pieces on departments and branches.
Highly Agree _____ Highly Disagree
5. Presentations of important new advertising or public relations
on the part of the company.
Highly Agree _____ Highly Disagree
6. Copy on stockholders.
Highly Agree _____ Highly Disagree

V. THE INDUSTRY

1. Copy on company contributions to the industry.
Highly Agree _____ Highly Disagree
2. Copy on the relative position of the company in the industry.
Highly Agree _____ Highly Disagree
3. Features on government intervention in the industry.
Highly Agree _____ Highly Disagree

VI. LABOR RELATIONS

1. Frank discussion of any existing management-labor problems.
Highly Agree _____ Highly Disagree

2. Progress reports on any strikes or negotiations.
Highly Agree _____ Highly Disagree

3. Reports on labor grievances.
Highly Agree _____ Highly Disagree

4. Features on labor-management cooperation.
Highly Agree _____ Highly Disagree

VII. EMPLOYEE BENEFITS

1. Hospitalization information.
Highly Agree _____ Highly Disagree

2. Information on company insurance plans.
Highly Agree _____ Highly Disagree

3. Pension plan information.
Highly Agree _____ Highly Disagree

4. Profit sharing information.
Highly Agree _____ Highly Disagree

5. Copy on recreational plans and activities.
Highly Agree _____ Highly Disagree

VIII. COMPANY POLICY

1. Discussion of hours and wages.
Highly Agree _____ Highly Disagree

2. Explanation and interpretation of policy.
Highly Agree _____ Highly Disagree

3. Copy on hiring policy.
Highly Agree _____ Highly Disagree

4. Discussion of rules on sick leave, vacations, and absenteeism.
Highly Agree _____ Highly Disagree

5. Explanation of personnel and training policy.
Highly Agree _____ Highly Disagree

IX. EMPLOYEE WELFARE

1. Discussion of safety and its importance.
Highly Agree _____ Highly Disagree
2. Features on health and staying healthy.
Highly Agree _____ Highly Disagree
3. Copy on company medical facilities.
Highly Agree _____ Highly Disagree

X. ENVIRONMENTAL PROTECTION

1. Copy on problem areas within the company and industry.
Highly Agree _____ Highly Disagree
2. Copy on what is being done by the company to improve the environment.
Highly Agree _____ Highly Disagree
3. Where and how much money is being spent on the environment.
Highly Agree _____ Highly Disagree

VITA ²

Robert Edward Fillman

Candidate for the Degree of

Master of Science

Thesis: A SURVEY OF ATTITUDES OF INDUSTRIAL JOURNALISM EDITORS
TOWARD OBJECTIVES OF CORPORATE INTERNAL PUBLICATIONS

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