

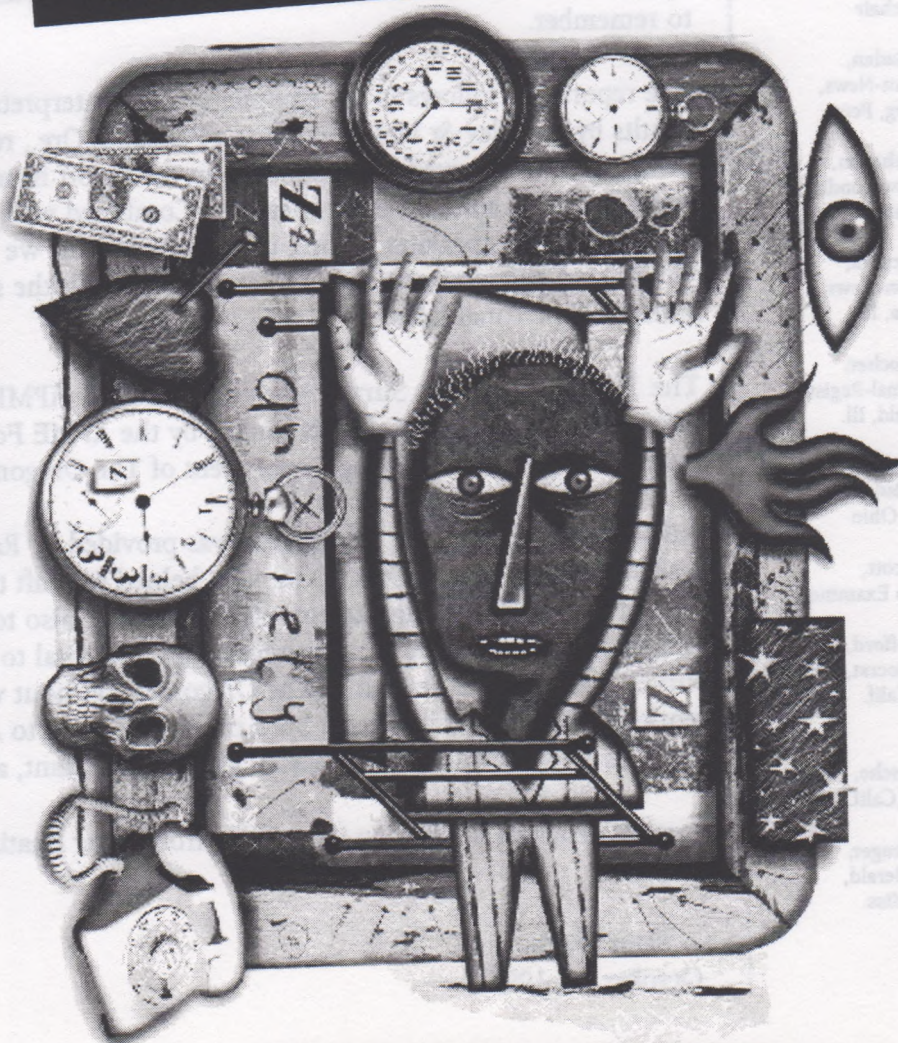
1995 APME

STRESS SURVEY

A report from the APME Newsroom Management Committee, funded by the APME Foundation.

lives, reputations and success of other people. I can cause

"Decisions made by me can affect the private and professional



humiliation, financial loss, misperceptions and private pain.

Stress?! Why would I feel stress?!"

1995 APME

**APME Newsroom
Management
Committee '95**

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Stress.

We certainly have no shortage of it in the newspaper business. Times are tighter; the pressure on senior managers is greater. No question of that. But has the stress increased accordingly? Are we more stressed than in the past?

APME set out this past summer to gauge the current level of stress, by resubmitting to editors and managing editors an updated version of a survey undertaken by the APME Newsroom Management Committee 12 years ago. That effort, led by Bob Giles, stands up remarkably well after a decade-plus in which stress has gone from being an obscure term used by civil engineers to a household word strongly associated with the quality of our lives.

Almost 600 editors responded to the survey, and in interesting ways. Some actually found it stress-reducing. One said it made him feel good. It reminded another that there is a community of editors out there struggling with the operations of their newsrooms. He characterized that as a good thing for us all to remember.

The report that follows is the compilation and interpretation of the survey results by Bardsley & Neidhart, Inc., a Portland, Ore., research and polling company. It is followed by comments on the report from experts in the areas of stress and from some of our colleagues. Combined with comments made by the outstanding speakers joining us in Indianapolis, we hope this report forces you to stop and confront how you are dealing with the stress in your professional and personal lives.

The 1995 APME Stress Survey was undertaken by APME's Newsroom Management Committee. It was funded by the APME Foundation and coordinated through the Marketing Department of The Oregonian in Portland.

Substantial assistance for this project was provided by Randall Bauman, senior research analyst at The Oregonian, who helped re-draft the survey and who helped shepherd it through to completion. Thanks also to Jenny Fielder of Knight-Ridder, whose help and suggestions were vital to the re-drafting of the survey. And to Linda Jensen of The Oregonian, without whose cool and calm work this survey couldn't have been completed. Also to Audrey Simpson, research assistant and Ngoc Wasson, graphics assistant, at The Oregonian.

Further detail on the survey is available from Peter Bhatia at The Oregonian in Portland.

— Peter Bhatia,
October 20, 1995.

Report

**Associated Press
Managing Editors Association
Stress Survey**

July 1995



**BARDSLEY &
NEIDHART INC.**

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Introduction

Bardsley & Neidhart Inc., an independent and impartial marketing research organization in Portland, Oregon, was commissioned by the Associated Press Managing Editors Association (APME) and *The Oregonian* to conduct a study for the Newsroom Management Committee of APME. Questionnaires were distributed to newspaper editors nationwide by *The Oregonian*, for return directly to Bardsley & Neidhart.

Background

This study was conducted as a follow-up to a 1983 study of newsroom editors, which examined levels of stress and how editors deal with the stress inherent in their jobs. The questionnaire used in the 1983 study provided the basis for the survey instrument used in the current study, with the addition of a few questions related primarily to the causes of stress associated with new technology. In addition, unlike the 1983 study, which surveyed both editors and their spouses, this year's study was limited to editors alone.

Objectives

APME and *The Oregonian* commissioned the study primarily to assess what changes, if any, have occurred since the initial study. A secondary objective included examining the impact of technological changes in the newsroom on editors' levels of stress.

Throughout the report, differences between this year's study and the results of the 1983 study are highlighted, when appropriate.

Methodology

The Oregonian mailed questionnaires during the second week of July 1995 to approximately 2,300 daily newspaper editors. Completed questionnaires were returned directly to Bardsley & Neidhart via a business reply account until August 15, 1995. A total of 578 completed questionnaires were returned, for a response rate of 25%. In comparison, during the 1983 study, a total of 544 questionnaires were returned by editors, out of 2,600 mailed, for a response rate of 21%.

Profile of Participants

This section offers an overall profile of survey respondents. The purpose of this data is to better understand the characteristics of those surveyed and assist in the understanding of the analysis to follow. Results are given as both a percentage and the number of total responses.

The typical respondent is a male who is a college graduate, age 45, married for the first time and has children who are living in the home. He earns nearly \$55,000, puts in 52 hours at the office per week and works an additional five hours at home each week. He is managing editor or editor, has been a supervising editor for 12 years and in his present job for five years. In addition, he is responsible for a newspaper with a circulation under 25,000.

Compared to the previous study, respondents in 1995 are more likely to be women, are older, have a higher education level and income and more likely to have been divorced. A higher proportion of respondents in this year's study are responsible for a morning edition and work at least 50 hours a week at the office.

Gender			Job Title		
Male	78%	(448)	Editor	35%	(202)
Female	22%	(130)	Executive editor	13%	(78)
			Managing editor	45%	(258)
Race/Ethnicity			Other	7%	(40)
Caucasian	96%	(557)	Length as super. editor		
Other	3%	(19)	2 years or less	8%	(48)
Age			3 to 4 years	8%	(47)
Under 30	4%	(23)	5 to 9 years	26%	(148)
30-35	10%	(58)	10 to 15 years	28%	(161)
36-40	13%	(77)	16 to 25 years	21%	(122)
41-45	26%	(148)	Over 25 years	8%	(49)
46-50	24%	(137)	Median = 11.7 years		
51-55	11%	(66)	Time in present job		
56 or over	12%	(69)	One year or less	13%	(76)
Median = 45.4 years			1 to 2 years	17%	(99)
Education			3 to 4 years	22%	(128)
High school/Some college	12%	(72)	5 to 9 years	26%	(151)
College graduate	57%	(329)	10 to 15 years	13%	(74)
Graduate study	16%	(95)	16 years or more	9%	(50)
Graduate degree	14%	(82)	Median = 4.8 years		

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Associated Press Managing Editors Association Stress Survey - July 1995

Participant Profile (continued)

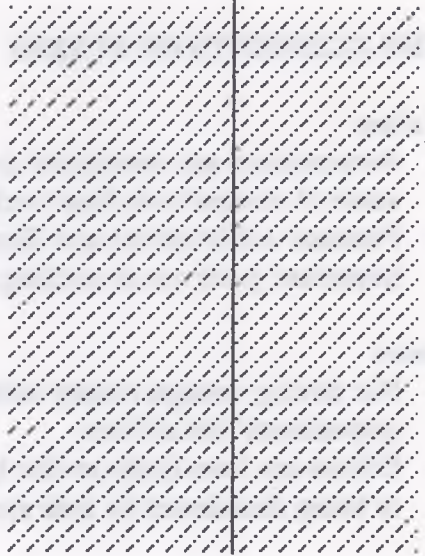
Marital Status			Daily Circulation		
Single or living with someone	10%	(58)	Under 25,000	48%	(279)
Married for the first time	58%	(336)	25,000- <50,000	22%	(125)
Remarried once	19%	(109)	50,000- <100,000	14%	(79)
Remarried more than once	4%	(25)	100,000-250,000	11%	(63)
Separated	1%	(7)	Over 250,000	5%	(30)
Divorced	7%	(40)			
Widowed	1%	(3)			
			Responsible for		
			AM newspaper	49%	(283)
Ever been			PM newspaper	43%	(246)
Separated	4%	(22)	24-hour newspaper	0%	(1)
Divorced	31%	(179)	AM & PM newspapers	8%	(46)
Widowed	2%	(9)			
None of the above	65%	(373)			
			Competition		
			Yes	42%	(244)
Have children			No	57%	(332)
No	23%	(135)			
Yes	76%	(441)	Days/week in the office		
•Living at home	53%	(307)	5 days or less	51%	(297)
•Not living at home	22%	(130)	6 days	42%	(244)
			7 days	6%	(37)
Gross income			Hours/week at office		
Less than \$25,000	7%	(43)	Under 40 hours	1%	(8)
\$25,000 to \$44,999	30%	(171)	40 to 45 hours	14%	(82)
\$45,000 to \$64,999	25%	(146)	46 to 50 hours	31%	(178)
\$65,000 to \$84,999	14%	(82)	51 to 55 hours	29%	(167)
\$85,000 to \$104,999	8%	(48)	56 to 60 hours	18%	(102)
\$105,000 to \$125,999	6%	(35)	Over 60 hours	7%	(41)
\$125,000 to \$144,999	2%	(14)			
\$145,000 to \$164,999	1%	(6)			
\$165,000 or more	5%	(28)			
Median = \$54,932					
			Hrs./week work at hom		
Spouse have time commitmen			None	8%	(44)
outside the home			Up to 3 hours	39%	(224)
Yes	60%	(344)	4 to 7 hours	32%	(184)
No	24%	(139)	8 to 10 hours	17%	(96)
			Over 10 hours	5%	(30)
			Median = 4.5 hours		
Is spouse a journalist					
Yes	11%	(66)			
No	72%	(419)			

Note: Totals may not add to 100% due to rounding.

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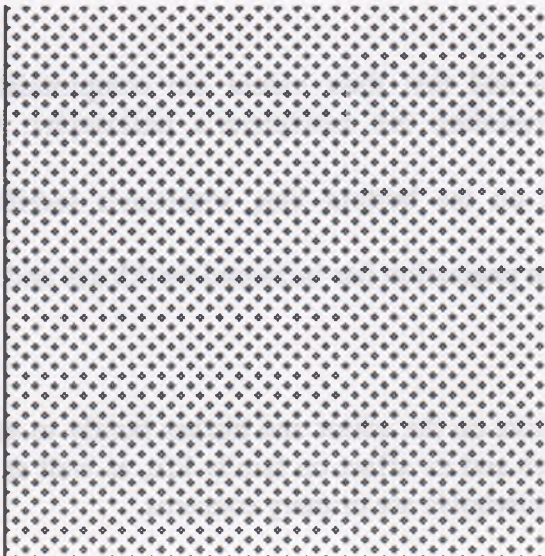


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Executive Summary

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The following provides a brief summary of key project findings. A more detailed look at survey results is included in the Analysis of Findings section of the report.

THE ELEMENTS OF STRESS

Values

- ◆ Respondents are committed to and challenged by their jobs, but are less likely to have a sense of control over their work.
- ◆ Personal achievement and family are what respondents value most. In contrast, the least important goals are an exciting life, spiritual development and recognition.

Fears

- ◆ Not having enough money and being “locked in” and unable to change their way of life top respondents’ list of fears.
- ◆ Editors are least likely to fear being passed over for promotion, having their past haunt them or being abandoned by their spouse or lover.

The Job

- ◆ The credibility of the newspaper, self-imposed standards of quality and demands placed on their time are the primary stressors of the job.
- ◆ In comparison to the previous study, editors are more prone to be in the mode of “putting out fires.”

Managing the Staff

- ◆ Making tough decisions which are unpopular or have serious repercussions, as well as conflict resolution are part of most editors’ jobs.
- ◆ However, a cooperative environment is being fostered in newsrooms, with the staff working in a cooperative fashion.

The Boss and the Company

- ◆ Editors often feel a lack of control and that their values are compromised, with the owner/publisher having final say regarding the newspaper’s philosophy, budgets and available resources.
- ◆ Companies are increasingly focused on the bottom line, sometimes sacrificing overall quality.
- ◆ The introduction of new technology for pagination has increased workloads and stress levels, at least for the time being.

Personal Life

- ◆ The public nature of the job and pressure on the editor and his/her family to avoid scrutiny and criticism, the long hours on the job and its affect on family life, as well as difficulty in juggling the demands of dual career households are primary concerns.

THE EFFECTS OF STRESS

Overall Stress Level

- ◆ Nearly half (47%) rate their job as being highly stressful, while a similar proportion describe the stress as moderate.
- ◆ Editors who spend time at home doing job-related work, females and those under age 56 report statistically higher levels of stress.
- ◆ Stress is occurring more frequently, with three-quarters of editors experiencing high levels of stress twice a week or more often, a dramatic increase from the previous study.

Causes of Stress

- ◆ Editors' workload is one of the primary causes of stress, followed by staffing issues, particularly being understaffed and a high turnover rate.
- ◆ Meeting the expectations of the boss is also a source of stress.

Change in Stress Levels During the Past Year

- ◆ Stress levels have increased for half of editors during the past year, while one in ten report a decline in stress.
- ◆ Lack of adequate staff, budget considerations and a heavier workload are the primary reason for the rise in stress levels.
- ◆ Technology, including pagination, is another factor in increasing stress levels.
- ◆ Declining stress levels are due to a change in perspective, greater job experience or change in jobs, thus increasing their vulnerability to stress.

Life Changes

- ◆ Similar to the previous study, editors are most likely to have experienced a shift in their workload, change in their financial status, moved to a new residence or had a new boss.

Stress and Health

- ◆ Four in ten editors have had a health problem related to job stress. The ailment is usually minor to moderate and occurs occasionally or frequently.
- ◆ One in five editors say their health problem affects both their work and personal life. However, one-third never take time off from work due to their ailment.
- ◆ Editors continue to address their stress-related ailments by paying close attention to their health or balancing their professional and personal lives.
- ◆ Although one in two have maintained their health over the past five years, one-third say their health has declined.
- ◆ Although most have not experienced chronic health problems, nearly one in five suffer from hypertension.
- ◆ One in five believe their health problem is related to their stress on the job.

Nature of Stress

- ◆ Half of editors say stress is related to the demands of their job and feel it affects them primarily at work, while three in ten attribute stress to the demands of both work and their personal lives.

Conditions Experienced During the Past Year

- ◆ Being unable to sleep, constant fatigue, daily doses of aspirin or other medication, and weight gain are the top symptoms cited by respondents.
- ◆ Smoking among editors is on the decline, down from 15% in 1983 to 8% this year.

Outlook During the Past Year

- ◆ Six in ten editors cite regularly being angry or irritable during the past year, while four in ten were sad, depressed or anxious.
- ◆ Irritability, anxiety, dread of the approaching work week, reluctance to take a vacation and increased sensitivity to comments by others are all on the rise.

Impact of Job Demands on Marital Life

- ◆ Half of respondents say job pressures create marital conflict, although it tends to occur only occasionally or rarely, and the conflicts are minor or moderate in severity.

COPING WITH STRESS

Stress Combatants

- ◆ Reading, exercising, playing or listening to music, watching TV and spending time alone are popular methods of relieving stress.
- ◆ In addition, editors are taking a healthier approach to combating stress, with use of both alcohol and tobacco on the decline, at 21% and 13%, respectively.

Attitudes or Behaviors to Cope with Stress

- ◆ A sense of humor and keeping things in perspective are editors' main coping mechanisms. Accepting responsibility for their behavior, confidence in meeting challenges and acceptance of things that can't be changed are also used to cope with stress.

Sources of Help

- ◆ Editors have a network of family and friends to turn to during times of stress. Seeking strength internally, through their own counsel or through religion is also used.
- ◆ Less than one in ten seek professional help from a counselor or therapist.

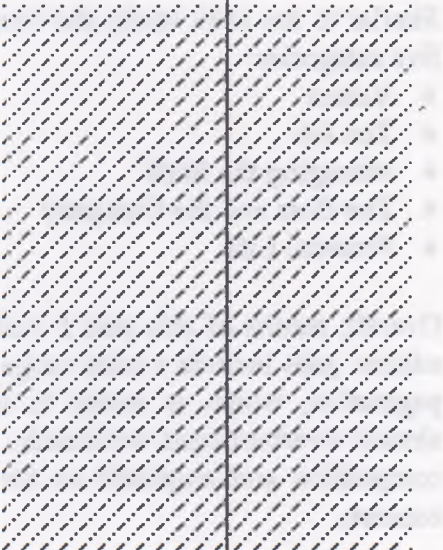
Coping with Marital Conflict

- ◆ Editors tend to deal with marital conflicts by using positive approaches which include discussing the problem with their spouse, and acknowledging the problem and seeking solutions.

THE ELEMENTS OF STRESS

...the most common way to measure stress is to use a self-report questionnaire...

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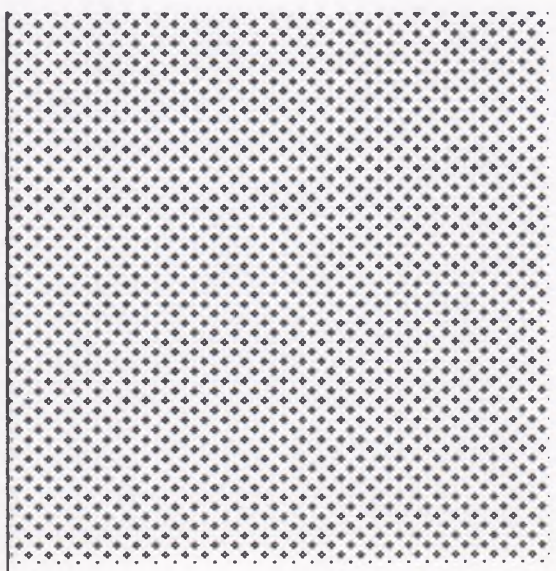
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WORK-RELATED VALUES

...the most common way to measure stress is to use a self-report questionnaire...

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Analysis of Findings



THE ELEMENTS OF STRESS

Similar to the 1983 study, the elements that contribute to stress are separated into the following five categories:

- ◆ Values
- ◆ The Job
- ◆ Managing the Staff
- ◆ The Boss and the Company
- ◆ Personal Life

Overall, results of this year's study are similar to that of the previous study. More than ever, editors' jobs include a wide range of responsibilities. In addition, new technology, particularly pagination, which is meant to increase the newspaper's efficiency, instead often increases already overburdened workloads. Issues such as relationships with staff and family, increased competition and emphasis on the bottom line, often at the expense of quality, remain a top concern.

Values

In order to determine how editors' values relate to their level of stress, respondents indicated their values related to work, as well as their personal life, and listed their major fears.

WORK-RELATED VALUES

Similar to the previous study, respondents are committed to and challenged by their jobs as editors. Nine in ten are highly committed to their work, while six in ten are highly challenged by their work. However, only half of respondents feel they have a sense of control over their work, which may contribute to the amount of stress they experience. One in two report a moderate amount of control over their work, similar to the proportion who feel they have a great deal of control.

Associated Press Managing Editors Association Stress Survey - July 1995

Commitment to Work

Percent of total respondents

<u>1983</u>	<u>1995</u>	
88%	90%	I am highly committed to my work
12	10	I am moderately committed to my work
1	0	I am slightly committed to my work
0	0	I am not committed to my work

Degree of Control Over Work

Percent of total respondents

<u>1983</u>	<u>1995</u>	
54%	50%	I have great control over my work
44	49	I have moderate control over my work
1	2	I have slight control over my work
0	0	I have little control over my work

Challenge of Work

Percent of total respondents

<u>1983</u>	<u>1995</u>	
58%	62%	I feel highly challenged by my work
37	33	I feel moderately challenged by my work
3	4	I feel slightly challenged by my work
1	1	I feel little challenged by my work

PERSONAL VALUES

Participants ranked the five most important and the five least important personal goals or values from a list of 15 different values or goals. Personal achievement and family are the factors respondents value most. Roughly one-third rate a sense of accomplishment as their most important goal, nearly double the proportion who rank involvement with their family (17%) or family security (15%) first.

Percent of total respondents		Most Important Personal Value or Goal
1983	1995	
37%	30%	A sense of accomplishment.
**	17	Being involved with my family.
19	15	Family security.
8	6	A comfortable life.
3	6	The ability to influence events and make things happen.
6	5	Independence, free choice.
3	4	Personal growth.
4	3	Spiritual development.
8	3	Self-esteem.
1	2	Social justice, equal opportunity for all.
2	2	Close companionship.
2	1	Freedom from inner conflicts.
1	1	Sexual and personal intimacy.
3	1	An exciting life.
0	0	Recognition.

**Question not included in previous study.

Conversely, it appears that respondents are more internally driven and eschew the glamour and acclaim that sometimes accompany the job. Approximately one in five place an exciting life at the bottom of their list as their least important value or goal, followed by recognition (15%) and spiritual development (15%).

Percent of total respondents	Least Important Personal Value or Goal, 1995
18%	An exciting life.
15	Recognition.
15	Spiritual development.
13	Freedom from inner conflicts.
7	A comfortable life.
6	The ability to influence events and make things happen.
6	Sexual and personal intimacy.
4	Social justice, equal opportunity for all.
4	Close companionship.
2	Independence, free choice.
1	A sense of accomplishment.
1	Being involved with my family.
1	Family security.
1	Personal growth.
1	Self-esteem.

Note: Question not included in previous study.

MAJOR FEARS

Respondents indicated their major fears from among a list of 15 different concerns. Perhaps reflecting the realization that many editors may be at the peak of their careers and earning potential, not having enough money and being "locked in" and unable to change their way of life top respondents' list of fears, with four in ten selecting each as a major fear. In addition, reflecting their advancing age, roughly one-third are apprehensive about physical decline or illness.

Underscoring the importance of family, messing up their personal life and being out of touch with their family are both major fears for roughly one-quarter of respondents. In addition, a similar proportion mentioned job-related fears, namely, being unable to meet their job's demands or making wrong decisions.

In contrast, respondents are least likely to be fearful of being passed over for promotion, having their past return to haunt them or being abandoned by their significant other, with less than one in ten being in fear of these events.

Of note is that nearly one in five report having no major fears, down slightly from one-quarter in the previous study.

Percent of total respondents

1983	1995	Major Fears
38%	40%	Not having enough money.
39	37	Being "locked in," unable to freely change my way of life.
33	31	Declining physical capabilities, illness.
19	26	That I won't be able to cope with the demands of my job.
22	26	Messing up my personal life.
**	23	Being out of touch with my family.
**	22	Making wrong decisions.
19	17	I will find out I'm not as good an editor as I thought I was.
14	16	Others will find out I'm not as good an editor as they think I am.
14	12	Not advancing fast enough.
11	6	Lack of recognition.
6	6	Being passed over for promotion.
5	6	Past events in my life will return to haunt me.
9	6	Being abandoned by a spouse or lover.
2	2	Being surpassed by talented staff members.
24	17	I have no major fears.

**Question not included in previous study.

The Job

The credibility of the newspaper appears to be the primary element of the job that may contribute to stress. Among editors, 95% or more agree with the following:

- ◆ My job involves making important decisions
- ◆ The accuracy of my newspaper and other newspapers influences the public perception of my newspaper and other newspapers
- ◆ My job involves an important responsibility to readers to make the right decisions about news coverage
- ◆ My job involves being faced with criticism of my newspaper or of my staff from readers and news sources

In addition, most respondents have a self-imposed standard for their newspaper and are conscious of the many demands placed on their time. Roughly nine in ten agree that their newspaper is not as good as it should be and are interrupted by phone calls and unscheduled visits from staff members, news sources and readers.

It also appears that editors are more prone to be in the “firefighter” mode than they were in the previous study, reflecting the increased time demands faced by editors and greater scope of their job responsibilities. The following are statements which posted the largest gains between 1983 and 1995 in the proportion who agree with the statement:

- ◆ It’s difficult to stay on top of all my responsibilities as an editor (63% to 73%)
- ◆ My job involves dealing with today’s paper and today’s problems. This leaves little time to plan for the future (42% to 55%)
- ◆ My job involves pressure to work every minute, with little opportunity to relax (44% to 53%)

Highlighting the high proportion who previously said they are either moderately or highly challenged by their work, only one in ten agree with the statement, “I find little to interest and challenge me in my job as it is structured now.” Also, despite the difficulties associated with their job as senior editors, most appear to be satisfied with their job, with only one in ten saying they regret becoming an editor and would prefer their previous work as a reporter or copy editor.

“Feeling I am always running to catch up, there is never enough time to suitably plan for future stories or evaluate past performance.”

“Frequent interruptions and the constant ‘do this now!’ nature of the job.”

Associated Press Managing Editors Association Stress Survey - July 1995

Percent of total respondents
agreeing with each statement

1983	1995	The Job
99%	99%	My job involves making important decisions.
99	99	The accuracy of my newspaper and other newspapers influences the public perception of my newspaper and other newspapers.
96	98	My job involves an important responsibility to readers to make the correct decisions about news coverage.
99	96	My job involves being faced with criticism of my newspaper or of my staff from readers and news sources.
98	92	I am interrupted by phone calls and unscheduled visits from staff members, news sources and readers.
94	92	I am not satisfied that my newspaper is as good as it should be.
93	88	Mistakes made in my newspaper contribute to public distrust of the press.
88	88	There is a sense of urgency about my tasks as an editor.
84	85	My job involves working under the pressure of deadline.
77	80	There is more work than I can complete in a normal working day.
82	79	My job is highly visible and this increases the pressure to produce good newspapers.
63	73	It's difficult to stay on top of all my responsibilities as editor.
64	68	My job involves spending evenings and weekends finishing my work.
66	63	Unimportant tasks take up my time; as a result, I am not able to concentrate on the important tasks.
61	58	My job involves making news judgments without as much information as I would like to have, especially on deadline.
50	56	My job involves paperwork, reports and administrative detail which occupy too much of my time.
43	55	My job involves dealing with today's paper and today's problems. This leaves little time to plan for the future.
44	53	My job involves pressure to work every minute, with little opportunity to relax.
50	47	I consider criticism of the newspaper to be criticism of me.
48	47	My role as an editor is satisfying. My role as a manager and an administrator is less so.
43	45	I am concerned about being wrong and being embarrassed by news judgments, especially those made under pressure of deadline.
38	35	I am a competent editor. I feel less competent as an administrator and manager of people.
30	31	My salary does not compare favorably with the pay of editors of comparably-sized newspapers.
27	30	My progress on the job is not what I think it should be.
23	29	The reality of my job as an editor is significantly different from my expectations.
25	26	My job involves speaking publicly, and that is difficult for me.
15	19	I probably will never achieve my career goals.
10	11	I find little to interest and challenge me in my job as it is structured now.
8	9	I regret becoming an editor. I enjoyed more the work I did as a reporter/copy editor.

Managing the Staff

The role of a senior editor involves making tough decisions which are often unpopular or have serious professional repercussions. Editors have the power to make or break careers, as well as the responsibility that comes with it.

In addition, conflict resolution among the staff and with the boss, who is often the publisher, are also part of most editors' job.

“Decisions made by me can affect the private or professional lives and success of other people. I can cause humiliation, financial loss, public misperceptions and private pain. Stress?! Why would I feel stress?”

However, it also appears that the newsroom is fostering a cooperative environment and that the staff is working as a more cooperative, cohesive unit. Compared to 1983, respondents are less likely to say that their editors compete with one another, that the newsroom is highly competitive or that their subordinates are after their jobs. In addition, less than one in ten respondents say there is a lack of trust between them and their news staff, or that they cannot count on the support of their editors and staff members.

Associated Press Managing Editors Association Stress Survey - July 1995

Percent of total respondents
agreeing with each statement

1983	1995	Managing the Staff
97%	97%	My job involves making decisions that may make my news staff angry.
96	97	My job involves face-to-face discussions with members of my staff about their poor performance.
95	97	My job involves resolving conflict among members of my staff.
96	96	My job involves making decisions affecting the professional lives of my staff.
84	85	My job involves making hard decisions which may have ended the newspaper careers of members of my news staff.
78	74	My job involves resolving conflicting views of various editors who report to me.
64	68	The expectations of my staff and the demands of my boss often conflict.
59	52	I do not direct the day-to-day activities of the news staff but my job involves being responsible for its performance.
58	47	My staff challenges and disagrees openly with my decisions.
46	47	My staff does not understand the pressures of being an editor, especially at my level.
47	36	Members of my staff have journalistic values which are different from mine.
45	35	I have ambitious subordinates who want my job.
28	30	I am not able to be entirely open and candid with my editors and staff.
39	27	The atmosphere in my newsroom is highly competitive.
22	20	Members of my staff are more interested in looking good as individuals than in being team players.
15	16	My editors tend to compete with one another rather than to work together toward the best interests of the newspaper.
4	9	I cannot count on the support of my editors and staff members.
4	7	There is a lack of trust between my news staff and me.

Using a four point scale where 1 is "not stressful" and 4 is "highly stressful," respondents rated the stress level for reporters on their paper. The majority (83%) of editors say it is slightly (25%) to moderately stressful (58%) to be a reporter for their newspaper, unchanged from 1983.

Overall Stress for Reporters

Percent of total respondents		
1983	1995	
4%	5%	Not stressful
26	25	Slightly stressful
58	58	Moderately stressful
8	8	Highly stressful

The Boss and the Company

Results indicate that respondents often feel they have a lack of control. Specifically, the owner/publisher has the final say regarding the direction of the paper and also controls the budget, as well as the available resources. The result is that respondents are responsible for implementing decisions they don't agree with (66%) and feel their values are compromised. Nearly four in ten agree that their journalistic values are compromised by decisions that reflect only the economic interests of the paper, or that their boss yields to external pressures. A similar proportion feel that their future is determined, to a large extent, by others.

Coupled with the pressure to meet publishers' expectations, editors feel they are not provided with sufficient resources necessary to do so. Four in ten say their newspaper does not provide the resources necessary to attain the level of journalistic excellence it is committed to or feel pressure to focus on getting stories in the paper at the expense of quality coverage. In addition, one-third of respondents say they have no control over budgets, staffing or the newshole. In general, the proportion of editors who agree with the various statements are slightly lower or similar to 1983 survey results.

Some respondents "disagree" or "strongly disagree" with the statement "I have no control over my budget, staffing or the newshole." The majority of respondents (66%) agree that their journalistic values are compromised by decisions that reflect only the economic interests of the paper, or that their boss yields to external pressures. A similar proportion feel that their future is determined, to a large extent, by others.

	1983	1995
Disagree with budget	12	40
Disagree with staffing	10	33
Disagree with newshole	8	33

Associated Press Managing Editors Association Stress Survey - July 1995

Percent of total respondents
agreeing with each statement

1983	1995	The Boss and the Company
71%	66%	My job involves implementing decisions with which I disagree.
49	52	I receive assignments without sufficient people and resources to carry them out.
48	43	The newspaper does not back up its public commitment to journalistic excellence with the resources necessary to attain it.
41	41	I feel pressure to forfeit quality in news coverage and to concentrate on just getting stories in the paper.
38	40	My future is, in large measure, determined by others.
43	39	My journalistic values are compromised by decisions that reflect only the economic interests of the paper.
37	36	When I first became a supervising editor, I had no training to prepare me for my responsibilities and I received little thereafter.
43	35	My boss yields influential pressure from outside the newsroom which sometimes results in decisions that compromise my news judgment.
35	33	I do not have an opportunity to control budgets, staffing or newshole.
33	31	My boss changes signals without warning. What was acceptable yesterday may not be acceptable today.
36	28	My news philosophy is at variance with that of my boss. In these situations, the boss' philosophy prevails.
26	27	Decisions affecting the newspaper are made by superiors who are not qualified, except by their positions, to make these decisions.
44	26	Decisions about my performance and my future are based not on my ability to produce quality newspapers, but on such things as my relationship with my boss, company politics and my ability to "play the game."
24	26	I feel there is risk in being candid, open and honest in dealing with my boss.
24	25	I am not sure how much authority I have.
22	24	I feel my skills and abilities are not being used well.
23	22	I was promoted to this job without adequate training and background.
20	21	I have the feeling of being manipulated by my boss.
21	19	I feel my boss does not give me the authority to carry out the responsibilities he/she has delegated to me.
18	19	I don't know what my boss thinks of my work.
18	17	I do not have the freedom to act and to make decisions that I was led to believe I would have when I first took this job.
17	17	My boss does not consider my point of view when he/she makes decisions.
17	16	My boss' dealings with me are not open, candid and honest.
13	16	My boss avoids discussing the reasons behind important decisions, especially those with which I might disagree.
14	13	When I became an editor, I believed I would have the opportunity to use my ideas, to try new approaches, to mold the paper to meet my standards. That has not been true.
11	13	I would like to ask for advice and counsel about certain problems I face in my job, but I believe asking would indicate I am not qualified to do the job or am not in control of the job.
8	13	I do not speak out against things with which I disagree because there is risk in doing so.
14	12	I have little real control over the newspaper. Others make the important decisions.
12	12	The scope and responsibilities of my job are not clear to me.
10	10	I have little direct contact with my boss.

Companies are becoming more cost-conscious and focused on the bottom line. Two-thirds say the newshole was reduced during the past year, compared with 42% who said the same in the previous study. In addition, half faced reductions in staffing or cuts in expenses, similar to the proportion who said the same in 1983.

“New initiatives and technology that require re-educating staff and changing the way we do things. These are good changes, but are very challenging to manage.”

Due to the rising use of technology in the newsroom, two new questions were added to this year’s study regarding the introduction of new pagination technology in the newsroom and its affect on editors’ stress level. Overall, three in ten say new pagination technology was implemented during the past year. Although pagination may reduce expenses and increase productivity in the long-run, in the short-term it appears to be increasing the level of stress among editors. Overall, one in five say the new technology has increased their level of stress. However, among those who personally implemented the new technology, two-thirds report an increase in stress level.

Percent of total respondents answering “Yes” to each

1983	1995	
7%	8%	In the past year, my newspaper folded, was merged with another newspaper, or changed its publication cycle.
45	50	In the past year, the news staff was reduced or staff members who left were not replaced immediately.
51	50	In the past year, spending for non-payroll expenses such as travel, conventions and conferences, training, features, etc. was cut.
42	66	In the past year, the newshole was reduced.
--	31	In the past year, new technology was introduced enabling my newspaper’s layout to be done in-house rather than out-of-house.

Impact of New Pagination Technology on Editor’s Stress Level, 1995

Percent of total respondents (N=578)		Percent of those who implemented new technology in the past year (n=182)
21%	My stress level increased	67%
2	My stress level decreased	6
8	There was no effect on my stress level	26

Personal Life

The fact that an editor and his/her family live in a "glass house" and are exposed to the public's scrutiny and criticism are major concerns. The majority say their family is exposed to criticism (76%) or must make adjustments to their lifestyle due to the demands of their job (62%). Also, the proportion who say their family feels under scrutiny and pressure to avoid attracting public attention has increased from 28% in 1983 to 43% in 1995.

After hours work-related activities (71%) and the long hours at the office (63%) put a dent in respondents' home and social life, preventing editors from spending time with family and friends. Due to the demands of the job, family and friends must often adjust their lifestyles to accommodate editors' schedules. Nearly seven in ten do not have time to work on projects at home, while six in ten are unable to spend sufficient time with friends and family.

On top of that, perhaps reflecting the rise in dual income households and increasing prominence of women in the industry, juggling the demands of two equally important careers is becoming an increasingly critical issue. Between 1983 and 1995, the proportion who say it is difficult to satisfy the demands of both jobs, as well as the difficulty for their spouse to meet the obligations of both jobs rose markedly.

**Percent of total respondents
agreeing with each statement**

1983	1995	Personal Life
78%	76%	The public nature of my work as an editor means that my spouse/family is exposed to criticism of the newspaper or my work more frequently and to a greater degree than the spouses/families of executives in other fields.
68	71	My job involves work-related activities outside my normal working hours which interfere with my personal life.
68	67	I cannot find time to complete projects I should do at home.
58	63	My job involves a working schedule and long hours which make it difficult to have a personal life similar to that of others outside the newspaper business.
58	62	Because of the demands of my job, I am not able to spend the time with my spouse/family/friends that they would like me to spend with them.
53	62	My spouse/family must make adjustments in lifestyle because of the demands of my job.
60	59	My spouse/family/friends feel I put my job first.
57	56	My job creates unique pressures for my spouse/family that the spouses/families of executives in other fields do not feel.
49	56	I have little energy left for social or recreational activities with my spouse/family after a day at the office.
48	50	I am "on call," even during vacations, because I cannot leave the responsibilities of my job.
38	49	I am not able to be "there" for my spouse/family/friends as often as I should be because of the demands of my job.
55	47	My spouse has primary responsibility for the operation of our household (cleaning, meal preparation, laundry, etc.) because of the demands of my job.
28	43	My spouse/family feels under scrutiny because of my job and feels pressure to avoid attracting public attention as a result of their behavior.

(continued)

Associated Press Managing Editors Association Stress Survey - July 1995

Percent of total respondents
agreeing with each statement

1983	1995	Personal Life (continued)
36%	42%	My spouse's commitment outside the home is limited to some degree by the nature of my work as editor. For example, he/she cannot become involved in political activism, work as a journalist for a newspaper I edit, etc.
25	41	My spouse's commitment outside the home is as important to my spouse as my commitment is to me. It is difficult to satisfy the demands of both.
34	38	My spouse/family must change plans, entertain or socialize on short notice to accommodate the demands of my job.
23	36	I would like to have an outside interest but cannot find the time.
30	35	Relocation in pursuit of my career goals has disrupted life for my spouse/family.
33	34	I make commitments to my spouse/family/friends that I later am unable to honor because of the demands of my job.
31	31	When there is a conflict between my spouse's commitment outside the home and the demands of my job as an editor, my spouse's commitment must yield to mine.
29	31	My spouse has primary responsibility for our social life because of the demands of my job.
29	29	My spouse is concerned about not adding to the demands my job makes on me. He/she tries to protect me from the pressures and concerns of family life.
25	29	Despite my spouse's commitment outside the home, he/she carries the primary responsibility for the operation of our home (cleaning, meal preparation, laundry). I do not share the responsibility because of the demands of my job.
25	28	My spouse has primary responsibility for raising our family because of the demands of my job.
22	26	My spouse's commitment outside the home carries with it pressures and demands. I expect my spouse to be sensitive to the pressures and demands of my job, but I tend to overlook his/hers.
19	26	I avoid dealing with problems that may arise in my marriage or my family life because I am drained by the demands of my job.
15	26	The demands of my spouse's commitment outside the home are equal to mine. It is difficult for my spouse to meet his/her commitment and still fulfill his/her obligations to my commitment.
23	25	My spouse/family wants to discuss my job more than I prefer to discuss it.
16	23	My job demands so much of me emotionally that my spouse has become the primary caretaker of our relationship.
19	22	The demands of my job conflict with the demands of my spouse's career, education, volunteer activity, etc.
18	22	My family is growing up (or grew up) without me because of the demands of my job.
11	17	My spouse/family avoids seeking my help or advice, feeling that I am burdened with problems related to my job.
11	16	My job involves travel which takes me away from home more than my spouse/family would like.
13	12	My close relationships with others involved in my work as an editor create tension at home.
2	10	I feel that nothing matters in life besides my job.
11	7	My use of alcohol and/or narcotic substances in seeking relief from the pressures of my job creates tension at home.
9	7	I would like to discuss the problems and pressures of my job with my spouse/family, but my spouse/family would have less confidence in me and would feel less secure if I did.

THE EFFECTS OF STRESS

Overall Stress Level

In order to examine editors' level of stress overall, respondents rated their stress level using a scale of 1 to 4 where 1 is "highly stressful" and 4 is "not at all stressful." Overall, 47% say their job is highly stressful, while a similar proportion (46%) say it is moderately stressful, for an average rating of 1.6 on the four point scale.

Respondents who have statistically higher (at the 95% confidence level) overall stress levels are:

- ◆ Those who spend time at home each week on work related to their job
- ◆ Females
- ◆ Those age 55 or under

Overall Level of Stress, 1995

Percent of total respondents

47%	(1)	Highly stressful
47	(2)	Moderately stressful
5	(3)	Slightly stressful
1	(4)	Not at all stressful

Frequency of Stress

The frequency with which editors experience high levels of stress on the job appears to be on the rise. Three-quarters experience stress twice a week or more frequently, compared with half in 1983.

Frequency of occurrence of high levels of stress in the job

<u>1983</u>	<u>1995</u>	
33%	43%	Daily
19	30	At least twice a week
28	15	Weekly
14	6	Monthly
3	3	Never

Causes of Stress

To get a better understanding of the causes of stress editors experience, a new question was added to this year's study. Respondents were asked, on an unaided basis, to provide a detailed explanation of the major cause of their stress.

In addition to the five elements of stress covered previously (Values, The Job, Managing Staff, The Boss and the Company and Personal Life), other issues which appeared as stressors include technology, market conditions and demands of the public or advertisers. All of the areas cited have some degree of overlap and the potential to have an impact on other aspects of editors' professional, as well as personal life.

The primary cause of stress is the demands of the job itself, particularly the workload. In addition to not having enough time to complete all of the duties required of an editor, a heavy workload also affects the attention editors are able to give to their personal life. Also, budget constraints and limited resources, as well as deadline pressures add to the difficulty and pressure of getting the job done.

A secondary stressor is managing the staff, more specifically, feeling understaffed and a high turnover rate. This is also related to editors' workload, since insufficient staff and high turnover contributes to overall workload, thereby increasing stress.

"I work for a company that considers bottom-line profit first, even at the expense of a quality product."

"The major cause of job stress is corporate demands for ever-greater profits, even when that means cannibalizing the newspaper by cutting staff, cutting space, cutting expense budgets."

The boss, usually the owner or publisher, is also a source of stress. Meeting their expectations, which at times can conflict with the editor's personal values, is a source of stress. In addition to setting high standards, publishers often do not provide editors with the resources necessary to produce a quality newspaper which meets expectations. This may become an increasingly critical issue as more organizations continue to focus on the bottom line and the pressure to increase productivity becomes even greater.

However, it is important to keep in mind that stress is not completely negative. A certain amount of stress is normal and can even have a positive impact on job performance.

"Some of us actually perform more precisely and effectively by managing stress well."

Associated Press Managing Editors Association Stress Survey - July 1995

Percent of total respondents	Major Causes of Stress, 1995
70%	The Job
28	Workload/Long hours
18	Budget constraints/Lack of resources
11	Deadline pressures
4	Responsibility with lack of control
2	Low pay
2	Need for accuracy/Avoid libel
2	Politics
2	Job security
1	The job/Work
37%	Managing Staff
15	Understaffed/Staff turnover
8	Conflicts/Relationship with staff
8	Directing staff/Administration duties
6	Incompetent staff
16%	The Boss and the Company
12	Meeting publisher/upper management/owner expectations
2	Lack of authority/direction
1	Emphasis on profit/bottom line
1	Mission/Direction of paper
10%	Values
10	Self-imposed standards
9%	The Public/Advertisers
8	Demands of public/Public scrutiny
1	Demands of advertisers
8%	Technology
4	New technology
2	New pagination system
2	Equipment/mechanical problems
8%	Market Conditions
4	Decline in circulation/Increased competition
3	Declining revenue/newshole
1	Newsprint cost
7%	Personal Life
7	Personal/Professional conflicts
6%	Miscellaneous

Note: Question not included in previous study.

Change in Stress Level During the Past Year

Supporting the rise in the frequency of stress, half of respondents report their level of stress has increased during the past year. The likelihood of reporting an increase in stress levels during the past year rises with the number of hours spent at the office each week. Conversely, as respondents' length of time as a supervising editor rises, the likelihood of reporting an increase in stress over the past year declines.

One in ten say their level of stress has declined during the past 12 months.

Change in Stress Level During the Past Year, 1995

Percent of total respondents	
52%	Increased
35	Remained about the same
10	Decreased

REASON FOR INCREASE IN STRESS LEVEL

In order to better understand why stress levels have changed, a new question was added which asked editors to explain the reason for the increase or decrease in their stress level.

Not surprisingly, reasons cited for rising levels of stress correspond with the major causes of stress mentioned previously, namely, staffing and budget considerations, as well as issues relating to an increase in workload. Declining revenues, rising costs and emphasis on the bottom line are also contributing to rising stress levels.

Technology is also a factor in the increase in stress, whether it is outdated equipment or changes in technology, including pagination.

Reason Stress Level Increased During Past Year

<u>Percent of total respondents</u>	
19%	Lack of Staff/Budget Constraints
11	Understaffed/Layoffs/Staff turnover
8	Budget constraints
14%	Workload/Deadlines
12	More Responsibilities/Long hours
1	Change in the number of editions
1	Deadline pressure
10%	Revenue/Cost/Profit
4	Declining revenue/Tighten newshole
3	Decline in circulation
2	Newsprint cost
1	Emphasis on profit/bottom line
10%	Technology
5	Changes in technology
4	New pagination system
1	Aging equipment/Lack of adequate technology
8%	Upper Management
7%	Staffing Concerns
3	Reengineering/Reorganization
2	Problems with staff
2	Incompetent staff
5%	Demands on personal time
3	Miscellaneous
1	Self-imposed standards
1	Job security
1	Compensation/Promotion

REASONS FOR DECREASE IN STRESS LEVEL

The primary reasons for declining stress levels are a change in perspective, more experience on the job or a change in jobs. Unfortunately, sometimes a major health crisis is the impetus for a change in outlook.

“I nearly died from work-related stress 90 days ago. This is a wonderful way to gain perspective.”

Reason Stress Level Decreased During Past Year, 1995

Percent of total respondents	
2	My priorities have changed
2	I am more experienced
2	Changed jobs
1	Less work/Workload shared with others
1	I have more control
1	Health related/Change in perspective
1	Better staff
1	Miscellaneous

Life Changes

Since change, either positive or negative, often contributes to increasing susceptibility to the effects of stress, respondents indicated which of 21 different events, both personal and professional, they experienced during the past year. According to the previous report on editors and stress, Holmes and Rahe developed a scale which can be used to predict an individual's vulnerability to developing a stress-related illness based on recent life events or changes.¹ Each event is associated with a Change Value which relates to the intensity of feeling associated with the event. It is important to note that both positive and negative events are included in the abbreviated list, since changes for the better can also create stress.

The following scale was devised by Holmes and Rahe:

- ◆ Totals of under 150 indicate the individual is living in a calm and stable environment and is less likely than average to have an accident or become ill.
- ◆ Totals from 150 to 200 indicate the likelihood of having an accident or illness is 37% greater than usual.
- ◆ Totals from 200 to 300 indicate the likelihood of having an accident or becoming ill is 51% greater than usual and that the individual should attempt to limit change in areas which are within their control.
- ◆ Totals of 300 and higher indicate the likelihood of experiencing an accident or illness is 79% higher than usual and points to an individual at high risk. This person should lead a life that is as quiet and stress-free as possible until the score drops.

¹ Giles, Robert H. *Editors and Stress: A Report to APME on Stress and How it Affects the Lives of Newspaper Editors*. The Associated Press Managing Editors Association. Rochester, New York, 1983.

Associated Press Managing Editors Association Stress Survey - July 1995

Not surprisingly, results for this year's study are similar to 1983, with work-related events occurring more frequently. For instance, respondents are most likely to have had a shift in their workload (39%), change in their financial status (29%), moved to a new residence (19%) or a new boss (19%). The changes occurring more frequently are lower on the Holmes and Rahe scale. However, it is important to keep in mind that the affects are cumulative, and anyone experiencing several of these life changes at a given time are more susceptible to a health-related ailment.

Life Changes During the Past Year

Percent of total respondents			Change Value
1983	1995		
35%	39%	More or less responsibility at work	29
32	29	Change in your financial state -- for better or worse	38
17	19	Moved to a new residence	20
15	19	A new boss	39
17	16	Change in the state of health of a family member -- for better or worse	44
15	13	A new job	36
15	13	Outstanding personal achievement	28
10	11	Death of a close family member	63
11	8	Personal accident or illness	53
15	7	Sexual difficulties	39
6	5	Death of a close friend	37
5	5	Became a parent	39
5	3	Gave up smoking	39
5	3	Marital separation or end of a long-standing relationship	65
5	3	Pregnancy	40
3	3	Marriage	50
2	2	Divorce	73
2	2	Reconciliation with spouse or lover	45
1	2	Loss of job	47
0	1	Began treatment for alcohol or drug use	71
0	0	Death of a spouse or lover	100

Stress and Health

To obtain a better understanding of the physical manifestations of stress and the pervasiveness of its impact on editors' lives, a series of questions was posed regarding health problems associated with job stress.

HEALTH PROBLEMS DUE TO JOB-RELATED STRESS

Four in ten either currently have or have had a health problem which was a result of stress related to their job as an editor, similar to the previous study.

Ever Experienced Health Problem as a Result of Job-related Stress

Percent of total respondents

	<u>1983</u>	<u>1995</u>	
	39%	41%	Yes
	49	55	No
	10	3	Unsure

SEVERITY OF THE HEALTH PROBLEM

Similar to the 1983 study, one-quarter of respondents overall experienced a moderately severe health problem, while one in ten had a minor ailment. However, 7% of editors overall have experienced an illness related to job stress which was severe or in some cases, life threatening.

Severity of the Health Problem

Percent of total respondents

	<u>1983</u>	<u>1995</u>	
	15%	12%	Minor
	22	22	Moderate
	5	5	Serious
	1	2	Life-threatening

FREQUENCY OF OCCURRENCE

One-quarter say their stress-related illness occurs either occasionally or rarely. However, one in ten say their health problem occurs frequently, while a slightly lower percentage report that their illness is continuous.

Frequency of Health Problem

Percent of total respondents		
1983	1995	
7%	7%	Rarely
20	17	Occasionally
8	11	Frequently
8	7	Continually

AREAS AFFECTED

Similar to the previous study, roughly one in five respondents say their stress-related health problem affects their work or personal life, while a similar proportion claim their illness does not affect either their personal or professional life.

Areas Affected by Health Problem

Percent of Total Respondents		
1983	1995	
18%	16%	It does not affect my work or my personal life.
9	6	It does not affect my work but does affect my personal life.
1	0	It affects my work but does not affect my personal life.
16	18	It affects my work and also affects my personal life.

IMPACT ON ATTENDANCE

Reflecting the low proportion of those who experience a severe health problem, a relatively low one in ten report having to take some time off from work due to their ailment. One-third of respondents say they never have to take time off due to their health problem.

Impact of Health Problem on Attendance

Percent of Total Respondents		
1983	1995	
37%	32%	I never have to take time off.
6	8	I sometimes have to take time off.
0	0	I often have to take time off.
0	1	I have to take time off for extended periods.

Changes in Lifestyle

Similar to the previous study, editors are continuing to take steps to address their stress-related ailments. One in five respondents pay more attention to their health, while a similar proportion seek to balance their personal and professional lives. In addition, approximately one in ten are attempting to reduce stress on the job, learning to cope with the stress, or seeking more creative outlets for stress during their hours away from the office.

Percent of Total Respondents		Changes in Lifestyle Due to Health Problem
1983	1995	
7%	7%	I have made no changes.
22	22	I pay more attention to my health.
12	13	I have sought to reduce the stressful elements of the job.
14	12	I have learned to cope with the stressful elements of the job.
7	5	I spend more time away from the job.
15	16	I have sought a better balance between my personal life and the job.
9	7	I have sought more creative outlets in my personal life.

CHANGE IN HEALTH OVER THE PAST FIVE YEARS

Although half of respondents say their health has remained stable over the past five years, this represents a decline from 63% who said the same in the previous study. In addition, one-third say their health has taken a turn for the worse during the same period. However, it is difficult to determine whether editors' declining health can be attributed to stress or the results of aging.

Change in Health Over the Past Five Years

Percent of Total Respondents

1983 1995

5%	4%	It has gotten much better
10	9	It has gotten somewhat better
63	52	It has stayed about the same
19	30	It has gotten somewhat worse
2	3	It has gotten much worse

HEALTH PROBLEMS EXPERIENCED

Respondents were presented with a list of nine different health problems which are believed to have a strong relationship to stress. Again, results are similar to the previous study. Nearly one in five have suffered from hypertension, more than double the proportion who have ulcers.

Health Problems Ever Experienced

Percent of Total Respondents

<u>1983</u>	<u>1995</u>	
20%	17%	Hypertension
8	9	Ulcers
6	6	Arthritis
3	6	Alcoholism
4	4	Heart disease
2	4	Asthma
1	2	Cancer
1	0	Drug abuse
0	0	Stroke
63	56	None of the above

RELATIONSHIP TO JOB STRESS

One in five respondents believe their health problem is related to the stress associated with their job as a senior editor, similar to the previous study.

Is Problem Related to the Stress of Being an Editor

Percent of Total Respondents

<u>1983</u>	<u>1995</u>	
18%	21%	Yes
11	10	No
6	6	Unsure

Nature of Stress

In addition to the rise in stress levels, the nature of stress experienced also seems to be shifting, with the majority of it directly related to the job itself. Half of respondents in 1995 say stress is related to the demands of the job and affects them while they are working, compared with 38% who said the same in the previous study.

Three in ten say stress is related to both their personal and professional lives, similar to 1983 results. However, the proportion who say they do not regularly experience stress declined from 13% in 1983 to 4% in 1995, reflecting the rising levels of stress editors experience.

Percent of total respondents

1983	1995	Nature of Stress Experienced Regularly
38%	51%	It is related to the demands of my job and I feel its effects most often while I am working.
12	11	It is related to the demands of my job and I feel its effects primarily in my personal life.
32	30	It is related to the demands of both my job and my personal life.
1	1	It originates primarily in my personal life and affects me primarily in my job.
2	1	It originates primarily in my personal life and affects me primarily in my personal life.
13	4	I do not regularly experience stress.

Conditions Experienced During the Past Year

Since stress manifests itself in a variety of ways, respondents were presented with a list of 30 different conditions or symptoms of stress and indicated which ones they have experienced during the last year.

The top symptoms cited by respondents during the past 12 months are an inability to sleep (33%), constant fatigue (27%), a daily dose of aspirin or some other medication (27%) and weight gain (26%).

Compared with the previous study, the proportion who cite increased smoking as a coping mechanism has been halved, dropping from 15% to 8% between 1983 and 1995, most likely reflecting the decline of smoking among the general population.

Of note is that one in ten reported not experiencing any of the conditions included in the study.

Percent of Total Respondents

1983	1995	Lifestyle Changes During the Past Year
28%	33%	An inability to sleep
26	27	A feeling of constant fatigue
20	27	A need for aspirin or other medication daily
26	26	Gaining weight
22	21	Vision problems
22	20	High blood pressure
14	18	Increased use of sweets, sugary foods or foods with caffeine
18	17	Muscular soreness
17	17	Frequent headaches
16	15	Frequent heartburn
13	15	Heart pounding or racing
15	14	Pains in the heart or chest
12	12	A desire to eat as soon as a problem arises
15	13	Frequent backaches
11	11	Feeling that I just can't cope
8	11	Numbness or tingling
12	10	Shortness of breath
15	9	Increased use of alcohol
11	9	Muscular spasms
15	8	Increased smoking
7	7	Chronic diarrhea or constipation
6	7	Poor appetite
12	5	Excessive nervous energy
5	3	A feeling of fullness although you've not eaten
4	3	Trembling
3	3	Hot or cold spells
3	3	A lump in your throat
1	2	Hives
1	1	Blood in the urine
1	0	Increased use of drugs
11	9	None of the above

OUTLOOK DURING THE PAST YEAR

To assess the effects of stress on their outlook, respondents indicated from a list of 46 possible items, which if any, had been true during the last year. Similar to the previous study, the majority (57%) cite being irritable or angry, followed by feeling sad or depressed, as well as anxious. What's more, irritability, anxiety, dreading the approach of the work week, reluctance to take a vacation and increased sensitivity to others' comments are all on the rise, with the proportion citing each increasing between 1983 and 1995.

Comparison of the present study to the previous study is shown in the following table. The percentage of respondents who cited each item in 1995 is shown in the right column and the percentage who cited each item in 1983 is shown in the left column.

Item	1983 (%)	1995 (%)
Being irritable or angry	57	57
Feeling sad or depressed	48	48
Anxiety	47	47
Dreading the approach of the work week	32	32
Reluctance to take a vacation	28	28
Increased sensitivity to others' comments	25	25
Feeling overwhelmed	24	24
Loss of interest in work	23	23
Feeling exhausted	22	22
Feeling nervous	21	21
Feeling tense	20	20
Feeling restless	19	19
Feeling impatient	18	18
Feeling impatient with others	17	17
Feeling impatient with myself	16	16
Feeling impatient with my superiors	15	15
Feeling impatient with my subordinates	14	14
Feeling impatient with my colleagues	13	13
Feeling impatient with my friends	12	12
Feeling impatient with my family	11	11
Feeling impatient with my neighbors	10	10
Feeling impatient with my community	9	9
Feeling impatient with my country	8	8
Feeling impatient with my world	7	7
Feeling impatient with my life	6	6
Feeling impatient with my future	5	5
Feeling impatient with my past	4	4
Feeling impatient with my present	3	3
Feeling impatient with my self	2	2
Feeling impatient with my others	1	1
Feeling impatient with my world	1	1
Feeling impatient with my life	1	1
Feeling impatient with my future	1	1
Feeling impatient with my past	1	1
Feeling impatient with my present	1	1
Feeling impatient with my self	1	1
Feeling impatient with my others	1	1
Feeling impatient with my world	1	1
Feeling impatient with my life	1	1
Feeling impatient with my future	1	1
Feeling impatient with my past	1	1
Feeling impatient with my present	1	1
Feeling impatient with my self	1	1

Associated Press Managing Editors Association Stress Survey - July 1995

Percent of Total Respondents

1983	1995	Outlook During the Past Year
49%	57%	Feeling irritable or angry
36	39	Feeling sad or depressed
28	37	Anxiety
25	30	Trouble remembering things
32	27	Stewing about things
28	26	Feeling critical of others
30	25	Suppressed anger
16	25	Dread as the work week approaches
29	24	Feeling blocked or stymied in getting things done
19	24	Worry about sloppiness or carelessness
16	24	Reluctance to take a vacation
14	24	Heightened sensitivity to the comments and criticisms of others
23	23	Difficulty in "letting go"
20	21	A feeling you can't discuss your problems with anyone
16	20	A constant feeling of uneasiness
24	18	Feeling lonely
15	18	Blaming yourself for things
21	17	Lack of interest or pleasure in sex
16	17	Boredom
16	16	Fear of heart disease
13	16	Feelings of worthlessness
10	15	A recurring feeling of being unable to cope
14	14	Feeling trapped or caught
15	12	Fear of cancer
12	12	A sense of despair
11	12	Feeling that your mind is "going blank"
8	11	An inability to concentrate for any length of time
8	11	Difficulty having a good laugh
**	11	Having trouble concentrating
15	10	A feeling of being rejected
12	9	Feeling others do not understand you
10	8	Feeling others are unsympathetic to you
10	8	Having to check and double check what you do
9	8	Fear of death
9	8	Feeling no interest in things
4	8	A tendency to burst into tears easily
9	7	Feeling hopeless about the future
7	6	Difficulty making decisions
6	6	Uncontrollable temper outbursts
5	6	Feeling inferior to others
4	6	Thoughts of ending your life
4	4	A terror of heights, enclosed spaces, storms or earthquakes
5	3	An inability to cry
2	3	Dread as the weekend approaches
4	3	Suddenly feeling scared for no reason
3	3	Having to do things very slowly to be sure you are doing them right
11	8	None of the above

**Question not included in previous study.

Impact of Job Demands on Marital Life

A series of questions was posed to examine the impact of editors' job demands on their marriage. Half of respondents say the pressures of their job create marital conflict, which is not surprising, given editors' heavy workload, leaving little time for the family. Conversely, four in ten say the demands of their job do not create marital discord.

Fortunately, four in ten report marital conflict due to their job demands occur only occasionally or rarely, while a similar proportion say the conflicts are either minor or moderate in severity.

Do Pressures and Demands of Job Create Marital Conflict?

Percent of Total Respondents

1983	1995	
47%	49%	Yes
36	39	No
12	8	Does not apply

Frequency of Marital Conflicts

Percent of Total Respondents

1983	1995	
16%	11%	Rarely
26	30	Occasionally
4	6	Frequently
1	2	Continually

Severity of the Conflicts

Percent of Total Respondents

1983	1995	
21%	20%	Minor
22	23	Moderate
4	4	Serious
1	2	Threatening to our marriage

COPING WITH STRESS

Questions relating to the different methods and sources used to cope with different stressors in editors' lives were also included.

Stress Combatants

Given their business, it is not surprising that the majority of respondents overall say they read to combat stress. Exercising, either playing or listening to music, watching TV and spending time alone are also popular methods of relieving stress.

It also appears that editors are taking a healthier approach to "letting off steam" since the previous study. The proportion of those who exercise to relieve stress has increased, while those who smoke or drink as a reaction to stress has declined. However, the proportion who turn to alcohol or tobacco for comfort is relatively high (21% and 13%, respectively).

Relatively few resort to drugs, relaxation techniques or continuing education as methods of relieving stress.

Percent of total respondents

1983	1995	Activities to Routinely Combat Stress
61%	63%	I read
40	51	I exercise
39	44	I play or listen to music
40	37	I watch television
32	34	I spend time alone
36	33	I take short breaks and get out of the office
23	27	I eat
22	26	I go to a movie, a play, etc.
25	22	I engage in social activities
30	21	I drink
25	21	I play sports
15	17	I take a day or two off
10	16	I engage in volunteer activities
21	13	I smoke
13	12	I engage in an avocation
12	12	I seek romantic and/or sexual involvements
9	11	I take a week or more of vacation
6	6	I study, continue my education
5	5	I use relaxation techniques - meditate, use biofeedback
2	1	I use drugs

Attitudes or Behaviors to Cope with Stress

Editors are making an effort to adopt attitudes and behaviors to help them better cope with stress. A sense of humor and putting things in the proper perspective are the main weapons used to keep stress at bay, each cited by seven in ten respondents overall. Other popular coping mechanisms include accepting responsibility for their own behavior, confidence in rising to meet the challenge and acceptance of what cannot be changed.

Percent of total respondents

1983	1995	Attitudes or Behaviors Used to Cope with Stress
72%	70%	I keep a sense of humor
66	70	I try to put crises in their proper perspective
69	62	I accept responsibility for my own behavior
67	58	I have confidence in my ability to meet the challenge
64	56	I accept what can't be changed
59	50	I try to be optimistic
56	49	I seek excellence, not perfection
44	47	I look for the positive in people and events
43	41	I have open and honest discussions with those involved in the situation
47	40	I seek a balance in my life (work, family, relaxation)
41	31	I do the best I can and am satisfied with that
39	30	I blow off steam when necessary
35	28	I take time to reflect
31	28	I leave problems at work
35	27	I think back to similar situations and consider what I learned from them
28	26	I separate my ego from the issue
33	23	I remind myself that my life is in my control
28	23	I remind myself of my limitations
32	20	I look for challenge and satisfaction in other parts of my life
30	20	I weigh the problems and pressures against the pleasures and satisfactions
24	16	I reflect on my commitment to my job

Sources of Help

Editors have developed a network of support to turn to during times of stress, turning to their spouse or family, as well as close friends to help them cope.

Respondents also seek strength internally, either seeking their own counsel (48%) or through religion (27%). In contrast, less than one in ten seek help from a professional counselor or therapist.

Percent of total respondents

1983	1995	Sources of Help for Job Stress
61%	67%	I share the situation with my spouse/family
53	48	I seek my own counsel
29	35	I share the situation with close friends
22	27	I pray and draw on my religious beliefs
26	25	I share the situation with my boss
19	22	I share the situation with my staff
12	11	I seek comfort from friends of family, though do not discuss the situation
5	7	I seek a counselor or therapist

Coping with Marital Conflict

For the most part, editors take a positive approach to deal with marital conflicts that arise. Nearly four in ten discuss the problem with their partner, while approximately one in five look for solutions. A similar proportion say that their job does not create conflicts at home, while one in ten say they have learned to deal with it when problems occur.

However, there is a portion who react negatively to marital discord. Nearly one in five have difficulty coping and become annoyed or frustrated, while 6% avoid the issue altogether and 4% become depressed, guilty, angry or fearful.

Percent of total respondents

1983	1995	Coping with Marital Conflict
19%	36%	I talk it out with my spouse
19	18	My job does not create conflict at home
17	18	I acknowledge the problem and look for solutions
14	16	I have some difficulty coping with it and feel annoyed, frustrated, concerned
7	12	I have learned to handle it
4	6	I avoid dealing with it
3	4	I have great difficulty coping with it and feel depressed, guilty, angry, fearful

Conclusions

- ◆ Stress is a function of life in general and will always be an element in any job or career. However, a large part of the stress experienced by editors is due to the nature of the industry, where deadlines must be met, and accuracy is a primary consideration.
- ◆ In addition, the sources of stress for editors appears to be shifting and may reflect, in part, the larger demographic, social and economic changes occurring in society. The rise of dual income households where the careers of both partners are important in particular appears to be having an impact on stress levels. Already unable to spend as much time with family and friends due to their own job demands, editors must also accommodate the demands of their spouse's job commitments. Trying to pack additional responsibilities into an already overburdened day contributes to marital strife and increasing stress. Editors need to establish a balance between the demands of both their own and their spouse's career, as well as between their personal and professional lives.
- ◆ Technology is also a factor in editors' stress levels. Although introduction of new pagination technology will have long-term benefits, editors and their staff must suffer through the transition period. Already understaffed, in the short-term, new technology often adds to the burden of the current workload.
- ◆ Newsroom personnel are working together more as teams, but editors and their bosses appear to be at odds, primarily due to the increasingly competitive environment and focus on the bottom line. Greater expectations placed upon editors coupled with limited resources due to budget constraints often requires editors to compromise their standards with regards to quality and, sometimes, ethics.
- ◆ On the bright side, editors appear to be opting for healthier ways to cope with their stress. The image of the hard-drinking, cigarette-smoking editor is on the wane, as they turn to more constructive activities. Although balancing professional and personal demands is often a source of stress, that editors are more aware of and making an effort to cultivate different aspects of their lives is a positive shift which should lead to healthier, happier, and more productive individuals.

1995
APME

REACTION TO THE STRESS SURVEY

PHYSICIANS:

Dr. Barton Sparagon, Meyer Friedman Institute in San Francisco:

Cleverly disguised as mild-mannered editors for the nation's newspapers, APME members are in fact afflicted with "hurry sickness," rank high on the "suffering index" and are ticking time bombs when it comes to personal health.

That according to Dr. Barton Sparagon, medical director of the Meyer Friedman Institute in San Francisco, the organization famous for the Type A label familiar to journalists.

After reviewing the 1995 APME stress survey, Sparagon said his overall impression is that the survey results are in line with those of other corporate executives with whom he has consulted. Productivity expectations are on the increase while staff and support resources are decreasing in corporate America. This invariably leads to "hurry sickness," Sparagon said. "The irritability and anger reported are both elements of Type A behavior."

Sparagon warns that APME can take no comfort in the fact that the 1995 survey is not significantly different than the one conducted in 1983. "In fact, the organization might have looked for ways to manage stress better among its members. All the indications were there."

Sparagon also is alarmed that 4 in 10 of our editors report health problems. "Forty percent is nothing to skip over," he said. "The survey may understate the severity of health problems. Health is clearly declining."

Sparagon also said the responses from APME editors were even more extreme than data from other executives with whom he is familiar. On the stress meter, Sparagon puts APME editors near the top of the list, along with brokerage company executives and other media execs. "Things happen quickly in your business, and you often feel that you are not in control. The uncertainty of news seems to lead to hurry sickness, part of the original definition of Type A. Dr. Friedman first noted that his patients sat on the edges of their seats and were quick to interrupt. It's a sickness that is hard to control and pervades life at work and at home. It's so habitual that it's sad. Even on vacation these people can't slow down," he said.

Based on his experience with other corporate surveys, Sparagon believes that

1995 APR 1988

drinking and drug use are probably underreported in the APME survey. He recommends that being truthful about drug and alcohol use and then dealing with the problem would be helpful to editors as a group.

"A thoughtful, high-level plan to deal with stress would include acknowledging the use of drugs and alcohol." Sparagon said. He added that there also is major depression in this group that needs to be treated. The high number of respondents to "sad and depressed" and to "irritable or angry" indicates a depression syndrome, he said. "Sad and depressed" or "irritable and angry" are inward and outward expressions of the same problem, he said, and "it's not a coincidence that anger and irritability lead to heart disease."

"My hope for these respondents would be an awareness of the nature of stress and to know that something can be done to help them." Sparagon concluded. "People don't need to feel that stretched."

— Pamela Scott

Dr. David Spiegel, professor of psychiatry and behavioral sciences at Stanford University and the author of "Living Beyond Limits: New Hope and Help for Facing Life-Threatening Illness":

Spiegel said he was struck by the number of editors who think they don't have control:

"When people are in an absolutely passive mode, they find that much more stressful ... It's just when they're faced with the possibility of doing things they can't control, that's when the stress gets worse."

Two other areas struck him:

1. "I was struck by the prevalence of concern about effects on the family. You're willing as a person to take (the heat) if you take a strong stand. But the idea that your wife and your children or your husband is going to pay ... is much harder to bear. One of the things that editors have problems with is defining the boundaries between work and home ... There's a lot about the lifestyle that is in intrinsic conflict with family life. It's very hard to balance the boundaries."

2. "The other thing that struck me was some of the health symptoms. Difficulty sleeping is a sign of stress or depression or something. One-third said that. That has health consequences. (It) suggests a level of stress beyond the ordinary. Also, the rate of hypertension -- one out of five. (The) sense of constant fatigue is consistent with the sleep." He also noted that daily aspirin

use is higher than normal. "I would say there is evidence of some wear and tear on at least a substantial minority of the editors."

He thinks that stress because of pagination may be a "minor transient situation," meaning that it will fade after pagination is in place.

— Jerry Ceppos

Dr. Dean Ornish, best-selling author and director of the Preventive Medicine Research Institute in Sausalito, Calif.:

Two keys to coping with stress, said Ornish, involve simple choices and spiritual development.

"What we've found in our research is that while you can't always change the external environment, you can change your response," said Ornish.

"By practicing stress-management techniques on a regular basis, even a few minutes a day, you can be in the same job, not be so affected by it and perform at an even higher level while reducing stress."

The simple techniques Ornish recommends involve breathing and stretching routines, meditation, visualization and progressive relaxation. (For details, see his book, "Dr. Dean Ornish's Program for Reversing Heart Disease.") These techniques, plus a good diet, exercise and sturdy social relationships will diminish stress, he said.

Ornish said he was disappointed that editors in the APME survey listed spiritual development as one of their least-important goals. He said spiritual beliefs are valuable in staying healthy and managing stress.

Techniques people use today to reduce stress "were developed by ancient priests and monks and nuns and rabbis, not to manage their stress better, but to enhance their spiritual development. They are most powerful when used in the context of one's spiritual development," he said.

"So much in the news world is so ephemeral, so transient. But if you can stay centered in your own spiritual values and inner sense of well-being, you can ride the wave, so to speak, and enjoy the ups and downs without getting so affected by them."

— Bill Buchanan

1995
SAPM/E

Dr. Bentson McFarland, Department of Psychiatry, Public Health and Preventive Medicine, Oregon Health Sciences University, Portland:

McFarland said he was most struck by the section on the impact of new technology. It seems we're "putting more stress into the workplace rather than reducing it," he said. His general impression was that these technological changes had been imposed on newsrooms and "if you had to do it all over again, take an approach that involves employees in the decision."

Otherwise, he said, it was somewhat remarkable that there were so few changes during the 12 years between surveys. He said the alcohol use and depression was about what he'd expect in a normal population.

— Peter Bhatia

EDITORS REACT TO THE SURVEY:

Bob Swofford, managing editor, The Press Democrat, Santa Rosa, Calif.:

Survey results confirmed what I suspected and experienced. Newsroom leaders face pressure from technology; being innovative in the face of increasing competition; cutbacks in people and money to do the job; and dealing with staff and bosses. The profit margins are more important than ever to the newspaper owners trying to satisfy financial analysts and stockholders.

Being knowledgeable and efficient in running a newsroom no longer is enough. You have to learn about computers, on-line research and on-line dissemination of news and information. You have to develop ideas for content and distribution of that news to remain relevant in your job. You have to come up with new and better ways of gathering, reporting and presenting news at the same time you are losing staff, newshole and travel budget and cutting back on training and equipment. More than ever before, you have to know how to battle other departments within your organization for resources, budgets and control of new technology.

Any of these by itself would be manageable: a stretch, but manageable. The problem is that all are hitting at the same time. The new work issues are in addition to trying to keep things together at home. Two-income families and longer hours at work definitely interfere with efforts to plan family activities through the week.

The one bright spot is from the respondent who said stress is declining because retirement is near. If we can only hold on that long.

1995
APME

Larry Beaupre, APME president and editor and vice president, The Cincinnati Enquirer:

It should not come as a surprise that in a year when soaring newsprint prices have heavily impacted newspaper bottom lines editors are feeling stressed. There is an obvious friction in the need to improve content in the face of declining resources. But it calls for a realistic view of life and circumstances. The real test of an editor always has been how well he or she can manage under pressure. The challenge is to be good in the tough times; it's easy to be good when times are good.

The survey shows an increasing lack of a fulfilling personal life, outside the newsroom, and a lack of control and satisfaction within it. The latter could be handled more effectively, perhaps, if the former were in better order.

Editors are too consumed with their jobs; they need to get a life. They should feel no less responsibility for their work, but they need to feel much more responsibility for themselves as human beings. As an industry, we need to quit glorifying the martyrs -- the workaholics who can't leave the office. We need to reward and recognize those whose lives are in balance rather than only those who can pass an endurance test. We would probably be a lot better off -- and better in touch with our communities -- if we lived more of our lives outside the narrow confines of the newsroom.

Pam Johnson, managing editor, The Arizona Republic, Phoenix:

Editors' jobs are changing as our newspapers change. We haven't figured out how to adapt. That's where the stress comes in.

We should use this survey to talk about how to be a successful editor today. What training and support do we need? How do we juggle our traditional editing duties daily with those of helping our companies look ahead? How do we learn new ways to manage? How do we embrace change and make it work for our newsrooms?

This is the value of the study— getting our attention and pointing us toward solutions.

Reid MacCluggage, editor and publisher, The Day, New London, Conn.:

This research is a warning signal to editors in particular and journalism in general.

What's troubling isn't that editors are under stress. They've always been under

1995

APRIL

stress. In fact, that's why many editors became editors. They like to be at the center of the action. They love the thrill of nailing down a good story. They revel in the challenge of battling deadlines.

What's troubling is that those naturally stress-causing activities are not what's causing stress in today's editors.

Today's editors are stressed out because they don't control their newsrooms anymore. Their publishers do. Publishers make all the key decisions now, according to the editors who responded to the survey. They determine the philosophy, set the direction, decide on the resources, and impose the budgets.

The result: Editors are responsible for implementing decisions they don't agree with and feel their values are compromised. This is an explosive development and one that should cause profound concern among journalists.