THE DEVELOPMENT OF THE INTERNAL HOUSE ORGAN
AS A MEDIUM OF INDUSTRIAL PUBLIC RELATIONS
IN THE UNITED STATES, 1941-1946

A Thesis Presented for the
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Approved by:
The Problem

A study and comparison of the contents and format of internal house organs during the years 1941-1946 with special attention to the purpose, scope, success, editorial policies, and future plans of these publications.

The study includes a cross-section of all types of these publications from representative sections of the United States, namely: New England, the Middle East, the Southeast, the Southwest, Central, the Northwest, and the Far West.

Definitions

For the purpose of this paper the term "internal" as applied to house organs is used to include publications of a business or industrial organization distributed to employees who perform their services on the premises of the sponsoring organization; salesmen and other employees not on the premises; and stockholders, owners, officers and directors of the organization.

The term "organization" as used above includes any factory, company, corporation or business manufacturing or selling goods and services for public consumption, either directly or indirectly.

The term "publication" as used here covers any printed house organ consisting of four pages or more and in the form of a newspaper, magazine, tabloid or bulletin, issued regularly to those groups included in the above definition of "internal."
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Appendix:

Illustrations of publications used | 1
PART I

Introduction:

Although the exact origin of the term "house organ" is unknown, some light is thrown on it in the following paragraphs from Stet, the "house magazine for house magazine editors":

Company publications (in earlier days)...were, quite literally, "house organs." The term was a coinage connoting sweet music to the ears of the "players" upon them and, it was fondly hoped, to the listeners also. "House organ tunes" were stock-in-trade of industrial management sponsoring them. These "tunes" were as cut and dried in ideology as our folk-lore songs and mountain ballads. There was little improvisation in the "music," little more in the lyrics.

The progenitors of our company publications of today could hardly be classified as tools of management, as instruments of good public relations. They were much more apt to be the "fools" of management—fools in the sense of the court jesters of heraldry. For they were for the most part media for entertainment, for chit-chat, for the sly wink and the barbed word dinged in the direction of one employee and another. They poked fun at intra-company romances, at adolescent attempts to grow mustaches, at the witty and/or erudite (?) mouthings of company personnel. Names made news with a vengeance. Editors boasted that they published the name of every single employee at least once a year or once in six months—and thought they were doing a good job even when the news item, "Who was that you bought a soda for last week, Joe?" was repeated by precisely the number of men named Joe on the company payroll throughout the year.

House organs were apt to be frivolous things in that era too. Just as the court jester was toggled out
in ruffled collars and cuffs, and little tinkling bells upon his head, so "the message from the president" often appeared in gingerbread typography.

Along with the term, the exact origin of the house organ itself is rather obscure, although its beginnings are found far back in American and English history. Robert E. Ramsey, one of the early authorities on the subject, points to Benjamin Franklin's *Poor Richard's Almanac* as one of the earliest attempts at house organ publication.

Franklin's classical example was an external publication designed to increase business for his print shop.

The first house organ for which there are definite records was *Vick's Garden and Floral Guide*, begun in 1849 by James Vick's Sons of Rochester, N. Y. This too was an external publication which had a circulation of 100,000 in 1931.

The first internal publication for which there are definite records available was the *Fidelity Field Man*, started in 1878 by the Fidelity Mutual Life Insurance Company of Philadelphia, Pa. This was a 24-page, 6 x 9 inch booklet issued monthly to agents, medical examiners and cashiers of the company.

In 1880 the Bloomingdale Brothers of New York City began an 8-page monthly publication for the employees of

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their department store. The Bloomingdale Store News was the first recorded attempt at an employee publication.

However, the National Industrial Conference Board reports that the earliest distinctive employee publication for which there is record was issued by the National Cash Register Company of Dayton, Ohio, in 1887. The NCR, now The NCR Factory News, should be distinguished from the company's present external publication, The NCR News.

The only complete directory of house organs published as late as 1944 was the House Magazine Directory, published by Postage and The Mailbag, Inc., of New York City, in 1931. In it is listed all available information about 2,938 house organs with a total reported circulation of 44,935,855.

The directory lists a total of 2,270 house magazines with a definite record of sustained effort for the years 1849-1931, inclusive. The figures for those years show that not until after the first World War did the idea of house organ publication substantially advance. In 1919, for example, 61 new house organs were started and in 1920 112 new publications were begun. These figures are only for those which were still being published in 1931. It would be an almost impossible task to ascertain the number which were begun and discontinued during that period.

Of the total of 2,938 publications listed in the di-

1. Postage and The Mailbag, op. cit., p. 5.
rectory, 386 were for employees, 133 for salesmen, and 401 for a combination of all groups.

In 1926, the National Industrial Conference Board made a study of more than 1,400 house organs published in the United States at that time. Of that total only 2,490 were distributed to employees exclusively.

In its earliest form the house organ was primarily an advertising medium used to augment the services of a salesman. The content of these first publications was directed, for the most part, to consumers, although a few were published solely for employees.

In 1931 the growth in the use of the house magazine had already been phenomenal. Early in the century, during the years prior to World War I, the house organ was taking its place as an advertising medium and as a builder of goodwill. However, it was during the years after 1920 that the importance of the employee magazine or internal house organ was emphasized as a definite policy in employer-employee relations.

The growing realization of the value of the house organ was such that during the depression years of 1929 and 1930 nearly 500 new house organs were started.

This growing realization of the value of the house

3. Postage and The Mailbag, op. cit., Editor John Howie Wright makes this statement in the introduction to the directory.
4. Ibid., the figures are a compilation of those given in the introduction for the years cited.
organ that is evidenced by the increase in the number of new publications may also be seen in the growth of specialization in the field of editing and publishing them. More and more the organizations sponsoring house organs have been requiring that editors and staffs have better qualifications.

One of the accepted theories of publication of employee magazines today is that the material included in them should be written either wholly or in part by the employees themselves. Another is that the material should be published for the employees by the management with due respect to the desires of the employees. These theories, or convictions, did not gain wide acceptance until after the end of World War I.

The idea should be contrasted with the original thought that the publications should be edited, published, and directed by the management. Although they were attempts at building goodwill among the employees, these progenitors of the modern house organ contained just what the management wanted its employees to read.

As late as 1928, Ramsey cited the report issued by the National Industrial Conference Board, and made the flat statement that the field for internal, or employee, house organs had hardly been touched at all.

Ramsey then reported a discussion of the subject of employee publications with a then successful Middle Western

employee publication editor, in which he, the editor, confirmed the previous statement that management printed just what it wanted its employees to read. He said:

...the workers must be contented, and, all the gush to the contrary notwithstanding, you cannot make a group of men contented if you are constantly harping on the subject of bombs, bums and bolshevism. When a firm has contented workers it has nothing to fear. Our contention is that you have to put sentiment into the magazine, and avoid paternalism.

Further in his book, Ramsey makes the statement that almost all of the larger factories need an employee house organ. That idea seems to prevail today—with the exception that now the word "larger" is discarded. Garth Bentley, director of employee relations of the Seng Company of Chicago and past president of the National Council of Industrial Editors, states that

...every organization with a payroll of 50 employees or more wants to maintain pleasant employee relations and will find in the employee publication one effective means for doing so.

Paul F. Biklen and Robert D. Breth, editor and assistant editor of the Fleetwings News and Fleetwings Arrow, believe that all types of organizations face the same problems and can all derive the same benefits from a competent, successful employee publication.

From a study of Ramsey's book, along with the different studies and reports on the subject, we might safely

2. Ibid., p. 46.
assume that the idea of the employee publication did not advance very rapidly until after 1930. However, the basic principles of internal house organ publication as they are today were set forth much earlier. Ramsey published the first edition of his book in 1920. The 1928 edition was merely a revision to bring the information up to date, the basic ideas having been included in the first edition.

As early as the 1920's Postage and the Mailbag, The Metropolitan Insurance Company, The National Industrial Conference Board, Printers' Ink, The Direct Mail Advertising Association and some other organizations were collecting and compiling data concerning house organs.

Bentley made the statement that "the editing of publications for employees is journalism's neglected step-child."

It was not until after 1940 that the problems of house organ editing were closely studied by the nation's journalists and house organ publishers. National coordination of house organ publication was climax ed with the founding, in 1941, of the National Council of Industrial Editors, now the International Council of Industrial Editors.

On the whole, the trend in house organ editing today appears to be toward professionalization of the field.

As for the effectiveness of past attempts at employee publication, "Ramsey makes the statement that they were

1. Bentley, Garth, _op. cit._, preface, p. vii.
effective and cites examples to support his statement. Effectiveness and other aspects of employee publications of today will be discussed later at greater length.
PART II

Kinds of Publications:

House organs are generally divided into three classes, according to the recipients. *His classification, besides being one for convenience, plays an important part in determining the contents of the magazine.

A directory of house organs published in 1944 by Printers' Ink Publishing Company of New York City contained information concerning nearly 5,100 house organs in the United States. The company, in defining the differences among the numerous house organs it listed, classed internal house organs as those published and distributed to plant workers only, exclusive of salesmen. If a publication was issued for salesmen and workers in the plants, or if it was distributed to anyone other than plant workers, the directory listed that house organ under the combination or the external types.

The publishers of the directory made a qualifying statement, however, as to the type under which each house organ was listed. They said that when the type of a publication was questionable the sponsor of the house organ, not the publishers of the directory, made the final decision as to which type the publication would fall under.

The external house organ was defined as one published solely for those persons not employed by the company sponsoring the publication. We shall deal only briefly, how-
ever, with the external type of house organ.

The S. D. Warren Company, a paper company, of Boston, Mass., simplifies the classification of house organs. The company discusses house organs under three headings: the employee house organ, the sales house organ, and the customer house organ. They do not, however, include a heading under which many house organs of today would fall—the combination publication.

The company's booklet states:

An "internal" publication that is directed to factory or office workers is usually termed an "employee" house organ. An "internal" publication that is directed to the sales force is usually termed a "sales" house organ.

An "external" publication directed at wholesalers, dealers, jobbers or their salesmen, or to retailers or retail sales people, would be termed a "sales" house organ but...we shall consider it separately under the heading of "customer" house organs.

It will be noted in the definition of "internal" in the introduction that the term is used to cover publications for plant workers as well as salesmen and stockholders, owners, and directors of the sponsoring organizations.

A difference will be noted between the term "internal" as used in the 'rinters' Ink directory and the term as used in this study. "Here will necessarily be an inclusion here of some of the house organs that the directory lists as

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"combination" or "external."

A tabulation of the contents of the Printers' Ink directory shows that in the 48 states and the District of Columbia there were, in 1944, a total of 1,363 internal house organs, 1,442 of the combination type, and 1,550 external publications.

In a separate section the Printers' Ink directory lists 55 internal, 47 combination, and 187 external house organs which had been temporarily suspended during the war.

These figures indicate a substantial increase in the percentage of internal house organs since the survey of the National Industrial Conference Board in 1926 when only 490 of 1,400, or 35 per cent, house organs then published were internal or employee publications.

Compare the above percentage with the 1944 figures. Of the total number of house organs listed by the directory 38 per cent were classified as purely internal. But we must consider those listed as combination also, as will be pointed out later. The publications classified by the directory as 'internal and combination represent almost 97 per cent of the total.

Among the publications received and analyzed for this study, there were none which were issued for stockholders, owners, or directors exclusively. There are, however, quarterly, semi-annual, and annual reports of finances, 

1. Printers' Ink Directory of House Organs, Printers' Ink Publishing Co., New York, 1944, the figures given are compilations of the contents of the directory.
production figures, etc., issued for these interests. The Printers' Ink directory, moreover, lists none of these publications, nor is there any indication in the directory of the existence of house organs for these groups.

It would be farfetched to classify a yearly report of the company to its stockholders and owners as a house organ. There is a further consideration that such reports, although announced as for stockholders, are also received by various other persons directly interested in the company but who are not in any way connected with it from the standpoint of stockholders, owners, or directors.

In its survey of 203 employee publications in 1941, the National Industrial Conference Board stated:

The publications that are included...are primarily employee or internal house organs, but for most of them the circulation is not strictly limited to factory and office employees. In many companies it is customary to distribute copies also to salesmen, service men and those employed in branch offices and warehouses.

...it is possible...to indicate the many different groups of non-employees who are sometimes added to mailing lists. Individuals or groups frequently mentioned were: former employees, pensioners, friends, stockholders, newspapers, other employee publication editors, associated companies, foreign representatives or agents, customers, local merchants, and business, professional and public leaders. Mentioned less frequently were: schools, universities, libraries, chambers of commerce, survivors of long-time employees, vendors, municipal and state officials, editors of trade papers, insurance carriers, research organizations and investment companies.

One of the internal publications which are widely dis-

tributed among groups other than immediate plant workers is the Dow Diamond, a bi-monthly magazine, published by the Dow Chemical Company of Midland, Mich. The editor states that Dow Diamond

is a single publication circulating in four fields of activity—employees, stockholders, customers, and a miscellaneous group of students, teachers, editors, writers and libraries...

The purpose of this "internal-external house organ" with regard to stockholders was given when the publication entered the national contest of house organs conducted by the Direct Mail Advertising Association early in 1946.

It said:

About 25 per cent of Dow Diamond copies go to stockholders scattered through almost every state in the Union and in several foreign countries. To stockholders, too, Dow Diamond serves as a personal, regular, complete report of the Dow Chemical Company, its products, progress and developments.

The Printers' Ink directory lists Dow Diamond under the classification of combination house organ. Here is a publication to which any definition of the term "combination" publication will apply. Fuller discussions of the contents and policies of the Dow Diamond will be given later.

As for publications for salesmen, relatively few house organs are issued exclusively for that group. Organizations sponsoring house organs generally rely on house organs for plant employees and/or house organs for consumers for distribution to salesmen. Among the house organs

1. Information concerning the Dow Diamond was received in a letter from Walter J. Hummel, editor, Dec. 3, 1946.
used for this study there are three which could be definitely classed as for salesmen only, but even these receive somewhat wider distribution than this one group of employees.

The Esso Marketer, a monthly publication of Esso, Inc., of New York City, is published for the marketers of Esso products. This magazine is listed in the Printers' Ink directory as an internal publication but it is designed especially for those who market Esso products, as distinguished from refinery and other employees of the company. A fuller discussion of the contents and policies of this magazine will be found under Part III.

A second publication ostensibly published for salesmen only is The Jewel Tea Crusader, formerly The Crusader, a weekly publication of the Jewel Tea Company of Barrington, Ill. The Crusader uses the format of a tabloid newspaper and is published by the sales personnel division of the company. The Printers' Ink directory also lists this publication as an internal house organ.

Since the Jewel Tea Company has no retail store outlets for its products, this classification of the paper as internal would seem to fit. However, a distinction should be made between the company's warehouse and plant employees and its salesmen.

Another publication intended for salesmen only is the Kansas City Lifetime, a semi-monthly magazine published by the Kansas City Life Insurance Company of Kansas City, Mo.
The masthead of the magazine states that it is published in the interest of the company's field force.

Life insurance or other kinds of insurance companies by their very nature are adaptable to the salesman type of publication. Here again, the Printers' Ink directory lists the Kansas City Life publication as internal. In 1944, the year the directory was printed, this company's publication was called the Weekly Message. Shortly after the directory was published, the name was changed to Kansas City Lifetime, and the publication dates were changed from weekly to semi-monthly.

Here, too, a distinction should be noted between the field force and the home office. For example, the Prudential Insurance Company of America, of Newark, N. J., publishes a monthly magazine called The Home Office News, which is listed by the Printers' Ink directory as an internal publication and, as the name implies, is published solely for the employees of the company's home office.

For the immediate purpose of this section of this study only a few of the internal publications intended for plant workers only will be considered. A more complete discussion of all the publications available for this study is given later under parts III and IV.

Purposes:

According to Bentley, the purpose of an employee publication should be fourfold.
First, it should be the company's mouthpiece—to explain and interpret company policies to the employee.

Second, to build morale and humanize the employer by creating better feeling between officers and employees.

Third, to serve as the "spark plug" in the company's social and recreational program.

Fourth, to encourage personal ambition, promote obedience to rules and regulations, spur the safety program, economy drives, sales drives, and courtesy campaigns.

Biklen and Breth state the purpose of the employee publication as follows:

The employee publication is potentially a much bigger, much more important, more dynamic, more effective builder of good industrial relations than most of those connected with it realize... It should be on the top of the list of management's tools for implementing strong, farsighted, solid employee relations.

They state further than "humanizing the business to the employee" is at the top of the list of the results an employee publication can accomplish.

In its 1941 study the National Industrial Conference Board made the following statement regarding the objectives or purposes of employee publications:

Few industrial relations activities, if any, have undergone more critical tests of time and experience than employee publications. The single fact that they have survived and gradually increased in number, either in spite of or because of business

3. Ibid., p. 2.
conditions during the past fifty years, seems adequate proof that their fundamental objectives must be sound.

The survey by the board included statements from 203 editors and executives as to the purpose of each publication. The study reported:

While purposes were expressed in various terms, and grouped under different headings or in different order, they might be summarized as follows:

A. To promote unity, friendliness, and family spirit in the company...
B. To maintain respect and confidence...
C. To develop goodwill...
D. To secure cooperation in reducing costs...
E. To improve public relations...
F. To maintain a permanent record of plant activities and a history of the development of the company.

Another line of thought concerning the objectives of an employee magazine was presented by the personnel director of the Wisconsin Public Service Corporation of Green Bay, Wis. He said:

The last thing your magazine should be is a publication which carries opinionated material or misleading statements. Neither should the pages of your magazine be used to tell employees just the things that management thinks they ought to know. Any such efforts will ultimately result in the raising of the eyebrows and the statement that the company has "an axe to grind."

You simply cannot fool all of your employees all of the time, and to make any such effort is not only ridiculous but harmful to the accomplishment of the very objective for which the magazine was created.

The Champion Paper and Pipe Company of Hamilton, Ohio, has concerned itself in recent years with the pro-

blems of house organ publication. In a booklet devoted
principally to war-time house organs the following state-
ments were made:

American industry has turned to the company publi-
cation in greatly increasing numbers in the past
few years, knowing that a harmonious working rela-
tionship between employer and employee pays great
dividends to both...

The view continues to grow that the company publi-
cation has an important, permanent place in any
sound industrial and public relations program.

In the same booklet, which used a question and answer
format, the question was asked "What should be the chief
objectives of an employee magazine today?" The answer was:

There are two: First, to accelerate the war con-
sciousness of employees; and second, to weld labor
and management into a more cooperative and harmonio-
us unit. Many feel the two objectives go hand-in-
hand.

Along with these statements of ideals in the publi-
cation of house organs, a few declarations by editors of
house organs indicating the avowed purposes of their res-
ppective publications will serve to help in evolving a gen-
eral outline as to the purposes of house organs in in-
dustrial relations.

The purpose of The Hyper News, published in Charles-
ton, W. Va., by the E. I. du Pont de Nemours & Company,

is to serve

as a connecting link between our employees, their

1. Anon., So You Want to Start a House Magazine, The Cham-
pion Paper and Fibre Co., Hamilton, Ohio, 1943, pp. 15,
3.
2. Ibid., p. 13.
3. Information concerning The Hyper News was received in a letter from P. N. McClanahan, editor, Dec. 4, 1946.
families and plant management. It also informs our employees of some of the activities engaged in by their fellow employees, as well as bringing them messages and information on production, maintenance and general services on the plant.

The Hyper News is a monthly magazine for employees of the Belle, W. Va., plant and is listed in the Printers' Ink directory as an internal publication.

Tracks, a magazine for employees of the Chesapeake & Ohio Railway, the Nickel Plate Road, and the Pere Marquette Railway, is a monthly publication published in New York City; and it is classed as a "combination" publication by the Printers' Ink directory. Tracks, founded in 1914, was begun as a Safety Bulletin and formerly carried the following statement of purpose in the masthead:

To disseminate information concerning the railroad industry in general and the Chesapeake & Ohio Lines in particular; to promote a spirit of comradeship among its readers; to provide an educational and entertaining contact between the railroads and the public; to build a better understanding between the people who use the railroads and the people who run them.

The editor of The Hercules Mixer, a monthly magazine published by the Hercules Powder Company of Wilmington, Del., states:

We feel that the internal house organ, and here we speak only for ourselves, is of value only as it creates a friendly spirit and feeling of unity in our widespread organization, and keeps our employees informed on company products, developments, policies, and plans; on health, safety and other factors which affect their well-being; and on personnel changes and activities.

1. Information concerning Tracks was received in a letter from the editor, Ted O'Meara, November 30, 1946.
2. Information concerning The Hercules Mixer was received in a letter from the editor, James L. Anderson, November 18, 1946.
The Hercules Mixer is classed as a combination type house organ by Printers' Ink directory. The editor states that copies are distributed to each employee, pensioner and distributor.

Since this study covers the years of World War II, it is proper that there be included some of the "war born" house organs. One such publication was the Production Cry, published monthly by the Pussy and Jones Corporation of Wilmington, Del., from October, 1942, through 1944, and bi-monthly through 1945. It was discontinued following the December, 1945, issue. Although the Production Cry is not listed in the Printers' Ink directory, its former editor states that it was a publication for plant workers alone.

As to its specific purpose, he states that it

...in my opinion, provided a "morale builder" which after all was the intent and purpose of the publication.

One last house organ should be considered in this brief review of the purposes of an employee publication. The editor of The Stanley World, a magazine published monthly by The Stanley Works of New Britain, Conn., stated briefly that

A "house organ" is a publication which is issued periodically by an individual, firm or association for the purpose of increasing the mutual interests of those who issue the paper and those who receive it.

2. This statement is from a letter from J. J. Haley, editor of the Production Cry during its last two years, Nov. 22, 1946.
3. This statement is contained in an article of which a copy was received from Ken Tuttle, editor of The Stanley World, Nov. 27, 1946.
Elsewhere he specifies that the purpose of The Stanley World

is to use the publication for a vehicle of dissemination of news, facts about the company, items of general interest, etc. We at Stanley refuse to use it for "preaching"...

However varied these statements of purpose may seem at first glance, they may all be conciliated with the assertions of Bentley, and Biklen and Breth found on pages 15 and 16. They may all be combined into one general definition as to what the purposes of an employee publication should be. The following is suggested as such a general statement:

The establishment or maintenance of friendly employer-employee relations is the primary purpose inherent in the employee publication. Any method devised by the publication to enhance this friendly relationship is merely a means to an end—the primary purpose itself.

We have now considered some of the purposes of house organs published for single groups. All house organs are distributed to varying extents to persons other than those for whom they are primarily intended.

The Dow Diamond, previously cited, is distributed, for example, to four groups of persons. Employees receive 40 per cent of the copies, 25 per cent go to stockholders, 15 per cent to customers, and 10 per cent to those classed as friends, including students, teachers, editors, writers, 2 libraries, hospitals and various others.

1. From a letter from Ken Tuttle (see n. 3, p. 20), Nov. 27, 1946.
2. See n. 1, p. 13.
Tracks goes to all employees of the three railroads and to about 10,000 outsiders such as shippers, stockholders and others interested in the company. Moreover, Tracks is available to paying subscribers.

The Beech Log, a weekly magazine published by the Beech Aircraft Corporation of Wichita, Kan., is distributed to plant employees and is also mailed to stockholders, business firms, and service men formerly employed by the corporation.

More and detailed information concerning the distribution of all the house organs used in this study will be given later.

At this point a question is posed. What is the significance of these facts about distribution with regard to the purposes of the house organ?

Apparently there is no house organ which is distributed exclusively to the group for which it is primarily intended. This assumption is made on the basis of information appearing in the mastheads of the various house organs used for this study and in letters from editors of internal house organs.

In the light of the preceding data, it follows that there must be some degree of overlapping of purpose in any internal house organ, no matter at whom it is primarily di-

2. From a letter from Arnold E. Senne, editor, Nov. 22, 1946. Senne is also editorial director for the Southwestern Association of Industrial Editors and publisher of its house organ.
rected. This assumption will appear more acceptable in the light of the later discussion and study of the policies and contents of internal house organs.

For the present it should be sufficient to state that any internal house organ which does not receive exclusive distribution in one of the foregoing three groups must plan its purpose, contents, and policies according to which combination of these groups will receive the publication.

**Role in the Company Organization:**

The house organ is continually assuming a more important role in the company organization. At first, internal publications were more in the position of a novelty, a toy. Today, however, the immediate organization of the house organ and its staff in the company organization has assumed, in most respects, the magnitude of a separate department on a par with personnel, advertising, or other departments.

The National Industrial Conference Board study of 1941 states that

The direct responsibility for the employee publication is usually delegated either to the personnel or industrial relations division, or to the advertising, publicity or public relations department...In a few companies a special department is organized to handle the publication, and...in some companies the publication is supervised by such departments as accounting, engineering, sales, cost, purchasing, safety, or claim and insurance.

Unless the publication happens to be the special hobby

of some individual, the reasons for its being a function of either the personnel or advertising department are quite natural, since the former is in direct touch with the activities of all employees, while the latter is most familiar with the mechanics of publishing.

The study then makes the following generalization concerning the practices of the 203 companies included:

the publication is more often the responsibility of personnel departments in banks, insurance companies, mercantile establishments and manufacturing plants, but usually under the advertising, publicity, or public relations department in public utilities.

The internal publication most frequently operates under the public relations, industrial relations, information, or publicity department of the sponsoring organization. Bentley states that:

Some personnel directors edit plant publications. Usually, however, the editor is someone else who reports to the personnel director, the sales manager, the advertising manager, or some other superior official.

Biklen and Breth state the case much more fully in chapter 2 of their book. They assert:

The first responsibility to be determined involves the departmental setup, and this in turn involves the over-all company organizational picture.

They then make several suggestions as to which department of the company should shoulder the responsibility for the internal publication:

In the case of small concerns, where no separate industrial- or public-relations departments exist, the house organ editor should be responsible directly to

4. Ibid.
the president. In cases where there is a combination of these two departments under one head, the editor should be directly under him. In the final phase where the industrial and public relations departments are separate and distinct, there are pros and cons for both sides.

But wherever the responsibility for the publication of the company house organ is placed it is no more than reasonable to assume from existing evidence that there is much truth in the statement that "this medium is so vital in implementing the over-all big industrial-relations job."

Statements from editors of various internal house organs serve further to prove this assumption. Some of these are:

2

From Gimbel Brothers, Pittsburgh, Pa.:

The "imbelite was for some time the "tail of the dog" so far as others in the organization were concerned. It is steadily rising in their opinions now and believe it will take its place as a vital part of the Store Management Division before too long. The editor is a junior executive and enjoys the privileges that come with that title.

3

From the Seng Company, Chicago, Ill.:

If it is honest, direct, fairminded - and not preaching in tones - it can do more than any single thing to smooth out employee relations. (Successful! Well, we've never had a strike at Sengi) ...I believe that the plant paper is too valuable to turn over to a subordinate.

2. From a letter from Suzanne Treadwell, editor, Jan. 8, 1947.
3. From a letter from Garth Bentley, editor of The Seng Fellowship News and Employee Relations Director of The Seng Company, Dec. 30, 1946. Bentley is the author of HOW TO EDIT AN EMPLOYER PUBLICATION and past-president of the National Council of Industrial Editors.
The B-Liner, monthly magazine of Braniff Airways, Dallas, Tex., was originally published by the public relations department but was turned over to the publicity department in January, 1946. The editor states:

the magazine has proved very successful with Braniff employees, as well as aroused interest on the outside.

The Works, monthly publication of the Rumford Chemical Works of Rumford, R. I., was begun in 1942 as a newsletter to employees in the armed services. The job of preparing and mimeographing the material was a spare time job. The editor makes the following statement about The Works:

After practically all our boys had returned, our company then got in on the deal in a big way...The company is still paying the bill....We believe an employee paper can help to bring the employees into closer relationship with one another. A happy family should be able to do a better job.

The editor of Red Robin, monthly magazine of Eastern Coal Sales Company, Bluefield, W. Va., for the employees of three coal mines, states the role of the publication as follows:

Publication of an internal...house organ should never be an incidental job passed around for inexperienced persons to do in their odd moments. We are convinced that an experienced editorial staff with an intimate knowledge of the problems of both management and labor is necessary to do an intelligent and effective job.

2. From a letter from Miss Bobby Armstrong, editor, Dec. 9, 1946.
The editor of The Aluminator, the weekly paper of the Aluminum Company of America, Lafayette, Ind., States 1
that

Ours being a weekly publication, we strive to keep all of our employees informed all the time. We regard our 3600 employees as a community and our weekly Aluminator as their weekly paper.

Regarding the role of Douglas Airview, monthly publication of the Douglas Aircraft Company, Inc., of Santa Monica, Calif., the editor says that

Airview is the chief tool of Industrial and Public relations. Published for 13 years, for 6 by the company, it has steadily grown in prestige and acceptance during that time. Mr. Donald Douglas, our chief executive...is not too secure a convert to industrial and public relations, and waits to be shown.

From the editor of The Beach Log comes the following statement:

The Beach Log, apparently, has a definite place in the company's organization, operating as a division of the Public Relations Department. Management considers it a worthwhile instrument and uses it to advantage.

The editor of The Ohio Bell, monthly magazine of The Ohio Bell Telephone Company, Cleveland, Ohio, asserts:

In recent years management has viewed the company magazine with increasing interest and is convinced of its value both in building employee morale and developing a well-informed organization.

The Bell Telephone magazines in general are about the

4. From a letter from J. D. Moorhead, editor, Nov. 22, 1946.
most pretentious employee publications.

The managing editor of Us, monthly publication of the United States Rubber Company, New York, N. Y., states that the magazine was created in 1942 with specific war needs in mind. She continues:

It has been agreed by our company officials that now, more than ever before, our employees need information about their management and their company. It has also been agreed that of the means available to accomplish this, an employee magazine is the most comprehensive, convenient and effective.

The editor of the Hercules Mixer, monthly magazine of the Hercules Powder Company, Inc., of Wilmington, Del., defines the role of the publication:

Our place in the company organization is as a part of the management. We operate under the Advertising Department, but function independently in the performance of our assignment.

The role of the house organ staff in the organizational structure of the sponsoring organization inevitably is tied in with editorial policies, contents, and purposes of the publication. It would be impossible to draw any clear line of distinction between these four aspects. Somewhat less closely related are the aspects of the value of internal publications and their future.

Lt. (j. g.) Joseph Ignat, USN, director and vice president of Super Vision, a Cleveland, O., Advertising agency; and formerly public relations director of the U.

1. From a letter from Martha Sloan, managing editor, Nov. 22, 1946.
2. From a letter from James L. Anderson, editor, Nov. 18, 1946.
3. Automatic Corporation at Amherst, O., and editor of its employee publication *Chips*, sums up the place of the industrial editor in the following statement:

    ...we see the editors taking a new position defined as something like a Personnel-Public Relations man combined with a labor-management sales promotion extert...

The publishers of *Stet*, a "house magazine for house magazine editors," make this observation:

    The Labor-Management Committee publication has been launched by several companies...Such publications usually reflect the activities of the committees...In editorial structure they differ from the established type in that their policies are shaped, not alone by management, but by representatives of both sides.

The National Industrial Conference Board survey of 1941 showed that more than 28 per cent of the publications included had some kind of advisory or editorial committee. The survey reported that

    ...their duties consist of formulating general policy, approving copy, and giving advice or suggestions when problems arise.

One house organ editor replied to the survey that "An editor is trained for his job; untrained advisory boards cause more harm than good."  

Closely related to this idea of employee participation in house organ publication is the statement seen in so many employee publications--"by and for the employees."

4. Ibid., p. 20.
In a letter to the editor of Stat, R. N. Kellogg, Jr., of Machlett Laboratories, Springdale, Conn., and editor of the company publication, Cathode Press, said:

The time has come for industrial editors to stop kidding themselves that the publication is "by and for employees." For employees, yes, but the days when a few employees met and knocked out a type-written or mimeographed sheet on plant activities are past. House magazines have grown up; are big business and have become so with the subsidy of management. They are no longer by employees in the original accepted meaning. Employees and management have both gained.

Following a survey of more than 300 "employee magazines", the Metropolitan Life Insurance Company observed that:

The policy of an employee magazine reflects the management's attitude toward the employees, and is ordinarily subject to managerial approval. In one company this responsibility is assumed by the president, in another by a member of the board of directors. In a large number of companies this is a function of the head of a department issuing the employee magazines—usually the public relations, advertising, publicity, or industrial relations department.

The results of the survey by this company showed the following distribution of these duties in 33 companies:

- Industrial relations manager .................. 12
- Advertising or publicity manager .............. 8
- Public relations manager ...................... 6
- Personnel and public relations manager ...... 2
- Sales manager ........................................ 2
- Commercial department .......................... 1
- Economics and statistical department ........ 1
- A vice president ................................. 1

3. Ibid.
he study made by the National Industrial Conference Board in 1941 yielded the following information concerning departments responsible for employee publications in the 203 companies included in the survey:

- Personnel or Industrial relations: 69
- Personnel and Advertising or Public Relations: 5
- Advertising and/or Publicity: 59
- Public relations or Information: 22
- Publications: 11
- Executive offices: 7
- Miscellaneous departments: 15
- Employee clubs or associations: 4
- Committees: 4
- Not reported: 7

The foregoing evidence should serve to support the hypothesis that the internal house organ is steadily occupying a more conspicuous and more important place in the industrial public relations program of those companies which include such publications in that program.

The House Organ Staff:

The statement was made earlier in this paper that more and more organizations sponsoring house organs have been requiring editors and staffs to have better qualifications. Some indication as to the truth of this statement will be evidenced through a closer analysis of existing house organs and statements of various authorities in the field. Bentley defines the requirements of a good editor as follows:

Most important is the ability to get along well with people, to mingle with all types, to like them and to understand them. He does not need a college degree if he can write readable copy and can make his spelling, punctuation, and grammar behave. But he should have wide and varied knowledge, be an avid reader, and have cosmopolitan tastes. Mature judgment is essential.

Concerning the problem of the staff and its composition, Bentley advances the following opinions:¹

Even the editor of the one-man magazine or spare-time newspaper requires staff assistance. The bigger the company the larger your staff should be. A reporter or editor should be appointed from each department. In addition you may need a sports editor and a woman's editor.

Biklen and Breth follow somewhat the same line of reasoning regarding the qualifications of the editor. They state:²

He should be intelligent and should have some administrative capabilities and plain old-fashioned common sense. Just as much care should be taken in selecting the editor as in choosing the head of any other important department.

Regarding the staff of the internal publication, Biklen and Breth believe:³

The staff of the employee house organ should comprise a minimum of editor and secretary. To produce an eight-page tabloid paper once a week for a plant of three or more thousand employees indicates an editorial staff of three people, depending on the circumstances. These include the editor, associate editor, and a photographer.

The report of the National Industrial Conference Board in 1941 makes the following assertion concerning the editor and editorial staff:⁴

2. Biklen and Breth, op. cit., pp. 11-2
3. Ibid., p. 9.
While an editor's technical qualifications are important, his personal characteristics are perhaps of even greater importance. The job requires a person with human understanding and sympathy, and one who can gain the support of his management and the confidence of the employees of the company. He must have objective and calm judgment and at the same time enthusiasm in order to find or recognize the problems and interests of his readers. Not only should he be able to write and know something about art and photography, but he must be a good business man and be able to secure cooperation particularly from contributors and from his printer and other suppliers.

The work of assistants varies greatly. Many of them do only the clerical duties of typing copy and reading proof, but on large publications the staff may include feature writers, photographers, and other specialists doing layout and art work.

The Champion Paper and Fibre Company's booklet, *House Magazine Copy*, volume 1 of the Stat Library of Editorial Aids, sets forth the qualifications of the company editor as follows:  

There is no field in which the newsman must be skilled in so many special arts as that of the company publication. To become a qualified house magazine editor today it is not alone necessary to be an accomplished writer with a nose for news. These things are requisite, but they are only the beginning. The competent company editor must be a good subjective reporter...a good editor...a good copy- and proofreader...a good layout man...his own make-up man...his own production manager...a photographer, at least an amateur...something of an artist...his own circulation manager...a good salesman.

Ira Mosher, president of the National Association of Manufacturers, has this to say of industrial editors:

...the editor must become more and more a research man. I don't mean research in the formal sense of the word...the editor must know the employees—their particular gripes, fears, and hopes about the company...the editor can't afford to be an unquestioning "yes-man" to top management. His job is to increase employer-employee understanding and to accomplish this, he must have integrity of his convictions.

In an editorial round table of opinions by officers of several industrial editors' associations, the problem of elevating the professional status of industrial editing was discussed. Some of the opinions were:¹

W. L. Miller, past president of the Massachusetts Industrial Editors Association:

he must do a thorough job of self analysis—and then go to work on the results...he must...recognize the simple fact that being an editor requires constant application of common sense, a helluva lot of work, and the courage to overcome the prejudices that industrial editors have been building up against themselves.

R. R. Horner, president of the American Railway Magazine Editors Association:

it is essential for him...to obtain and maintain a thorough, up-to-the-minute knowledge of his industry's policies, objectives and operations...and to know and interpret the thinking of the industry's personnel...With this combination in operation—plus editorial ability and sincere desire,—the industrial editor can turn in an increasingly better job...

Jessie Bakker, president of the New Jersey Industrial Editors Association gives the following three qualifications of industrial editors:

(1) constant "how are we doing?" checking by regular

¹ Williams, Richmond B., AN EDITORIAL ROUND TABLE, Natural Council of Industrial Editors, op. cit., pp. 23, 52.
contact with the guys out in the plant; (2) formal training at the university level; and (3) membership in professional associations.

L. D. Hale, of the Atlanta & West Point Railroad's employee publication, stated that:

To edit industrial publications and do it well requires education, ability to judge the literary merit and reader interest of copy submitted for publication. It requires writing ability coupled with a "nose for news."

The typical house magazine editor, "as some see him"

is a dead body over which the third vice president in charge of something or other said he would go, and did, to get his message printed...a fellow who worries more about misplaced commas than he does about misplaced editorial judgment...an easy-going gent who tells the printer to set the copy in whatever fits, then has it changed because he doesn't like it...a fellow who changes everyone else's copy, but yells bloody murder when some executive changes his copy.

In answering the question of the most important problem in starting a new house magazine, the editors of Stat are of the opinion that the

First and biggest problem, probably, is the choice of editor. Where editing is a part-time function (and it too often is), someone from the company is generally named to take over this added duty.

Concerning the size of the staff of the house organ, Stat's editors state:

It all depends on the publication. Basically, though, an editor and a secretary are the minimum—the one—

2. ALL AROUND MAN, Stat, June, 1945, p. 15.
3. SO YOU WANT———, (See n. 2, p. 15), p. 7
4. Ibid., p. 8.
man show, wherein the editor does everything, is usually not worth attending. A healthy practice is to start with the minimum staff of an editor and a secretary (unless the operation from the outset obviously shows the need for a larger staff); then build it as required.

The Metropolitan Life Insurance Company report on employee magazines gives the following opinions concerning the editor and his staff:

The budget will determine whether a full-time editor can be hired or whether the work of preparing the employee publication should be delegated to some member of the organization on a part-time basis. In certain cases neither plan will be practical... In any case, human sympathy and understanding and the ability to secure the support of superiors and the confidence of the personnel are important qualifications for an editor. Furthermore, he should be able to write, should know something about photography, and should be technically qualified to get out a magazine... The average editor... is dependent upon a staff of unpaid employee reporters to whom news gathering is a side line taken on in addition to their jobs.

From editors of the various publications used in this study comes information that some are full-time editors and some are part-time, with other duties in the organization management.

A woman edits The Ayer News File, the mimeographed, intramural house organ of N. W. Ayer & Son, Inc., of Philadelphia. Hers is a full-time job and she was formerly a copywriter in the company's Educational Division.

The editor of The Gimbelite, who is also a woman, is the only full-time person on the staff. About 23 other

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1. Employee Magazines, (See n. p. 30), pp. 23,
25.
2. Information concerning the N. W. Ayer publication was received in a letter from Maureen Murdoch, editor, Jan. 14, 1947.
store employees of various departments are listed in the
masthead as reporters.¹

The editor of The Works, of the Rumford Chemical
Works, states that he is the sales statistician in the com-
pany organization and had no previous journalistic or house
organ experience.²

Moonbeams, monthly publication of the Manufacturing
Department of The Procter & Gamble Company of Ivorydale,
O., is edited by the head of the training department with
the help of correspondents in each of the company factor-
ies.³

The editor of The Dow Diamond states that he prepares
all the material for the publication except that "a cer-
tain few stories are prepared by correspondents in other
plants of Dow, and the editor of the Dow agricultural pub-
lication, Down To Earth, writes the agricultural chemical
articles." On the regular staff, in addition to the edi-
tor, is one full-time stenographer, "plus the occasional
help of another stenographer." The training of this edi-
tor consists of a B. A. degree in journalism and 10 years
of weekly newspaper editing, as well as daily newspaper re-
porting and free-lance writing.⁴

The paid staff of The Beech Log includes an editor,
an associate editor, and a reporter-writer. Both the ed-

¹. See n. 2, p. 25.
³. From a letter from T. H. Lawrence, Jr., editor, Jan. 8,
  1947.
⁴. See n. 1, p. 13.
itor and associate editor have B. A. degrees in business and journalism and several years experience in gathering and writing news.¹

GM Folks, the monthly magazine published by the General Motors Corporation of Detroit, Mich., is published by a staff comprised of an editor, two writers, an artist, and a combination photographer-writer.²

The Socony-Vacuum News, a bi-monthly magazine published by the Socony-Vacuum Oil Company of New York, N. Y., is edited by a staff of three persons—editor, editorial assistant, and secretary. The editor reports that he came to the industrial editing profession from the newspaper business and has spent 20 years editing house publications. He defines the most important qualifications of the industrial editor as, "Sincere interest in people and true understanding of the house publication and its place in industry."³

Long Lines, the pretentious monthly magazine house organ of the long lines department of the American Telephone and Telegraph Company of New York, N. Y., is published by the information department and its editor, Richmond B. Williams, is one of five supervisory people who report to the head of this department. In addition to the editor, the staff is comprised of a managing editor, two

¹ See n. 2, p. 22.
² Information from a letter from Milton E. Mumblow, editor, Nov. 26, 1946.
³ From a letter from E. M. Appleget, editor, Nov. 19, 1946.
assistant editors, and another member of the department who supervises the layout and photography. The managing editor says that all members of the editorial staff are college graduates with special training or experience in journalism. The editor, managing editor, and the photographer-layout man have been attached to the magazine for more than 15 years.¹

The United States Rubber Company's monthly magazine, US, "operates under the joint supervision of the publicity and industrial relations departments." Its staff, all of whom have had both newspaper and publicity experience, is composed of an editor and assistant editor, director and assistant director of publicity, and a managing editor and other members of the publicity department. In addition, one artist, operating under the advertising department, and one member of the production department contribute their services to the exclusive use of US.²

Matsonews, the bi-monthly magazine house organ of the Matson Navigation Company of San Francisco, Calif., is staffed by an editor, associate editor, and a stenographer. The editor says that there are no separate department reporters but all employees act as news and picture sources.³

¹ From a letter from managing editor Joseph G. Lindsay, Nov. 20, 1946.
² From a letter from managing editor Martha Sloan, Nov. 22, 1946.
³ Information concerning the Matsonews is contained in a letter from its editor, A. F. Wheeler, Nov. 19, 1946.
A somewhat unique situation is presented in the staff organization of Tracks. The magazine is published by a professional publishing company and, with the exception of the editor, the staff consists of the employees of the publisher. The field staff of the magazine, who contribute personal items, etc., but very little feature material, is made up of employees in various railroad positions at points along the three railroads. However drastic this departure from the traditional arrangement may seem, the editor reports that "it is a very satisfactory publishing arrangement."

The Factory Chairman, house organ of the Murphy Chair Company of Owensboro, Ky., has a somewhat similar publishing arrangement. The company president states that the National Research Bureau of Chicago, Ill., publishes the organ, furnishing general interest matter and inserting inside pages for company news items.

The Aluminator, house organ of the Aluminum Company of America of Lafayette, Ind., is edited by the head of the public relations office with the aid of the plant photographer, a staff cartoonist, and 10 or 19 departmental reporters. The editor has had varied experience in journalism including sports writing for a daily newspaper and the managing editorship of a weekly.

1. See n. 1, p. 15.
2. From a letter from the company president, Gleason Murphy, Jr., Jan. 6, 19-7.
3. See n. 1, p. 27.
The editor of The Ohio Bell states that he has a newspaper, publicity and advertising background, and the women's editor had newspaper experience before joining the staff of the magazine.¹

In view of all the foregoing ideal conceptions of the industrial editor and his qualifications, it might be well to include here the opinions of one editor which are somewhat different. The editor of Douglas Airview asserts:²

My definition of the qualifications necessary for this job (which would apply almost anywhere) is that you must be interested, you must have a steady supply of ideas (most of which you must be willing to discard without a pang), you must be able to discuss a complicated subject with simplicity, humor and brevity. It is a job more suited to a good-humored hack having fun than to a man in search of a serious career.

That last may sound flippant, but it's true. House organs are the old ladies' homes of the newspaper profession. Work is easy, supervision inexperienced and grateful (in most cases—not my own). If you have the right company, the right boss and the right situation, and are given the chance to inaugurate some new and progressive moves, the job has its rewards in satisfaction. The majority of house organ editors (outside of the bigger jobs) receive salaries that compare unfavorably with a painter's.

Douglas Airview is staffed by an editor, associate editor, and a secretary. The editor has had wide experience in newspaper and magazine work and the associate editor holds a degree in journalism from a state university.³

Many opinions have been advanced as to the qualifications an industrial editor should possess but they all boil down, in the final analysis, to the same thing: a

¹ See N. 1, p. 27.
² See N. 3, p. 27.
³ Ibid.
proficiency in journalistic skills and an understanding of human nature and its problems, especially as they relate to industry.

As for the staff of the internal publication, all are essentially the same. The larger and more pretentious publications are staffed by more individuals, while some smaller publications may have even less than the minimum as suggested by Siklen and Breth.

The editor of *The Dimbelite* gives the opinion that the ideal staff for a publication the size of hers would consist of three full-time members—an editor, assistant editor, and a stenographer.¹

Generally speaking, the more successful average size internal house organs are staffed by at least two or three paid personnel whose full-time duties are the publication of the house organ.

¹. See n. 2, p. 25.
PART III

Editorial Policies and Contents:

The editorial policies and the contents of an employee publication are not two separate, distinct aspects of internal house organs. Rather the contents of the publication are determined by a definite policy as set up by the management and by the editors. Those subjects which are forbidden or taboo in one publication may or may not be in another.

Another aspect which goes hand-in-hand with those of policies and contents is that of purpose. The purpose for which an internal house organ is published will determine the editorial policies and the policies will determine the contents.

It would be well to examine some opinions of experts and authorities in the field of industrial relations and statements of editors of various employee publications in order to get a clearer idea of some of the theories in the field.

William B. Tyler, vice president and general counsel for the California and Hawaiian Sugar Refining Corporation and an industry member of the Tenth regional War Labor Board, set forth the following opinions regarding the policies of an employee publication:

Experience has demonstrated that to be most effective, an employee publication must be built around a sound and honest editorial policy; it must present genuine, not fictitious, information about the company policies and activities; it must be kept free of propaganda and sloganeering; it must be edited with a realistic awareness of the worker; and frequently it should make use of direct signed statements from top management conveying messages of importance to the employees.

(It will be shown later in this section that editors of internal house organs generally adhere to these principles.)

Tyler continued with this statement relating the causes of failure and discredit among internal house organs:

Too many employee publications have fallen into discredit and earned the contempt of the workers for whom they were designed because of the attempts (usually unobtrusive) of employers to propagandize employees through this medium. Others have failed because their pages were colored in an attempt to indoctrinate the worker with the political, economic, or sociological views of the boss.

The 1944 president of the National Association of Manufacturers made this observation concerning the policies and content of employee publications:

they contain everything—everything except any sizeable amount of information about the prospects and policies of the company itself...Only rarely—very rarely—will you find down-to-earth factual information about those company plans and company policies which deeply affect the employees' security and welfare.

Is the employee interested in getting more of this kind of information? Some contend he isn't—and accordingly fill their magazine with social trivia. Opposing this viewpoint, the experience of most successful editors—successful from both employee

1. Tyler, op. cit., p. 10.
2. See n. 2, p. 33.
and management viewpoints--has demonstrated that employees are most interested in company business information if it is presented to them in a spirit of "partisanship."

The National Council of Industrial Editors states that in recent years there has been a definite trend toward publication of news-type house organs.1 In connection with this trend Dave Owen, editor of the Hormel News-Magazine, asserts:2

Knowledge is the basis of loyalty. If the magazine is gunning for loyalty, let it first give knowledge. Let it give the real feel of the company, of the month-to-month problems of management.... The company news is deeper in its total value than merely an interesting feature. It gets away from the employee magazine that is merely diverting.

One of the many taboos of industrial editors and of employee magazines is the subject of labor controversies. Harvey Saul, management consultant on industrial relations for Barrington Associates, Inc., writes:3

Many of the controversies in negotiations stem from lack of information or misinformation. While negotiators attempt to follow factual lines, the bargaining table is not the most effective place to impart information to employees....

Whether employees are organized or unorganized, they desire to hear from management on issues which affect them and their jobs. They are entitled to this information and they become better employees from such enlightenment. Any efforts made in this direction should be straightforward, business-like and sincere. Information of the nature under discussion to be effective must not be disguised, defensive or presented as subtle propaganda.

1. National Council of Industrial Editors, op. cit., p. 16.
2. Owen, Dave, NEWS IS NEEDED, ibid., p. 16.
Everett R. Smith, of Macfadden Publications, advances the following opinion concerning policies of employee publications:¹

Giving the workers information in terms of their own interest and of their own job, is going to be the only sound and real reason for any employee publication in the period ahead. If your publication does that job effectively, it is an important operating function of the company.

A. Clarke Bedford, executive vice-president of the Standard Oil Company of New Jersey, states:²

The company publication can and should reflect the attitude of its management toward employees, and should be used continually as a means of informing employees about the company's activities and actions. Rather than preaching, let the publication report on the actions that speak so much more loudly than mere words.

The policyholders service bureau of the Metropolitan Life Insurance Company has made numerous studies on the subject of employee magazines as a service to these organizations sponsoring group insurance plans. In the 1942 study the company made this observation:³

The policy of an employee magazine reflects the management's attitude toward the employees, and is ordinarily subject to managerial approval.

Concerning the policy of an employee publication the report cited the case of Jantzen Yarns, of Jantzen Knitting Mills. Its editorial policy was vague so in order to

set forth a concrete program the editor submitted to the
board of directors a list of topics and an outline for the
development of each. With the approval of the board this
definite policy aids in planning the publication.1

The statement continued with an opinion concerning the
policy and the planning of an employee publication:2

A policy without a plan to carry it out is of little use. The contents of the magazine should be planned with one eye to the objective and the other to getting the magazine read. In considering both points the type of reader is of paramount importance.

It went further in the matter of policy and set forth some specific "don'ts" for the employee publication on which, it reported, most house organ editors agree. They are:3

Don't write on politics or controversial subjects, and don't be too impersonal in style. Other "don'ts" for the employee magazine editor are: Don't preach, don't gossip, and don't use too much of anything.

In the opening statement of another report on employee magazines, the Metropolitan Life Insurance Company advanced the following opinions:4

The contents of any employee publication are governed by its policy and by the reading habits of its readers. Basically, it must interest a large proportion of its audience. In recent years the interests of the average worker have grown wider. He reads the newspapers; he listens to radio; he sees the newsreel. The employee magazine, accordingly, can be much more than a gossip sheet and still hold the interest of employees.

1. Ibid., EMPLOYEE MAGAZINES, Metropolitan Life Insurance Company, op. cit., p. 10-11.
2. Ibid., p. 11.
3. Ibid., pp. 17-18.
A pocket-size booklet published by the advertising-sales promotion department of Esso, Inc., of New York, N.Y., makes the following statement on policy restrictions in Esso publications:¹

There are certain topics which require careful handling, not because they are secret or because the company or its employees are involved in anything illegal or undesirable, but because they are controversial. Controversies that involve company policies and company actions are generally best handled in the public press, although there are times when the company publications can lend a hand as well. It is not, however, up to the editor to express his personal opinions. His job, editorially, is to express the company's opinions and the employees' opinions.

Another matter of policy of Esso publications, as well as those of other organizations, is laid down in the following paragraph:²

ATTITUDE TOWARD READERS: No good writer ever writes down to what he fancies must be the average man, nor writes up to the intelligentsia. He does not attempt to be funny. He does not attempt to be smart. He strives for simplicity and straightforwardness. If he writes on that basis, he will have readers. If he writes "up" or writes "down" he will have few.

The foregoing paragraphs about Esso publications reflect, to a large degree, the opinions and policies of other industrial editors. Esso publishes two internal and three external house organs in its publication office in New York City.³

The S. D. Warren Company makes the following assertion concerning the editorial approach or policy of an

¹. ABOUT ESSE PUBLICATIONS, Standard Oil Company of New Jersey, New York, 1946.
². Ibid.
³. Printers' Ink, op. cit., p. 16.
employee house organ: 1

In the final analysis it is the editor himself who determines the editorial approach—although he is subject to the influences exerted by the factors outlined. The approach, therefore, may be light or serious, lengthy or concise, broad or personnel—it may be as different as the personalities of the editors who write employee house organs.

The National Industrial Conference Board report defines editorial policy: 2

Editorial policy determines what kind of copy may be printed in a publication, and it establishes general rules concerning the manner in which copy may be written or presented. Inasmuch as editorial policy regulates how a publication may try to accomplish its aims, policy should be formulated with a clear understanding of what those aims are. With respect to many publications, however, editorial policy merely indicates what copy is taboo, and it does not offer positive ideas and suggestions for the editor to follow.

Concerning the contents of the employee publications, the report states: 3

Probably no two editors would follow the same pattern or make the same choices if they were selecting and preparing the copy for publication. Moreover, only general principles can guide an editor in determining what material to use and how to present it. With what material an editor has been able to gather and prepare, he must strive to (1) make copy in accord with editorial policy, (2) make copy provoke reader interest and direct it toward accomplishing some purpose, and (3) see that each item contributes to making the contents, as a whole, varied but well balanced.

The matter of including controversial subjects for publication in house organs, especially the subjects of union activities and labor problems, has aroused no little comment from representatives of labor and management and

2. Payne, op. cit., p. 35.
3. Ibid.
from house organ editors themselves. Some opinions have been cited earlier.

Joseph Kress, treasurer and manager of the C. I. O. in Cleveland, Ohio, and Meredith Tabor, vice president of Local 21 and national committee member of the Mechanical Educational Society, presented labor's views on the subject at a labor panel meeting of the Northern Ohio Industrial Editors Association in 1945. Kress suggested advisory committees for plant publications instead of plant staffs to collect news. The committee's job would be to decide what material relating to labor problems, both in and out of the plant, would be included in the publication. He was of the opinion that where unions were a part of the plant, they should figure prominently in the plant news.

Tabor's opinion was that the majority of editors were "leary" of becoming involved in controversial labor problems and he recommended that they take a definite stand on such problems. He said that he felt that the various plant papers were merely mouthpieces of management, but that they could do a very good job for both management and labor if they were handled differently.¹

Following the wave of strikes and labor disputes which came after the end of the war, the editors of Stat made this statement of policy:²

While labor difficulties appear to have abated, the time to prepare for future ones is before they hap-

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¹ Southworth, Ed, LABOR'S OPINION, Stat, May, 1945, pp. 3-4.  
² _____, PUBLIC POINT OF VIEW, Stat, April, 1946, pp. 1-3.
pen. A great deal can be done to avert misunderstandings if all of the tools of management, of which the employee publication is among the most important, are used effectively. Editors must realize that they are in a position to put the story of the American economic system across to readers. And they must tell this story to the very best of their abilities.

The total number of different formulas for determining the editorial policy of an employee publication will very nearly equal the total number of different editors of house organs in the United States. Each editor and publisher of an internal house organ has his own formula. Of course, industrial relations or public relations experts who are voiced in house organ editing must not be forgotten in the consideration of these separate formulas.

One such formula or recipe was given by Ken Tuttle, editor of The Stanley World for The Stanley Works of New Britain, Conn., who said:¹

A short recipe for a long life of any house organ is—find out what your readers want; learn what the management wants; mix well and stir thoroughly—put on the press for a few hours, and it will be ready to serve on publication date.

A somewhat different approach to the question of policy was related by H. N. Fisch, sales manager for H. J. Justin & Sons, Inc., of Fort Worth, Tex., and editor of its employee publication, Foot Filosify. He states:²

we are constantly hopeful of getting employees

¹ This statement is from an article, HOW TO BUILD AND MAINTAIN A COMPANY PUBLICATION, of which a copy was received from Ken Tuttle, Nov. 27, 1946.
² From a letter from H. N. Fisch, Dec. 27, 1946.
to contribute a bit of material, all of which helps to increase their interest in their work and their employment with us.

In relating some of the policies of The Stanley World, Tuttle, who organized the Business Editors Club of Southern New England in 1940, and who has served on the publications committee of the National Safety Council and as an officer in the National (now International) Council of Industrial Editors, says:¹

It makes no attempt at "big time" or aping professional publications. It purposely remains simple and "homey."...One important fact, which is a definite policy—there is no attempt by the management to impose its ideas upon the employees through this paper. Occasionally an article appears written by an official or the head of some department, but it is strictly informative, something that many employees are glad to learn.

Tuttle continues by citing some of the subjects which are or are not printed in his publication:²

Politics and religion never appear on the pages of The Stanley World as it is felt they are too controversial. Personal items require much space and though it is a much discussed subject in employee publication circles as to whether names in a paper are of vast importance, at The Stanley Works it is felt that a certain amount of personal items are an absolute necessity for maximum reader interest.

In addition to his duties as editor of The Stanley World and as a member of various industrial editors' associations, Tuttle developed a simple score card for rating employee publications and conducts a scoring service as a sideline. He states that appropriateness of purpose, since

¹ From p. 2, 4 of an article, WHY EMPLOYEES LIKE THEIR COMPANY MAGAZINE, of which a copy was received from Ken Tuttle, Nov. 27, 1946.
² Ibid., p. 5.
that aspect is assumed as the first requisite in any publication, receives no individual score. His scoring chart is as follows:

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>Perfect Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Page arrangement</td>
<td>30</td>
</tr>
<tr>
<td>2) Selection and use of type</td>
<td>15</td>
</tr>
<tr>
<td>3) Use and quality of photos</td>
<td>15</td>
</tr>
<tr>
<td>Total perfect score</td>
<td>60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COPY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Variety of copy</td>
<td>10</td>
</tr>
<tr>
<td>2) Quality of copy</td>
<td>15</td>
</tr>
<tr>
<td>3) Appeal of copy</td>
<td>15</td>
</tr>
<tr>
<td>Total perfect score</td>
<td>40</td>
</tr>
</tbody>
</table>

Grand Total Perfect Score........100

From this score chart it might be assumed that the format of an employee publication is the most important aspect since that portion receives an over-all score of 60 points. It is suggested, however, that the contents of a publication, rather than the format, are the more important aspect. A change might be made in the "Tuttle-rating" by which the use and quality of photos would fall under a general heading of "contents" instead of limiting that aspect by the use of the word "copy."

As for the specific subject matter of the contents of internal house organs, each organization has its own policy on what should or should not be included. Generally, however, employee publications follow somewhat the same pattern. K. C. Pratt, editor of Stat and author of The Champion Paper and Fibre Company's booklet, House Magazine Copy, states that most of the editorial content appearing in Sun-

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1. From an article, SIMPLE METHOD OF SCORING YOUR PUBLICATION, received from Ken Tuttle, Nov. 27, 1946.
pany publications is more feature or news-feature material than it is straight news.\textsuperscript{1}

The author sets up a check list of subject matter which he says may prove helpful to industrial editors of internal house organs. The list includes:

- **Employee efficiency**—including articles on absenteeism, suggestion system, vocational training, and technical explanations;

- **Company policy**—including hours and wages, union relationships, rules and regulations, striking and insubordination, contributions to community welfare, and board of directors' meeting reports;

- **Business and financial information**—including profit and loss statement, earnings, business conditions, new property and equipment, dividends, prices, sales, markets, and new products;

- **General information** about the company—seniority and age groups, new officers and directors, exports, company history, departments and branch plants, plant expansion, advertising, public relations, contests, and stockholders;

- **Information about industry**—contribution to industry, contribution to other industries, relative position, inter-industry personalities, the industry and government;

- **Employee benefits**—hospitalization, insurance, credit union, company's publications, library, pension plan, recreational facilities;

\textsuperscript{1} L. Pratt, *House Magazine Copy*, op. cit., p. 21.
Employee recognition--service awards, promotions, heroism, new and retired employees, hobby stories, family stories, personals, birthdays, weddings, births, unusual performance, and exemplary activities;

Employee welfare--including health, safety, and medical and dental facilities;

General stories--including economic information, community activities, income taxes, social security, legislation affecting the company, and politics; and

Miscellaneous--including fiction, children's page, fashions, recipes and homemaking, sons and daughters of employees, classified ads, crossword puzzles, cartoons and jokes, poetry, quiz features, reader's forum, and religious material.¹

The S. D. Warren report on internal house organs showed a somewhat similar variety of editorial treatments.

Under the heading of "informative articles" were those relating to the use and manufacture of the product, to methods of business operation, and to the introduction of new models.

Under the general heading of news were listed examples of how the editors feature news about employees and employee activities.

Included in examples of "the signed message--business education" were articles showing how management attempts to keep employees enlightened regarding the broad problems

¹ Pratt, HOUSE MAGAZINE COPY, op. cit., pp. 24-25.
that affect their livelihood.

Under "romance articles--stories of the product in use" were examples illustrating the use of dramatized articles and stories to give employees a picture of the background of the organization, and a conception of the product in use.

Articles illustrating how some employers encourage employees to broaden their activities through hobbies, etc., were listed under the heading of "self-improvement."

"Sports--keeping fit" and "safety and accident prevention" were listed under separate headings.¹

The analysis of the contents of 325 employee publications made by the Metropolitan Life Insurance Company showed that prior to the entrance of the United States into the war the types of material used by the largest number of employee publications consisted of personal items, sports, safety, photographs of employees' children, editorials, national defense articles, and articles about employees who had been drafted or had enlisted.

Following Pearl Harbor, the report continued, there was an increased emphasis on the war effort and the part the company played. Receiving extensive editorial comment in these publications were such subjects as war bonds and war savings plans, employees' military service, reduction of waste, rationing, share-the-ride plans, absentees, etc.²

² CONTENTS OF..., Metropolitan Life Insurance Company, op. cit., pp. 3-4.
Company publications for their employees in the armed forces, which were, in many cases, gossip sheets, were direct results of the United States' entry into the war and of the increased emphasis by the government and the public on the war effort.

Some of the publications which were outgrowths of the war were strictly "war babies" and were discontinued following the end of the war. Some of these publications were established to further the war effort by companies which were "war babies" themselves.

On the other hand, there were numerous internal house organs begun as a result of the war which continued publication after the fighting had ceased and reconversion had begun. In these cases, company management had seen the value of the employee publication and had decided that the investment during peace-time would be a good one for the improvement or maintenance of good industrial relations.

During the war years the government established several agencies which sent "canned" copy to house organ editors in the interest of furthering the war aims. One such was the Writers' War Board which issued a monthly micrographed bulletin entitled "Brief House Organ Items" containing brief feature articles for publication in house organs. This "cost-free, credit-free, copyright-free" material was published by the Brief Items Committee of the Writers' War Board of New York City and frequently contained feature items by such nationally known writers as Paul
Gallico, Otto D. Tolischus, Judith Anderson, and Edward L. Bernays.¹

The United States government itself issued numerous house organs for employees of different branches and agencies. One such publication was Naval Firepower, issued by the Naval Bureau of Ordnance for its workers and including stories about the war and official U. S. Naval photographs.

In recent years there has been an increase in the field of industrial magazine services or syndicates. Some of these organizations print a house organ for a company and leave blank pages for the insertion of company news. One company which uses this type of service is the Murphy Chair Company, Inc., of Owensboro, Ky.²

Another type of service is that of supplying "canned" material for use by subscribing house organ editors. An example of this type is the National Industrial Magazine Service of Minneapolis, Minn. This organization issues a monthly folder containing mimeographed articles under the general headings of features, columns, jokes, etc., reprints, and news. "Accompanying the articles are cartoon mats to be used at the editor's discretion."³

The publisher of NIMS states:⁴

We have found that our material is very well received by the editors of house organs throughout the country.

1. BRIEF HOUSE ORGAN ITEMS, Writers' War Board, New York, June, 1945.
2. See n. 2, p. 40.
The majority of the internal house organs used for this study follow somewhat the same general pattern so far as the type of subject matter used is concerned. The use of photographs is becoming more and more widespread, some of the publications adopting the policy of the general circulation magazines such as Look and Life in the use of the picture-story.

All the employee publications used for this study used some kind of photographs. Some use action and candid shots while others use nothing but the so-called "mug" shots. The majority, however, use a mixture of the two types of photographs.

As a result of this increase in the use of photographs in house organs, more and more emphasis is being placed on the use of "shots" by employees themselves. However, most of the house organs have part-time or full-time photographers as staff members. In some cases he is the official company photographer while in others he is another employee whose duties with the house organ are only a sideline.

A method used by several of the publications for the development of the policy of using photos made by general employees is that of conducting a contest whereby the winners are awarded cash or merchandise prizes and their pictures printed in one issue of the publication.

For the most part these contests are highly successful and have developed much enthusiasm and stimulated the interest of the employees in their company publication.
The use of photographic contests to stimulate interest is a comparatively recent development, few publications having used the method prior to 1940.

Another type of subject matter used to some extent before the entry of the United States into the war is that of news of former employees—many refer only to "employees"—who were in the armed forces. After the United States entered the war, however, there were very few exceptions to the policy of using this type of subject material. Many of the publications today use "employees in the service" items. Included in this subject of "service" news are letters from servicemen to their former employers.

Other types of subject matter follow somewhat the general outline as developed by K. C. Pratt, editor of Stat, and the S. D. Warren Company which will be found on pages 55-57.

The material which follows is a general outline of the contents of some 94 individual internal house organs. The material included in the discussion is the result of a study of examples of 88 different employee publications and/or letters from their editors, and letters from the editors of six publications of which copies were not available.

The publications included are grouped according to representative sections of the United States as announced in the statement of the problem in the introduction. The division into sections was made according to the United...
States Department of Commerce division found on page 662
of the "World Almanac and Book of Facts for 1946.

New England:

The masthead of the Holtzer-Cabot Co-operater states
that it is "Published by and for the men and women of Holt-
zer-Cabot Division of First Industrial Corporation, Boston,
Mass."

Photographs were plentiful until the size of the mag-
azine was cut in May, 1945. Following the reduction in
size the number of photographs was also cut. Some portrait
or "mug" photos were included but there was a mixture of
all kinds making for variety. Also as a result of the re-
duction in size was the discontinuance of the index or
table of contents.

Other features of the magazine were news items and let-
ters from employees in the armed forces; regular editorials,
including an occasional message from the president or some
other company official; feature articles on safety and
health; a women's page, including home hints, recipes, etc;
news-features about employees and personality sketches of
company officials and employees; features about the company
and the war effort; frequent company advertisements on the
back cover; frequent "suggestion" pages; and regular columns
of personals under separate department heads.

One type of material conspicuous by its absence and on
which different "schools" of industrial editors disagree
is the gossip column.

The Remington Reporter, employee publication of The Remington Arms Company of Bridgeport, Conn., does not use a masthead nor does it employ any substantial number of photographs.

News-features and short personality sketches of employees, plus numerous general interest features relating to the company or its products make up the bulk of the paper.

Also included are frequent health articles, humorous poems and jokes, fillers, company sports, and columns of personals. This publication does include a certain amount of "gossip" such as "Who did we see Joe with last week?"

The Stanley World, "Published for all employees of The Stanley Works, New Britain, Conn., and its divisions," including one division in England, is a more pretentious internal house organ. Its editor states that all the employees of the company have the chance and are urged to participate in the production of the magazine by writing news items and submitting them to the associate editors of their divisions through their departmental reporters. Another factor which stimulates interest in the magazine is that the employees have the opportunity to submit photos and cartoons for reproduction.

A feature inaugurated about 1942 which has, according to the editor, increased interest in the publication is the "Sell or Swap It" column in which company employees may ad-
advertise to sell or buy items. This service is conducted through the magazine for no charge.

The editor, Ken Tuttle, described some of the features of his publication as follows:

The diversity of subjects under illustrated heads has caused popular comment among the readers. For instance, "Mental Jigs" with a cartoon head is a popular column of jokes in which various employees' names appear in connection with some joke. "For Your Scrapbook," a column of quotations and clippings is very popular. "For The Dog-Lorn," obituaries, births, engagements and marriages, and sports, all with their cartoon heads, make interesting copy for the reader and offers space in which the employees can announce "blessed events," etc.—another opportunity for them to participate in the production of their paper.

The magazine contains an abundance of photographs, a table of contents, and an editorial in each issue. Among other regular features are the suggestion columns or page, "The Ink Flows"—a column of tips to reporters and readers, frequent feature items on company history, women's pages which include such items as recipes and fashions, and very few general interest feature stories.

Commenting on the division news and the sports page, Tuttle said:

The fact that all news from one division is placed under a heading for that division, and so on, has created some rivalry between divisions which endeavor to make their section in the paper the best. Friendly rivalry is healthy...The sports page which includes articles of sports from all divisions, is written by a man familiar with sports in each individual division, therefore, it is authentic.

Concerning the general policy governing the contents of the magazine, Tuttle wrote;

1. Tuttle, WHY EMPLOYEES LIKE—, op. cit., pp. 3-4.
2. Ibid.
"We at Stanley refuse to use it for preaching and keep it pretty much informal and chit-chat."

The Works, "monthly news magazine published by and for The Rumford Family," was begun as a news letter to employees in the service by the company's Service Committee. Begun as a completely mimeographed bulletin the "December, 1942 issue stepped up a bit when the company had a masthead printed..."

The group whose spare time duties it was to publish the magazine printed photos and pasted them to the mimeographed sheets, and did all the art work. With the change to photo offset printing in 1946, the publication now uses more pictures.

Service news, including news of employees in the service and those returning to the company from the service; company sports; and short personality sketches and personals (formerly gossip) columns make up the entire contents of this unpretentious employee publication.

The Worthington Holyoke News, published by the Worthington Pump and Machinery Corporation of Holyoke, Mass., "for employees and their families," was begun in 1942 with specific war aims in view, and was discontinued in 1946. Few photographs were used, but those used were generally portraits.

The contents included a safety page, editorial page, women's page, and sports page. Scattered throughout the magazine were articles containing information about the com-
pany and the company's products in the war, personality sketches about management personnel, service men and veteran news items, personal items with some gossip, numerous cartoons and jokes, and general interest features. The October, 1944, issue contained an article written by a nationally known writer, Paul Gallico.

**Middleeast:**

*The Arpeades (RPD), a tabloid paper, is "published monthly for employees of the Rochester Products Division, General Motors Corporation, Rochester, N. Y." The contents of this paper center around the large number of photographs and the informational articles about the company which make up the bulk of the contents. Such promotional articles as the Red Cross Drive and the Payroll Savings plan are also played up. Of course, these articles are slanted toward the company employees and their participation in these affairs.*

Following the same general line as other employee publications, news of employees in the armed forces and veterans news are included. The April, 1946, issue of the paper carried a one-page advertisement by the company regarding veterans' housing.

Although they were absent in the April, 1946, issue, a column or page of classified ads is a regular feature. Other regular features include sports, editorials, and a picture quiz, consisting, for the most part, of photos
about the company.

Personals and personality sketches about employees, although they are often included, are not regular features in the paper.

*Attack*, printed in New York City, is "American Locomotive Company's news of its men and women on the production battlefront." The photographs used in this paper are, for the most part, action or candid "shots." As in the majority of other publications, during the war articles featuring the company and war production and company products and their use in the war were prominent.

Sports, safety, and items from the company's other divisional plants are regular features, as well as news of employees in the services, features and sketches about company employees, and pictures accompanying them.

One feature which has become popular among many editors of employee publications and which is a more or less regular feature in *Attack* is a company advertisement which is currently appearing in other publications—trade papers or general circulation publications.

The *Ayer News File*, a mimeographed bulletin published by N. W. Ayer & Son, Inc., of Philadelphia, Pa., has no masthead, as such, and no pictures or art work. On the first page is the index of the contents which consist principally of news briefs about the company, articles about company clients—advertising accounts, etc., some
service news, and occasionally some general interest feature items.

The editor says of the publication that it is:

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a strictly intramural house organ in that it is edited and written entirely for the nearly one thousand employees...this is a rather simple publication, which emphasizes news about Ayer people, clients, and our work. Our main objective is to be timely and fast with our news to our people.

The Baltimore & Ohio Magazine is "published monthly at Baltimore, Md., by the Baltimore and Ohio Railroad to improve its service to the public and to promote efficiency and community of interest among its employees."

One of the oldest of the railway magazines, this publication uses commercial advertising—the one feature which is conspicuous by its absence in the most of the internal house organs of today. The use of commercial advertising has aroused considerable comment from house organ editors and from publishers. An outstanding feature of the magazine is its use of pictures on a large scale.

Regular editorial features include well written informational articles about the company, awards for company service, humor columns, items concerning employees in the armed services and returning veterans, a prominent women's section, departments of divisional news and personals, editorials and messages from the president or other company officials, promotions in the company, and obituaries.

The annual women's numbers contain added features of

1. See n. 2, p. 35.
special interest to the women employees of the company and include such material as fashions, home-making, and news of the women employees and their families.

During the war articles relating the part of the company and its services to the war effort were prominent. One such article, "Remote Control Speeds War Traffic," was printed in the Dec., 1944, issue of the magazine.

The 16th annual women's number, June, 1945, was written by and about the women employees of the road. Even the armed services news and pictures were former women employees of the company.

The Bendix Mariner is "published the first of every month by and for the employees of the Marine Division of the Bendix Aviation Corporation, Brooklyn, N. Y." This small paper makes excellent use of photographs, using few of the usual posed "mug" or portrait shots.

Following the same line as the majority of the other internal publications, this one includes the usual news of service men; editorials; personals, including some gossip, under the heading "Department--Facts--Tales and Rumors"; pictorial sketches of the company and its employees; sports; a women's column; and features about the company and its products and the war. One such war story, as an example, appeared in the Feb., 1945, issue of the paper under the headline "Navy Praises Bendix Fire Control" and described the use of company products in naval fighting.

Blue Chips, published at Honey Brook, Pa., "by and in
the interest of the employees of the Alfred Stauffer Machine Shops and their families," is another publication somewhat on the order of The Bendix Mariner. The major portion of the photographs used are either "mug" shots or pictures of company products.

There are no unusual or outstanding features about the contents of Blue Chips. It carries the usual run of editorials, letters to the editor, service news, humor column, and personality sketches, along with frequent pictures and interesting cut-lines about company products.

Central Headlight, a tabloid, is published in New York City "for New York Central System employees and their families in 11 states and 2 provinces of Canada by the Department of Public Relations." Besides the general features carried by other employee publications, this paper carries a frequent column dealing with labor laws and retirement benefits as well as social security information.

The Chase is "published bi-monthly in the interests of the staff of the Chase National Bank of the City of New York—at home or in uniform." Outstanding among the well-illustrated contents of this magazine are regular news-feature articles about the different departments of the bank or about its employees. One such article was "Top of the World," a feature about Chungking, China, by the assistant cashier in the foreign department relating his observations and experiences during a trip to Asia.
The Chase regularly carries a company advertisement on the back cover, a practice taken up in recent years by many of the house organs for employees.

Continental News is published monthly in New York City "by and for employees by the advertising department, Continental Can Company." This tabloid follows the same general editorial policy as other internal publications, but institutional news-features about the company and its products are prominent. In the Sept., 1945, issue was a well written, well illustrated feature on the salvage of tin cans relating the "double life" of these products.

The contents of the Dictaphone Mouthpiece, a monthly magazine published by the Dictaphone Corporation of New York City, are aimed primarily at sales representatives of the company. Regular sales promotional articles are prominent and make up the bulk of the contents. However, the magazine does contain some of the same features found in other employee publications. Feature articles relating the use of company products are well written and are aimed at educating employees and salesmen in the uses of the products. Almost all of the photographs used are portraits.

The Edgewater Ford News is a pocket-size magazine published monthly by the safety office "for employees of the Edgewater plant, Ford Motor Company" at Edgewater, N. J.

Using few photographs, most of them portraits, the magazine is made up primarily of feature articles about em-
ployees in the company and in the armed forces. A few features about company products are used, such as an article in the Feb., 1946, issue about the Ford Super DeLuxe car belonging to General Jonathan M. Wainwright, the Hero of Bataan.

The Esso Marketer, a copyrighted monthly magazine published by Esso, Inc., of New York, N. Y., is published primarily for marketers of Esso Products and the bulk of the contents is made up of articles either by or about these marketers. An article which appeared in the Feb., 1945, issue entitled "Esso Fourth-Estaters" praised editors of the company's division publications for their part in building friendly relations among division personnel.

One of the outstanding features of this magazine is its use of photographs on each of the four covers, and relating the theme of the full page picture to some phase of marketing company products.

The Foster Wheeler News is printed by the publicity department of the Foster Wheeler Corporation of New York City for employees of all its divisions. The contents are practically the same as other publications but the different articles are separated under department or division heads. In addition there is a section, "Following the Flag," dealing with news of service men, and one entitled "The Editor's Corner." Appearing under this last section are features of general interest such as one in the July,
1944, issue in which "A Londoner Recalls A Visit By The Luftwaffe."

The Foster Wheeler News conducts a regular photograph contest, the winners of which are published on the back cover. The magazine's use of photographs in the text of the material is excellent, and are, for the most part, pictures taken by employees themselves.

Fries Weathervane News is a miniature magazine "published twice monthly in the interest of its employees by Fries Instrument Division, Bendix Aviation Corporation, Baltimore, Md." Aside from the usual employee publication features there are stories about employee groups such as one in the Jan., 1946, issue about the company choral group. Another feature, one which some house organ editors have taken up recently, is the "Inquiring Reporter," in which employees state their opinions on questions of the day. The question, submitted by an employee or service man, in the Jan., 1946, issue was: "What is your opinion concerning the chances for another war and what will be the results if there is one?"

The Gimbelite is a copyrighted magazine published by Gimbel Brothers, a department store, of Pittsburgh, Pa. Other than the usual employee magazine articles, The Gimbelite employs a page for current events--national and international news, carries news items regarding veterans' benefits, and reviews current books.
An idea used by comparatively few internal house organs is a change from the straight "birth-marriage-death" column. The Gimbelite uses the head "Dawn-Moon-Evening."

The editor wrote concerning the type of material used by the publication that we provide as much reader interest story material as possible and frequently use that material merely for their reading pleasure. Such stories have nothing to do with the company.

The Gimbelite is a showy magazine and compares favorably with many publications of general circulation.

Grafolks is the employee publication of the Folmer Graflex Corporation of Rochester, N. Y. A feature used by Grafolks, as well as many other internal house organs, during the war was a section of testimonials from members of the armed services telling of the company products in action. As could be expected from the very nature of the publishing organization, the photographs used are excellent.

"The Great Silver Fleet News is published bi-monthly for its personnel by Eastern Airlines, Inc., New York City." Outstanding features other than the usual internal house organ features include a series of feature articles about the company's stations and different divisions. The Jan.-Feb., 1946, issue carried a section--"1945 In Review"--which dealt with company accomplishments during the year.

The "now it can be told" feature was used to advan-

1. See n. 2, p. 25.
tage in the Jan.-Feb., 1946, issue in "The Story of the Military Transport Division," which was written by a public relations representative of the company following a special trip over the route to gather material for the article.

The Hercules Mixer, a well-illustrated, pretentious magazine, is the copyrighted employee publication of the Hercules Powder Company of Wilmington, Del.

It contains the usual type of editorial material but on a somewhat larger scale than the majority of the internal house organs. The nature of the company products was a factor which provided much more material for articles about those products and their use in the war.

With the decrease in the amount of news of employees in the armed forces, the publication increased the amount of woman's news, health and safety news, and articles about pension plans, disability wage plans, and group insurance.

A more or less regular feature includes articles about the company's history and the history of its products. An article which appeared in the Jan., 1945, issue under the title "Years and Years Ago" dealt with smokeless powder and a smokeless powder pocket piece made in 1903 and discovered in the possession of a former employee of the company's predecessor.

Home Office News is, as its name implies, published for the home office employees of The Prudential Insurance Company of America, Newark, N. J.
It contains the same general type of news as other employee publications, slanted, of course, to their own employees. News from employees in the armed forces is centralized under the heading "Servicenter" and personals and items about individual employees are grouped under "Personalities and Patter."

A section of classified advertisements is a regular feature. There are occasional feature articles of general reader interest which are not tied in with the company.

Following the end of the war with the resulting decrease in news of servicemen, the women's page, veterans news, crossword puzzles and cartoons, and a "suggestion" section were introduced or enlarged. The magazine's use of photographs is better than the "run-of-the-mill" employee publication.

Hyper News is the employees' magazine for the E. I. du Pont de Nemours Company of Belle, W. Va. The only items which might be considered general interest are occasional articles relating the part of the company and its employees in community affairs. An article in the Jan., 1943, issue stated that "$50,000 is Company's Contribution To Proposed Memorial Hospital Here." Other material included concentrates on plant news.

Servicemen and employee-veterans news, plant sports, cartoons, safety features and pictures, editorials, and personals and news briefs from different departments go to make up the magazine. With each issue some department or
shop is singled out and featured in a brief article accompanied by large numbers of photographs showing the personnel of the department in action.

By far the most outstanding feature of the magazine is its use of photographs. The cover of each issue is a full-page picture of some operation or personality in the plant.

Regular features of *Kodakery*, employee publication of Eastman Kodak Company of Rochester, N. Y., do not greatly differ in type from other employee publications. Company employees and veterans' and servicemen's news, articles on company products, sports, safety, suggestions, news from out-of-state divisions, women's news, humor columns, cartoons, and classified ads are regular features.

In addition there is a regular "Kodakwiz" with questions about the company or photography in general. The social announcements are printed under the heading "Shared--Paired--Helped."

A weekly photographic contest is conducted for employees and the winners receive a cash prize and their pictures are printed in the next issue of the paper. The editor states that several hundred entries in the contest are received each month.¹

*The Lamp*, a copyrighted magazine published for the employees and stockholders of the Standard Oil Company (N. J.) of New York City, does not resemble the majority of other internal house organs in its contents. It does not carry

¹ From a letter from R. E. Lawrence, editor, Jan. 28, 1947.
the usual news items and personals about its company employees and very few personality sketches of company officials. Its contents are limited to feature articles about the petroleum industry in general and the company in particular, such as the article "Oil and Air Transport" which appeared in the Dec., 1944, issue.

One of its outstanding features is its use of photographs in black and white of still scenes about the company and action pictures of production. Probably more outstanding than the use of black and white photographs, however, is its use of color reproductions of water color and other art works depicting company products or production scenes. Both types of reproduction are used on the inside and outside of the front and back covers. The front cover of the Dec., 1944, issue was a water color picture of "Making Grease at Pittsburgh" by William S. Schwartz.

Long Lines is the publication of the employees of the Long Lines Department of the American Telephone and Telegraph Company of New York City. Like the majority of the publications of its associated companies, this magazine is among the most pretentious of internal house organs.

The material used to make up the contents of the magazine is not much different from the average employee publication but the manner in which that material is presented shows a determined effort on the part of the publishers to
produce an employee publication which will compare favorably with many general circulation publications and with the most of the other internal house organs.

A feature which stands out from the average publication is the large amount of space devoted to articles for women employees, which include features on food and its preparation, and the women's pages "Ladies First" containing a great variety of brief articles for women.

Frequent features dealing with the company's services and foreign departments, associated companies, and technical information are well presented with the purpose of getting the articles read.

The managing editor wrote that the company endeavors to tie together the scattered units

...by providing its readers with information about company policies; news of employee activities; training, educational, safety and health material; and developments in telephony taking place not only at the New York headquarters and in the communications field as a whole, but also in the various outlying offices themselves.

*Likens Plate*, published by the director of personnel relations of the *Likens Steel Company*, By-Products Steel Corporation, Likenweld, Inc., of Coatesville, Pa., follows the same general pattern of the usual internal house organ. It uses few photographs, mostly the posed group pictures or the protrait type. One feature it uses in connection with institutional promotion is a "steel quiz about the company.

1. See n. 1, p. 39.
The Merck Review is a copyrighted magazine for the employees of Merck and Company, Inc., of Rahway, N. J. It contains the usual types of material used by average internal house organs. Photographs of personalities and production scenes are used abundantly and to good advantage.

There is the usual feature article describing the workings of some department. The article in the March, 1946, issue, entitled "Right Shoe—Right Foot," described job placement tests developed and used by the training department of the industrial relations division.

Metered Impressions, published by Commercial Controls Corporation of Rochester, N. Y., uses articles about the U. S. Postal system and the operation of the company's products in connection with the post office system. An unusual feature in the March, 1946, issue was the inclusion of a four-page supplement, "Health Meter," published by the company's medical dispensary in mimeograph form and containing items on health, illustrated with hand-drawn cartoons.

NBC Chimes, the monthly paper of New York personnel of the National Broadcasting Company of New York City, contains the "usual run" of articles about the company and its employees. It does use a suggestion page, classified ads, and heads its birth announcement column with "Stork Talk." Photographs and cartoons are comparatively few but are used to advantage in connection with individual items.
"Naval Firepower is published once a month for the men and women in Naval Ordnance Plants and other ordnance establishments of the U. S. Navy by the Bureau of Ordnance, U. S. Navy, Washington, D. C." This was a war-born house organ containing features about naval ordnance in the war, personals and sketches of employees from other plants, news of servicemen relatives of employees, a navy picture quiz, and official U. S. Navy photographs. The cover of each issue contained a full-page picture of some naval operation or some phase of naval ordnance production. Because of the source of photographs, the magazine was far ahead of other house organs during the war.

**PM (Pennsylvania News)** is the monthly employees magazine of the Pennsylvania Transformer Company of Pittsburgh, Pa. Aside from its use of posed group and individual pictures, and the use of an index on the front cover, the contents of **PM** are not greatly different from the average internal publication.

**Pittsburgh People** is published by employees of the Pittsburgh Plate Glass Company, Pittsburgh, Pa., "as a common medium of expression." Its most outstanding feature, probably, is its use of full-page photographs—often in color—for the front covers, and its use of photos throughout the publication. A "picture-of-the-month" is usually printed on the inside of the front cover.

Other material contained in the magazine follows the
general pattern of other employee publications.


Its contents are average for internal house organs, the most outstanding features of which are the articles about the company and its products and "shop talks with management." Photographs are used sparingly.

The masthead of Plastimes states that it is "a news magazine published once a month by the Plastics Department, E. I. du Pont de Nemours & Company, Inc., Arlington, N. J., with the help and in the interest of the employees." This is a magazine containing the usual employee publication material. The most outstanding characteristic of the publication is its profuse use of photographs to illustrate the written copy. Departmental news and articles about company products make up the bulk of written material.

Plastimes received a certificate of award for recognition of its contribution to the 1945 Red Cross War Fund drive, and was pronounced a 1945 House Magazine Leader by the National Council of Industrial Editors.

Production Cry, another "war-born" house organ, was published by the Labor-Management committee of The Pusey and Jones Corporation of Wilmington, Del., and was created with specific war aims and discontinued in 1945 after the end of the war.
The contents of the magazine were made up of the "usual run" of material used by most of the internal publications during the war. Its use of photographs, safety page, and Labor-Management committee reports were probably its most outstanding features.

The masthead of Red Robin prior to Oct., 1946, stated:

A semi-monthly news magazine published for the employees of Eastern Coal Corporation, Tierney Mining Company, and Premier-Pocahontas Collieries Company by the Eastern Coal Sales Company, distributors of Red Robin Coal.

Beginning with the Oct., 1946, issue when the editorial policy of the magazine was changed to include material of interest to customers as well as employees, the masthead reads:

Published monthly for the information and entertainment of present and prospective customers of Red Robin, Pocahontas, and Freeburn Coals by Eastern Coal Sales Company, Bluefield, W. Va., exclusive distributors for Eastern Coal Corporation and Tierney Mining Company of Stone, Ky., and Premier-Pocahontas Collieries Company of Premier, W. Va. This issue contains a section devoted to news of all employees of all companies.

Before the change in policy the magazine contained the usual material of interest to employees of the three companies, but after the change features on coal mining, company history, and articles about management personalities were included.

Service, published at Washington, D. C., by the Cities Service Company, is somewhat similar in content to The Lamp in that it contains no news of employees, and uses articles
about the petroleum industry in general and the company in particular. One of its outstanding features, as with The Lamp, is its use of color.

Service is a copyrighted publication with an abundance of features about petroleum and educational and technical articles.

Shell Progress is a copyrighted magazine published by the Shell Oil Company, Inc., of New York City, and aimed primarily at marketers of Shell products. Its contents compare with those of The Esso Marketer in that it uses many features based on motoring and company products, together with plenty of institutional pictures.

Socony-Vacuum News, published by the Socony-Vacuum Oil Company, Inc., of New York City, is different in one respect from other oil company publications previously discussed in that it does use an abundance of news and features about company employees. Other than this one difference, the type of material used is approximately the same, and the material is accompanied by plenty of photographs.

The Sylvania Beam is the employee publication of Sylvania Electric Products, Inc., of New York City. It contains the usual articles dealing with the company and its employees and numerous photos. The outstanding feature of this magazine is its use of photographs both on the covers and inside.

The Telephone Review, published by the New York Tele-
phone Company of New York City, is another of the telephone companies' pretentious publications. Among its most outstanding features are its use of photographs, its covers, and its educational articles. It also includes a classified ad page, for which there is no charge, and the usual articles about employees and the company and its services.

The 57 News, internal house organ for the H. J. Heinz Company of Pittsburgh, Pa., is one of the older employee publications. In addition to the usual material about the company and employees in the different divisions, the paper conducts a regular photographic contest and an "inquiring reporter" column with questions about social problems. It uses newspaper headline style and plenty of pictures.

Tracks, published by the Chesapeake and Ohio Railway Company of New York City for employees of that company and the Nickel Plate Road and the Pere Marquette Railway Company, is one of the leading magazines in the internal field. It contains the usual news and features about the company and its employees but in addition it regularly publishes general interest articles, some by nationally known authors. The Oct., 1944, issue contained an article, "One Foot on the Soil," by Louis Bromfield. Tracks is more like a magazine of general circulation than any other covered in this survey.

Its labor relations and union news is one of its out-
standing features. The inclusion of such articles in an employee magazine was discussed on pages 45, 50, and 51.

A prominent feature of the UEF News, internal publication of the Underwood-Elliot-Fisher Company of New York City, is its material about the company, its products and its management.

Us, monthly magazine of the United States Rubber Company, New York City, follows somewhat the same general pattern regarding general contents. It does, however, use an abundance of good photographs both on the covers and on the inside.

The Us Steel News of the United States Steel Corporation of Delaware, Pittsburgh, Pa., is a copyrighted magazine containing, in addition to the usual employee publication material, news about the steel industry as a whole. These articles are, for the most part, educational in nature and might be regarded as intended for the general public instead of for a limited group.

There is probably no one outstanding characteristic about the Walker-Turner Topics, monthly employee publication of the Walker-Turner Company, Inc., of Plainfield, N. J. It follows the same general pattern of other internal house organs.

This same generalization also applies to Water, the employee publication of the American Water Works and Electric Company, Inc., of New York City.

The WESCO News, published by the Westinghouse Elec-
tric Elevator Company of Jersey City, N. J., falls under the same general classification as to contents as the majority of the house organs. During the war, however, a larger percentage of news of servicemen was used than in the average employee publication.

The Weirton Steel Employees Bulletin, of the Weirton Steel Company of Weirton, W. Va., is recognized by authorities in the field of house organ publishing and editing as one of the nation's leading employee publications. It has won awards for excellence from the National Council of Industrial Editors, the National Safety Council, and the American Red Cross.

This publication tells its news with photographs and outlines, very little of the contents being straight news or feature copy. It goes much further than the average employee publication in covering features from not only the steel industry, but from allied industries. The magazine also uses some material to which many editors and publishers are opposed—wages and contracts.

The Worthington News, another publication of the Worthington Pump and Machinery Corporation, published at Harrison, N. J., in addition to its usual company items and its good photographs, carries articles dealing with insurance and social security, and other allied subjects.

Its most prominent feature is its use of production or employee group pictures on the front cover. It also contains, frequently, promotional ads of the company.
Southeast:

The Exciter, monthly employees' magazine for the Arkansas Power and Light Company of Pine Bluff, Ark., is one of the few house organs containing information about company finances. The bulk of the material used for the publication is of the type common to internal house organs. In Dec., 1945, a campaign was inaugurated to "make our company best" and was carried on largely through the pages of the magazine. Each issue features an article "presenting" one of the company's divisions.

Inspection News, of the Retail Credit Company, Atlanta, Ga., is another internal house organ with few articles about employees. The majority of the articles are those of interest to credit or insurance executives and are intended as educational items for the company's personnel.

Quarter-Deck is the internal house organ of the St. Johns River Shipbuilding Company, Jacksonville, Fla. It has no particularly outstanding characteristics except its extensive use of service news during the war.

Sky-Steps, published by the Chicago and Southern Air Lines of Memphis, Tenn., follows the same general plan of other employee publications. The paper uses an occasional commercial advertisement and regular financial statements of the company.

The Synchronizer, of the Louisville Gas and Electric
Company, Inc., of Louisville, Ky., is one of the oldest internal house organs in the country. Besides the usual types of material, it regularly features a technical-educational feature having to do with some phase of company operation.

Southwest:

The B-Liner, published by Braniff Airways, Dallas, Texas, besides general items common to most internal publications, regularly uses a feature on some city on the company's air-line route, a well organized women's page, and winning pictures of the photographic contest conducted by the magazine.

Douglas Airview, published by the industrial and public relations division of Douglas Aircraft Company, Inc., of Santa Monica, Calif., more nearly resembles a magazine of general circulation than an employee publication. With the end of the war, the publication ceased using personals and articles about employees. Items about the aircraft industry and Douglas, which are of interest to the general public, make up the bulk of the material in the magazine.

Oil Drops, monthly employee magazine of the Pan American Refining Corporation, Texas City, Texas, is another of the comparatively few internal house organs which regularly use commercial advertising. Other "out-of-the-ordinary" features include book reviews, cooking recipes, and frequent health articles. Employee benefits also receive
more than the usual attention.

Central:

The Aluminator, internal house organ of the Aluminum Company of America, Lafayette, Ind., is styled on the pattern of a tabloid newspaper and uses the newspaper style of writing and newspaper headlines. It contains few pictures but regularly carries a front page safety cartoon.

The contents of Chamberlin News and Views, published for its employees by the Chamberlin Company of America, Detroit, Mich., do not set it off as much different from other employee publications. A feature which is being inaugurated by more and more internal house organs and which the Chamberlin magazine uses is the insertion of a blank page addressed to the editor to facilitate employee contributions to the publication.

The Jewel Tea Crusader, formerly The Crusader, a weekly tabloid, is published by the sales personnel division of the Jewel Tea Company, Inc., Harrington, Ill. The feature which sets this publication apart from other employee publications is the nature of the material itself.

Since the paper is intended for field representatives and salesmen of the company the material used is directed toward increasing salesman efficiency and usually concerns unusually large transactions or volumes. Practically no photographs are used.
The Curtiss Wright-er, is a weekly tabloid newspaper published for its employees by the Curtiss Wright Corporation, Airplane Division, of St. Louis, Mo., and contains little material which distinguishes it from the average internal house organ. However, there is one feature, the "Camerapody Newsreel," which is a different treatment of the practice of using photographs of employees and company operation.

Technical articles about production techniques distinguish the Dayton Rubber News from other employee publications by their style and accompanying photographs. The magazine is published by the Dayton Rubber Manufacturing Company of Dayton, Ohio. Its use of photographs is another of its distinguishing features.

Dieselogue, of the Detroit Diesel Engine Division, General Motors Corporation, Detroit, Mich., was a plant newspaper until 1946 when it was changed to a magazine format. Among its most notable features is its use of photographs and its regular monthly feature about some department of the company.

The DoAll Digest, of Continental Machines, Inc., Minneapolis, Minn., contains the usual type of editorial material but the effectiveness of that material can be attested by the 1945 award for excellence in establishing good employer-employee relationships by the Northwestern Industrial Editors' Association. Its use of pictures is one of its distinguishing characteristics.
The Dow Diamond, published by the Dow Chemical Company of Midland, Mich., is recognized as one of the leaders in the internal house organ field. Although its contents do not always concern immediate employees of the company, other than their general reader interest, the magazine is primarily intended for that group. Some discussion of this publication was given on page 13.

The front cover of the magazine ties in with company products or with a company advertisement. According to the editor, and through a study of the publication itself, the average issue carries articles concerning a Dow chemical and its application to the American standard of living, an agricultural chemical article, a research story and one or two articles on expansion or employee activities. In recent issues of the magazine can be found stories of pure general interest, with no relation to the company, intended only for reader interest.

Other regular features include one called "Business and Science" in which is given a sketch of company leaders in the fields, agricultural chemical articles, and a scene from one of the Dow plants on the back cover.

The Federal Shield, published by the Federal Glass Company of Columbus, Ohio, does not differ greatly from the average employee publication in the type of material used. The magazine regularly uses a company advertisement appearing in other general circulation publications, a practice employed by several internal house organs in re-
cent years. The editor of The Federal Shield stated that the publication is not carrying the torch for anything, includes no controversial material, and steers clear of union discussions. 1

Fitting News, employee publication of the Parker Appliance Company, Cleveland, Ohio, is another which uses candid shots of individuals or company production for its cover. It contains an abundance of photos of many different types. During the life of the OPA the magazine regularly featured articles dealing with rationing. As a service to its employees it employs articles dealing with taxes and classified advertising columns. Well photographed features about company production and products are among the magazine's outstanding features.

GM Folks, formerly published by the public relations department, is now under the direction of the "employee cooperation staff" of General Motors Corporation, Detroit, Mich. This is another "picture-story" magazine on the same general pattern as Look and Life. Well illustrated medical features and a company photographic contest are regular features, as well as the "average" type of employee publication editorial material.

GM Folks is another recognized leader in house organs of its class and scope. Its contents are copyrighted by the company.

1. Information from a talk with James Morris, editor, May, 1946.
The Gar Wood News, published by Gar Wood Industries, Inc., Detroit, Mich., "is fundamentally promotional along educational and informative lines advocating strong moral support of timely projects advancing the cause of the layman." So states the masthead of the magazine. The usual contents of the publication are divided under separate headings such as "General Events," "Branch News," "GI Features," "Social Events," "Sports," and "Humor."

The controversial subject of wages and salaries is sometimes included in the editorial material.

The Heil Flash, published by The Heil Company of Milwaukee, Wis., contains the usual type of material, and in addition, regular "Hobby Corner" features and recipes for the women. Birth announcements are made under the heading "Joe Heil's Baby Club," and company personals and gossip appear under the "Grapevine."

Jeffrey Contact, of the Jeffrey Manufacturing Company, Columbus, Ohio, is another "war-born" employee publication. A major portion of the editorial material and photographs was given over to news of men in the armed forces and to promotion of the war effort. It was established in 1944 and discontinued in June, 1946.

Some indication as to the type of editorial material used by Kansas City Lifetime, published by the Kansas City Life Insurance Company, Kansas City, Mo., may be gathered from the statement in the masthead of the magazine: "for the members of its field force."
Field news, success stories, insurance business articles, and a roster of the "App-a-week club" are some of its features. Promotional posters and folders are regularly inserted between the pages of the magazine.

*McCall Spirit* is published by the McCall Corporation of Dayton, Ohio, and because of the nature of its publisher is somewhat more pretentious than the average internal house organ. It contains, in addition to the usual material about the company and its employees, frequent articles for pure reader interest and which have no connection with the company.

A showy magazine such as the *McCall Spirit* might be expected from a commercial publishing house.

*The Michigan Bell*, published by the Michigan Bell Telephone Company, Detroit, Mich., follows somewhat the same general pattern of the previously discussed telephone magazines, *Telephone Review* and *Long Lines*. The outstanding character of the magazine was attested by its recent receipt of an award for excellence made by the National Council of Industrial Editors.

*The Ohio Bell*, another of the "telephone magazines," is published by The Ohio Bell Telephone Company of Cleveland, Ohio, and does not differ greatly from other Bell Telephone publications.

*Ohio Tool Topics*, of the Ohio Tool Company, Cleveland, Ohio, is a showy magazine with plenty of photographs and a regular message from the president in addition to the usual
type of internal house organ material. Its style and use of photos distinguish it from the average employee publication.

Republic Reports is a quarterly magazine published by the Republic Steel Corporation, Cleveland, Ohio, and contains little material about individual employees or their activities. Its features consist principally of features about the company and its products, health, safety, with some sports and service news.

The Seng Fellowship News is published by the Seng Company of Chicago, Ill., and contains little more than news items and features about company employees. One of its regular features, however, is an article about "Our Products: What they are and how our customers use them." The editor writes that departmental reporters' copy is edited only to remove grammatical errors and libelous material because too much editing kills originality.¹

The Valve, employee publication of the Eaton Manufacturing Company, Wilcox-Rich Division, of Battle Creek, Mich., is a well illustrated magazine which carries, in addition to the usual material, articles about the company and its products or about allied industries. It uses regular, general interest features tied in with the company to some slight degree.

The White Reporter of the White Motor Company, Cleveland, Ohio, is a paper without a masthead. One of its re-

¹. See n. 3, p. 25.
gular features is a two-page supplement of "suggestions" presenting the suggestions in detail and announcing the winners and their cash awards.

Northwest:

The only publication available for study from this section of the country was The Beech Log, a copyrighted weekly magazine published by the Beech Aircraft Corporation of Wichita, Kan. The excellence of the method of presenting the material about the company and its employees was witnessed by the recent award for excellence by the Southwestern Association of Industrial Editors. Among its regular features is a quiz about company products, a section of classified ads, a humor column under the heading "Chips off the Ol' Log," and regular editorials.

The editor said of the magazine's department personals: 1

To many an artist this material seems like worthless "chit-chat," but a survey taken during the war indicated that this was one of the first things read, it was read with the most interest, and was foremost in the minds of readers when they spoke of The Log.

Farwest:

The Centerless Blade is published monthly by the Coast Centerless Grinding Company of Los Angeles, Calif. The personals, including many "gossip" items, are grouped under the heading "Sparks from the Grindstone"; production

1. See n. 2, p. 22.
stories appear under "Job of the Month"; and personality features under "Plant Profiles." In addition, a regular feature is the "Inquiring Reporter" column containing employees' replies to questions such as the one in the Feb., 1945, issue -- "The President states that it is necessary that we have a Universal Service Law. Do you think that such a law will increase production and shorten the war?"

The pages of Matsonews, bi-monthly magazine for employees of the Matson Navigation Company of San Francisco, Calif., are well stocked with photographs. The scope of the company's operations permits features by employees from all over the world. Regarding this practice, the editor states:

We are perhaps more fortunate than editors of most company publications in having a broader field of activities in Matson Navigation Company as there are employees both ashore and aboard ship. Sea stories and ships have always had a romantic appeal and therein lies a wealth of good material.

The December, 1943, issue of Matsonews was a special number dedicated to the founder of the Matson Line and containing a fairly complete history of the company.

The Moorship Mariner, of the Moore Dry Dock Company, Oakland, Calif., is not particularly distinguished from other employee publications in the type of material used. It contains the usual features about employees and company products, editorials, and service news. Photographs are not used to any large degree.

Physical Characteristics:

The physical characteristics of employee publications include such factors as format—magazine or newspaper style, frequency of publication, range of circulation, method of distribution, and over-all dimensions—both number of pages and actual physical size.

The study made by the National Industrial Conference Board in 1941 included all these physical characteristics under three headings: format (including number of pages); frequency of publication; and range of circulation.¹

A fact brought out by this study, and which is obvious from a study of internal house organs, is that there is not much uniformity in the physical appearance of employee publications. There are about as many different sizes and numbers of pages as there are house organs.

As for the physical style, it is evident that the majority of house organs for employees are published in magazine form, the most popular sizes of which are the 8½ x 11 and 9 x 12 inch sizes. Many publications may vary as much as a quarter or a half inch from these dimensions, but for all practical purposes such a small difference will not affect the general classification.

The frequency with which internal house organs are published varies with the different publishers but that variance is not nearly so great as with physical size.

Publications used for this study included weekly, bi-week-

¹ Payne, op. cit., p. 11
ly, semi-monthly, monthly, bi-monthly, and only two instances of quarterly publications.

Number of pages in individual publications ranged from the 4-page bulletin type of magazine and 4-page newspaper style to magazines containing as many as 50 and 60 pages.

The majority of the internal house organs used were monthly magazines and contained from 16 to 32 pages.

In considering the range of circulation of internal house organs, it would not be far-fetched to make the assertion that there is not one publication which is distributed exclusively to the group for which it is intended. Many employee publications are circulated to company officials and stockholders, and many more to the families of the employees themselves. The method of distribution is directly related to the range of circulation.

It has become a practice among many house organs, and the practice is constantly increasing, to mail the publication direct to the home of the employee whereby his family has the opportunity to read it. Such practices as this directly affect the editorial policies of the publication and the type of material it uses.

All these factors are, of course, directly affected by the size of the budget for the publication, the amount of news and feature material available, and the type of organization publishing the house organ.

Each of the different physical aspects of the internal
house organ has its own peculiar advantages and disadvantages. The decisions as to which particular characteristics the publication will assume will be made by the individual editors and company executives responsible for its publication.

The conclusions which can be drawn from any study of internal house organs themselves will be only general in nature. Any specific conclusions as to the degree of effectiveness and reader acceptance and preference could be made only through a concentrated and detailed readership survey of each individual publication.

The data given in the following tables will give some idea as to the most popular physical characteristics among the employee publications used for this study. The popularity of each single feature, shown by the figures, should give some indication of effectiveness and reader acceptance of the publication by sheer weight of numbers.

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</tr>
<tr>
<td>11(\frac{1}{4}) x 15</td>
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<tr>
<td>11(\frac{1}{4}) x 18</td>
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<tr>
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</tr>
<tr>
<td>13(\frac{1}{8}) x 16</td>
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The above figures are to the nearest quarter-inch.

NUMBER OF PAGES

Magazines

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<tr>
<th>Average per issue</th>
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<tbody>
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<tr>
<td>5-8</td>
<td>15</td>
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<tr>
<td>9-16</td>
<td>17</td>
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<tr>
<td>17-24</td>
<td>13</td>
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<td>25-32</td>
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<tr>
<td>More than 48</td>
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Papers

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<td>6</td>
</tr>
<tr>
<td>9-16</td>
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</table>

The above figures are averages for several issues.

FREQUENCY OF PUBLICATION

Magazines

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<td>Monthly</td>
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<td>Bi-monthly</td>
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<td>Period</td>
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<tr>
<td>-------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Weekly</td>
<td>4</td>
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<tr>
<td>Bi-weekly</td>
<td>2</td>
</tr>
<tr>
<td>Monthly</td>
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</tbody>
</table>

The discrepancy in the totals for the papers here and in the preceding tables is because of the inclusion of one paper which changed to a magazine recently.

The classifications as to the type of distribution of the publications included 47 internal and 28 combination magazines, and 13 internal and 2 combination newspapers.

It was pointed out earlier that some of these classifications in the Printers' Ink directory were made by the editors or publishers themselves. The statement also was made that no matter at whom the publication is primarily aimed, there is a certain amount of distribution outside the single group.

The study of the physical characteristics of the employee publications used for this survey points to the fact that the more pretentious publications are magazines. The differences in format are also probable indications as to the differences in house organ budgets set up by the publishing organization.

There is an indication that in the magazines there is a wider variety of material, and, as the preceding tables show, a larger number of pages per issue. It should be noticed that the monthly publication is by far the most popular and most frequently used plan among the magazines and to a lesser degree, among the newspaper types.
Reader Interest:

Reader interest of an employee magazine can be stated only by generalities unless each individual publication conducts a more or less detailed survey of its readers. Few of the publications themselves indicate any such surveys and letters from the editors of several internal house organs indicate that good reader interest is assumed in most cases on the basis of several factors, the chief one being the disappearance of the publication on distribution day and the absence of copies strewn over company property or between the plant and the employees' homes.

Following are some statements by house organ editors concerning the reader interest of their individual publications:

The Gimbelite: Our reader interest is good. Perhaps our surveys haven't been accurate or well taken, because each time we try to get the reader's feelings, we find that they like the magazine as is, and they rarely recommend any change.

The Hercules Mixer: We feel that we have considerable reader experience since the plant people as well as those in the Home Office all seem to take our magazine to their homes. We receive considerable comment and on occasion criticism, which we feel to be good signs of reader interest.

Kodakery: According to our Market Research Department, reader interest is very high.

Red Robin: ...bituminous coal miners...are probably the least receptive to the influence of such a publication of almost any type of worker in America. However, by giving him a first class magazine...we believe we have finally created a value which our employees appreciate.

1. See n. 2, p. 25.
2. See n. 1, p. 19.
3. See n. 1, p. 78.
The 57 News: Reader interest is steadily growing. We determine interest by constantly conducting informal surveys.

Tracks: Our reader interest is judged by the hundreds of unsolicited complimentary letters received, and by the number of reprints we enjoy in other magazines and newspapers.

Us: Almost all of the issues are picked up within three days after distribution and very few are found discarded on buses, etc... it is impossible to judge our reader interest. We have never had a formal survey of this...

GM Folks: Periodic tests are taken to ascertain how well GM Folks is being accepted and read. (One of the tests was conducted about November, 1946, and indicated high reader interest in the publication.)

Moonbeams: In a recent survey of reader interest we found that our publication, which is distributed at the factories, was being taken home almost 100 per cent, and that reader opinions of magazine content were favorable.

The Senc Fellowship News: ...it's keyed to employee preferences, is popular and, surveys have shown, well-read.

This factor of reader interest is one which most internal house organ editors consider important without realizing it. The fact that editors are continually trying to improve their publications either by layout or types of material used in the publications is some indication that editors realize what their readers want and strive to provide it.

2. See n. 1, p. 19.
3. See n. 1, p. 28.
5. See n. 3, p. 37.
6. See n. 3, p. 25.
PART IV

Changes—1941-1946:

Probably the most significant changes occurring in the internal house organs during the years 1941-1946 were in the range of circulation and in the editorial material which went to make up the publications.

During the year 1941 much of the editorial material used by employee publications emphasized national defense. It was during this year, too, as well as 1940 after the start of conscription, that news of employees drafted into the armed forces came to assume an important role in the contents of employee magazines. Some emphasis was placed on production for defense but following the entry of the United States into the war "production for victory" was the main topic for editorial comment.

As for distribution, after the influx of men into the service the circulations of all employee publications were expanded and copies were mailed to employees who had been drafted or who had enlisted.

Few changes were made during the war years in the format of internal house organs. Unlike the period of the First World War when the federal government curtailed paper allotments to house organs, the government encouraged employee publications for all organizations during World War II. This was especially true of those companies whose products or services were directly related to the war effort.
War production and high civilian morale, as well as building the morale of men in the services, were the main themes of internal house organs both during the war and immediately prior to it.

As a consequence of or paralleling the emphasis on war production was the increase in the use of safety news, rationing, taxes, and women's home-making pages which generally contained some food saving hints, recipes, etc.

Following the end of hostilities and the decrease in the size of the armed forces, there was a corresponding decrease in the volume of news of personnel in the services, and, likewise, a corresponding increase in news of veterans returning to the individual organizations to work.

There is yet some small amount of news of the service men and women but it would be safe to assume that with the official end of the war that type of editorial material will disappear from the pages of employee publications.

The effect of reconversion on internal house organs very nearly equals the change that occurred at the beginning of the war.

There was, and is, much editorial comment and emphasis on production for civilian, peace-time consumption by those organizations producing tangible goods, and to a lesser degree on the intangible services of such organizations as telephone companies, credit organizations, insurance companies, etc.

Some changes have been necessary in this post-war era
in the format or the sizes of several internal publications because of the critical shortage of paper which developed after the end of the war.

The Hercules Mixer reduced the dimensions of the magazine from 9 x 12 to 8½ x 11 in October, 1948. The editor stated that the change was primarily as a measure to make a better looking magazine, but emphasized the paper saving effects of the change.¹

Several house organ editors have stated that when the paper shortage eases there will be an increase in the number of pages in the publication. But these changes are in the future.

Almost none of the editors from whom letters were received in connection with this study foresaw any drastic changes in their publications. The one general comment of the majority of them was that they are constantly trying to improve their publications and any changes which would affect the reader interest and effectiveness of the publications for the better would be made.

There were no suggestions or plans for definite changes either in the contents of the publications or in the physical makeup of them. The general theme was that changes would be gradual and constant for the betterment of the publication.

The editor of The Stanley World said that there is gradual expansion of the magazine due to increased inter-

¹ See n. 1, p. 19.
est and growing personnel. He continued: 1

We are not planning any expansion as it is growing too fast by itself.

The editor of The Gimbelite commented: 2

We have no plans for expansion of the magazine. About two years ago, the format was changed. The magazine became larger, took on a broader scope, used color, and definitely underwent a major change. If anything, we expect that the budget will be cut.

The editor of Telephone Review announced that 3

We plan to expand certain features of the magazine rather than its physical size, although as soon as more paper is available we expect to publish an issue monthly of 48 pages rather than 32. The only changes contemplated are the continual attempts to improve the basic methods and form of any or all of the aspects of the magazine.

Tracks' editor observed that 4

Our magazine is constantly expanding, circulation-wise and otherwise, and it would be difficult to outline any major changes in the offing.

The editor of Douglas Airview stated that its 5

Size, content and cost have been cut since the war, but without affecting quality. Its chances to endure and grow are just those of the aircraft industry—about which there are several points of view.

The only indication that these statements give is that there is nothing definite about future plans for the most of the employee publications: changes are likely to be gradual and unheralded.

1. See p. 3, p. 20.
3. From a letter from N. P. Forman, November 27, 1946.
5. See p. 2, p. 27.
PART V

The Value and Future of Internal House Organs:

In the final appraisal of the internal house organ as a medium of industrial relations, possibly the most outstanding factor is the very existence of more than 6,000 employee publications in the United States today. The continued existence of almost all these publications has been assured, as is evidenced by the statements of different representative house organ editors.

In considering this final phase of this study, it would be fitting to consider a few statements from authorities in the field concerning the value and the future of internal house organs.

The National Industrial Conference Board made the following assertions in its 1941 report on Employee Publications:¹

Measuring sticks to guage the value of employee publications are neither as precise nor as objective as might be desired. Some evaluation of employees' publications, in the institutional sense, is indicated by their steady growth and long development. It hardly seems possible that management in companies throughout the country would have inaugurated and continued publications, particularly during recent years, without a firm belief that some advantages have been received for this item of expense.

Exactly what and how much has been gained from any publication depends both upon the value of its objectives and upon how successful it has been in fulfilling them. Certainly, it is apparent that those

¹. Payne, op. cit., p. 8.
publications which have been discontinued, either were not founded upon purposes that the company ultimately considered important or else they failed to convince management that they were essential or successful enough to merit continuation.

K. C. Pratt, editor of Stat, made the following statements about the future of corporate journalism:

Company publications have become a basic tool of corporate management. As time goes on, that tool will be improved. Recast, sharpened, adjusted to the job it has been designed to perform, it will increase its usefulness. It is destined to become one of the major means of human communication in an industrial commonwealth.

Earlier Pratt had stated the opinion that

The future of the company publication is inextricably tied to the future of corporate journalists. For, the well executed house magazine is a dollars-and-cents asset to the company. That has been adequately proved. Companies which reaped so many benefits from their own publications during the war years are hardly likely to relinquish these benefits even in face of the greatly changed conditions which always follow the establishment of a peacetime economy.

The editors of Stat, in observing some of the developments and approaches in internal house organ editing, stated the following opinions:

Quite obvious is the emphasis being put on making employees aware of their peacetime role in the corporate body. It is no longer sufficient that a man put in a certain number of hours in a plant, collect an amount of wages, and be taken no further behind the scenes of his source of livelihood. Such detachment on the part of management and labor, with its consequent misunderstanding of one another, is in part responsible for the present confusion and turmoil on the industrial scene. Men with foresight have seen that this gap must be closed, and house magazines are reflecting this new determination to bring about such a merger of forces.

1. Pratt, op. cit., p. 10.
2. Ibid., p. 9.
The advertising manager of the Champion Paper and Fibre Company, Hamilton, Ohio, made this statement of opinion concerning the future of the house organ:1

...it seems to me that the very fact that we are spending a part of our advertising appropriation on this field is sufficient indication that we think it has a bright future.

The editor of The Stanley World supplies the following information:2

It has grown to 36 pages and up, costing the company four times what it did six years ago. Still they feel it is a good investment.

From the editor of The Gimbelite comes this statement about the future of that publication:3

The outlook of the publication is good. Management in the past has not been too well sold on its value, but month by month the magazine itself is doing the selling job necessary. It is perfectly natural for management to wonder about the effectiveness of a store publication, because it is a comparatively young thing.

Commenting on the value of the employee publication to employee morale, the editor of Kodakery stated:4

In my opinion there is no better way of keeping employees informed about the company for which they work than through a house organ. Properly handled, house publications can do much toward keeping employees happy.

The editor of Long Lines supplied this information:5

Long Lines has been published monthly, without interruption, for more than twenty-five years and it is, we feel, well received for the most part by both the management and the employee body.

1. From a letter from F. C. Gerhart, advertising manager, January 15, 1947.
2. See n. 3, p. 20.
4. See n. 1, p. 76.
5. See n. 1, p. 39.
Gregg Puster, who established the Curtiss Wright-er at the St. Louis plant of Curtiss-Wright Corporation in 1941 analyzes the future of industrial journalism and advances the following opinion:

The industrial publication of tomorrow will be based on service to management and labor. No longer will the paper be sponsored by management with that ancient bromide of "building morale, teaching safety, and encouraging all-out war effort" as an editorial policy.

Some indication as to the future and the value of the house organ in industrial and public relations may be seen in the increased emphasis on the training and education of industrial editors. Education, not in the formal sense of the word, but education to the problems and policies of the house organ.

As media for expediting this training and education regional and national associations of industrial editors have been increasing in number since the late 1930's. In 1941 almost 20 regional associations were brought together under one all-inclusive association, the National Association of Industrial Editors. In 1946 this association was expanded to include industrial editors of Canada and the name was consequently changed to International Council of Industrial Editors. However, the individual regional groups retained their identities as branches or divisions of the national group.

Probably the first such association, one which is now a member of the international group, was the American Rail-

I. Puster, Gregg, POST WAR INDUSTRIAL JOURNALISM, AAI E, op. cit., p. 9.
way Magazine Editors Association, founded in 1922. The
majority of the industrial editors associations were es-
tablished after 1940 however.

As an aid to the promotion of industrial editing, the
International Council holds regular yearly conventions and
publishes a monthly magazine, *deadline*, containing mater-
rial of particular interest to house organ editors and pub-
lishers. In addition, each regional association holds an
annual convention and regularly publishes its own house
organ.

In the light of the foregoing facts, it might be safe
to assume that the field of industrial editing is firmly
entrenched in the "journalistic world," and that it will
continue to grow in scope and intensity of operation.

College and university departments of journalism are
beginning to accept the challenge offered by the lack of
knowledge of house organ editing and publishing, spoken of
by Bentley, and are establishing regular courses in indus-
trial editing.

One of the pioneers in this movement is Professor
Clement E. Trout, professor of journalism at Oklahoma A. &
M. College. The school of journalism at Oklahoma A. & M.
offers a degree in industrial journalism, one of the first
in the United States to do so. Professor Trout was called
the "dean of America's Industrial editors" by the editors
of *deadline*. He was one of the founders of the Southwest-
1. _____, (outline), *deadline*, August-September, 1946, p. 5.
ern Association of Industrial Editors.

The mere existence of Stat, the "house magazine for house magazine editors," is another indication of the increased emphasis being placed on industrial editing, and is, correspondingly, an indication of the future of the house organ.

All the foregoing evidence serves to prove the statement that the house organ is recognized as one of the leading media in industrial and public relations and will continue to challenge the nation's journalists with its own peculiar problems and policies.

#
PART VI

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May, June, July, August, 1945; February, March, Aug-
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APPENDIX

Photographs of 63 of 89 Internal House Organs
Used in This Study
OIL COMPANY MAGAZINES

The Lamp
Service
Oil Drops
Shell Progress
Socony-Vacuum News
TELEPHONE MAGAZINES

The Ohio Bell
Telephone Review

Long Lines
The Michigan Bell
AIRCRAFT PUBLICATIONS

Sky Steps
Douglas Airview

The Curtiss Wright-er

The B-Liner
The Beech Log
CHEMICAL AND FIREARMS PUBLICATIONS

Hyper News
Plastimes
Remington Reporter
The Hercules Mixer
Dow Diamond
GLASS AND RUBBER PUBLICATIONS

Us
The Federal Shield

Dayton Rubber News
Pittsburgh People
COAL AND TRANSPORTATION MAGAZINES

Red Robin
Baltimore & Ohio Magazine

Matsonews
Tracks
STEEL MAGAZINES

Us Steel News
Weirton Steel Employees Bulletin (Victory Edition) - Employees Bulletin --- Republic Reports
(Special Edition