

July 2004

**For more information:**

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## Workforce Survey

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Dear New Readers Study participant:

This survey will gather information about the workforce at your newspaper. It focuses on characteristics that may be related to success in growing and sustaining readership.

**All the information you provide will be kept in strict confidence.** It will be aggregated with data from other newspaper participants, and then correlated with consumer and content data from the New Readers project.

Your participation in this research is essential – and very much appreciated. Thank you for taking the time to gather this data.

**Survey Instructions:**

Please fill out the questionnaire as completely as possible. Data should be reported for your last full fiscal year, but please indicate the measured period used under Question No. 3. Please do not leave anything blank. If an item should be zero, please enter it as “0.” If you are unable to provide the information, please enter “NA” for not available. On all questions, your data will be kept strictly confidential.

If you have any questions about the survey, contact Steven Duke at (847) 467-4374 or e-mail [s-duke@northwestern.edu](mailto:s-duke@northwestern.edu).

**Please return the survey by Monday, December 1, 2003, to:**

*Workforce Survey  
Readership Institute  
301 Fisk Hall  
Northwestern University  
1845 Sheridan Road  
Evanston, IL 60208-2110*

*Or FAX to 847-467-5229*

*Please make a copy of the survey if you wish to keep the results for your records.*

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1. **Newspaper name:** \_\_\_\_\_

2. **New Readers code**

Enter your newspaper’s 3-digit New Readers identification code. The code is in the accompanying e-mail cover letter.

3. **Contact person**

Enter the name, phone number and e-mail, if available, of the primary person responsible for completing the survey form.

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4. **Survey period**

Check the survey period for which your newspaper’s data is reported.

Jan. 1-Dec. 31, 2002 .....

Fiscal year 2002 (insert beginning and ending dates): \_\_\_\_\_

## **5. Number of Employees**

In this section, please report the number of employees by department, demographics and whether they are supervisors or non-supervisory staff. Supervisors include anyone who supervises the work of others. This would include such titles as foreman, district manager, sales manager, city editor, director, etc.

There are separate places to enter the total number of full-time employees and the total number of part-time employees.

In addition, please calculate your part-time employees as Full-Time Equivalents (FTE).

If this is not a standard calculation at your newspaper, you can use this formula: Total part-time hours for one week divided by the standard full-time hours for one week, equals the full-time equivalent percentage. (For instance, 20 weekly part-time hours divided by 40 weekly full-time hours equals a one-half full-time equivalent. Therefore, 20 half-time employees equal 10 full-time employees.)

**Do not include temporary, seasonal, contract and leased workers.**

Also, please indicate the average age of the employees in each department. The average is calculated by adding the age of each person in the department, then dividing by the number of people in the department.

### **5A. Administrative Executives**

This includes the top administrative executives at your newspaper. Titles of such officers can include publisher, president, general manager, chief executive officer, chief financial officer, controller, director of human resources, etc.

<b>Administrative Executives</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>			
<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>			
<b>TOTALS</b>			

Average age \_\_\_\_\_

**5B. Administration**

(Includes publisher's staff, human resources, accounting and finance, etc.)

**Supervisors**

Full time				Part -time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**5C. News/editorial**

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**5D. Advertising**

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**5E. Marketing**

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

If you do not have a marketing department, who performs that function? \_\_\_\_\_

**5F. Circulation**

Do not include temporary, day labor, seasonal, contract, vendor, or leased workers.

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

Total Full-Time Equivalent of part-time \_\_\_\_\_

Average age \_\_\_\_\_

**5G. Production**

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

**Total Full-Time Equivalent of part-time \_\_\_\_\_**

**Average age \_\_\_\_\_**

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

**Total Full-Time Equivalent of part-time \_\_\_\_\_**

**Average age \_\_\_\_\_**

## **6. Separations**

Show employees who left during the year, regardless of circumstances (quit, laid off, fired, died, retired, or took jobs at other newspapers in the same group). **Do not include temporary, seasonal, contract and leased workers.**

### **6A. Administrative Executives**

(Includes the top administrative executives at your newspaper. Titles of such officers can include publisher, president, general manager, chief executive officer, chief financial officer, controller, director human resources or personnel, etc.)

#### **Administrative Executives**

	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>			
<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>			
<b>TOTALS</b>			

**6B. Administration**

(Includes publisher's staff, human resources, accounting and finance, etc.)

**Supervisors**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**Non-supervisory staff**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**6C. News/editorial**

**Supervisors**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**Non-supervisory staff**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**6D. Advertising**

**Supervisors**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**Non-supervisory staff**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**6E. Marketing**

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

**6F. Circulation**

Do not include temporary, day labor, seasonal, contract, vendor, or leased workers.

**Supervisors**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

**Non-supervisory staff**

Full time				Part time			
	Male	Female	Total		Male	Female	Total
White, not Hispanic				White, not Hispanic			
Black, not Hispanic				Black, not Hispanic			
Hispanic				Hispanic			
Asian or Pacific Isle				Asian or Pacific Isle			
American Indian/Native Alaskan				American Indian/Native Alaskan			
Other employee of color				Other employee of color			
<b>TOTALS</b>							

**6G. Production**

**Supervisors**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

**Non-supervisory staff**

<b>Full time</b>				<b>Part time</b>			
	<b>Male</b>	<b>Female</b>	<b>Total</b>		<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>White, not Hispanic</b>				<b>White, not Hispanic</b>			
<b>Black, not Hispanic</b>				<b>Black, not Hispanic</b>			
<b>Hispanic</b>				<b>Hispanic</b>			
<b>Asian or Pacific Isle</b>				<b>Asian or Pacific Isle</b>			
<b>American Indian/Native Alaskan</b>				<b>American Indian/Native Alaskan</b>			
<b>Other employee of color</b>				<b>Other employee of color</b>			
<b>TOTALS</b>							

## **7. Training**

In this section, please report the amount of job-related training that employees received. (Include formal in-house training, whether conducted by your own staff or an outside trainer, as well as off-site training. Do not include routine day-to-day coaching.)

Training is sometimes reported as an expense expressed as a percentage of payroll per year, sometimes as the number of hours of training per full-time employee per year. Please report your training efforts in one of those two ways. If you track both, please report both.

### **7A. Administration**

\_\_\_\_\_ % of payroll spent on training.

\_\_\_\_\_ hours of training per full-time employee.

### **7B. News/editorial**

\_\_\_\_\_ % of payroll spent on training.

\_\_\_\_\_ hours of training per full-time employee.

### **7C. Advertising**

\_\_\_\_\_ % of payroll spent on training.

\_\_\_\_\_ hours of training per full-time employee.

### **7D. Marketing**

\_\_\_\_\_ % of payroll spent on training.

\_\_\_\_\_ hours of training per full-time employee.

### **7E. Circulation**

\_\_\_\_\_ % of payroll spent on training.

\_\_\_\_\_ hours of training per full-time employee.

### **7F. Production**

\_\_\_\_\_ % of payroll spent on training.

\_\_\_\_\_ hours of training per full-time employee.