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THE NUCLEAR INDUSTRY: EXPLORING CRISIS  
COMMUNICATIONS AND MEDIA RELATIONS THROUGH IN-  
DEPTH INTERVIEWS AND CONTENT ANALYSIS

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## CONTENTS

|   |            |
|---|------------|
| <b>TITLE PAGE</b> .....                         | <b>i</b>   |
| <b>ACKNOWLEDGEMENTS</b> .....                   | <b>ii</b>  |
| <b>CONTENTS</b> .....                           | <b>iii</b> |
| <b>INTRODUCTION</b> .....                       | <b>1</b>   |
| <b>REVIEW OF LITERATURE</b> .....               | <b>5</b>   |
| <b>DEFINING CRISIS</b> .....                    | <b>6</b>   |
| <b>THE CRISIS CYCLE</b> .....                   | <b>11</b>  |
| <b>STAKEHOLDER PUBLICS</b> .....                | <b>16</b>  |
| <b>MEDIA AS A KEY PUBLIC</b> .....              | <b>18</b>  |
| <b>ATTRIBUTION THEORY</b> .....                 | <b>21</b>  |
| <b>CRISIS RESPONSE STRATEGIES</b> .....         | <b>23</b>  |
| <b>CRISIS FOR THE NUCLEAR INDUSTRY</b> .....    | <b>28</b>  |
| <b>RESEARCH QUESTIONS</b> .....                 | <b>31</b>  |
| <b>METHODOLOGY</b> .....                        | <b>33</b>  |
| <b>RESEARCH DESIGN</b> .....                    | <b>33</b>  |
| <b>Coding Categories</b> .....                  | <b>35</b>  |
| <b>Coding Procedure</b> .....                   | <b>35</b>  |
| <b>Coding Categories</b> .....                  | <b>36</b>  |
| <b>Coding Procedure</b> .....                   | <b>37</b>  |
| <b>INTERCODER RELIABILITY</b> .....             | <b>37</b>  |
| <b>RESULTS</b> .....                            | <b>38</b>  |
| <b>DISCUSSION</b> .....                         | <b>46</b>  |
| <b>EMERGENCY PLANNING AND CRISIS</b> .....      | <b>46</b>  |
| <b>MEDIA RELATIONS FOR PRACTITIONERS</b> .....  | <b>48</b>  |
| <b>The Use of Social Media</b> .....            | <b>49</b>  |
| <b>Adding Value to Drill and Exercise</b> ..... | <b>49</b>  |

|   |           |
|---|-----------|
| <b>THE USE OF ONLINE NEWSROOMS .....</b>                  | <b>51</b> |
| <b>THEORY AND PRACTICE FOR NUCLEAR COMMUNICATION.....</b> | <b>53</b> |
| <b>IMPLICATIONS .....</b>                                 | <b>54</b> |
| <b>LIMITATIONS AND FUTURE RESEARCH.....</b>               | <b>55</b> |
| <b>CONCLUSION .....</b>                                   | <b>56</b> |
| <b>APPENDICES.....</b>                                    | <b>67</b> |

## **CHAPTER I**

### **INTRODUCTION**

Public relations is a developing profession in search of differentiating and defining itself from other fields of study. Like all industries, the field of public relations isn't immune to crisis and professionals find themselves engaging in crisis communication as a solution to their problems. The number of crises incidents and their severity is rising along with the growing complexity of technology and society (Bailey, Malone, & Stephens, 2005). An organization's choice of message strategy affects both how people perceive the crisis and the image of the organization experiencing the crisis. Crisis communication is more typically associated with public relations and the need for organizations to repair damaged reputation after a crisis or disaster (Benoit, 1995; Coombs, 1999). Additionally, public relations is viewed as most valuable after a crisis situation in which key messages are constructed and communicated to stakeholders (Ihlen, 2010). As a result, organizations within a multitude of industries look to public relations strategies to manage a crisis. Crisis communication research seeks to address the impact of crisis on the practice with the aid of theory, models and existing literature.

The translation of crisis communications in the realm of the nuclear industry has been minimally explored in the past years. According to statistics published by the U.S. Energy Information Administration (as cited by Ansolabehere & Konisky, 2009), with a 40 percent increase in demand for electricity over the next 30 years expansion of electric power generation over the coming decades, nuclear power presents a major political

challenge for the United States as several nuclear plants begin the license renewal process and there is still a vast majority of public uneducated about nuclear power. This suggests that there will need to be continual evaluation of communication to publics with the possibility of construction of 10 new nuclear power facilities (Ansolabehere & Konisky, 2009). With the recent progress towards revitalizing the nuclear industry and the continued growth of technology, industry and population, exploring crisis communications through research has become an increasing need.

Since the inception of the nuclear industry, publics have attached a variety of attributions and meanings that have polarized public opinion on a global scale. According to Kidd (2010), it can also be pointed out that some issues, clearly negative for the industry, have arguably increased in significance over the past decade. For many publics, the perception of nuclear energy resonates with undertones of Hiroshima, Chernobyl, 'Atoms for Peace,' and Three Mile Island and as a result, proponents and opponents alike have created both positive and negative reasons for exploring new nuclear sites (Tilson, 1996). Additionally, with the electricity market restructuring and liberalization in the mid to late 1990s, publics viewed the growth of nuclear power soon to be obsolete especially with few new reactors actively under construction with most of them being delayed due to a variety of political issues.

According to Kidd (2010), about a decade ago, nuclear was regarded as an uneconomical option for generating large quantities of electricity and was plagued with issues of safety and weapons proliferation causing proposals for nuclear plant construction to be dismissed. Most recently, there has been a turnaround in the stigma associated with nuclear power as nuclear communicators have recognized that in depth

dialogue with the general public allows them to accept concerns over safety, waste, weapons proliferation, despite the cost of time and money.

Opposition to power plants is thought to be particularly pronounced because of facilities that emit or produce toxic waste locally such as coal, nuclear, natural gas, and other power plants that are complex chemical processing facilities (Ansolabehere & Konisky, 2009). Given the public's recent concern with eco-friendly practices within the energy industry, the nuclear industry's public relations campaign blends advocacy with elements of public education programs that focus on using educational-style media (such as visitor centers) to promote nuclear power as environmentally friendly (Kidd, 2010). With the industry campaigning itself with 'eco-nuclear' messages and capitalizing on public concern for the environment, it provides a communication strategy for making over the image of nuclear power and the 'greening' of public sentiment while moving away from that association to nuclear disasters like Three Mile Island or Chernobyl (Kidd, 2010).

As a result of industry leaders attempt to educate the public on the positive aspects of nuclear energy and through the development of more rigorous operational standards, since the Three Mile Island accident, there has been a salutary effect on the nuclear power industry (Taylor, 2004). With more stringent policies, procedures, standards and continual benchmarking within the industry, there is more trust and credibility attributed to industry officials and leaders. Also, the inception of organizations like the Nuclear Regulatory Commission and the Nuclear Energy Institute, has been a platform for the industry to communicate amongst itself and to other publics outside of

the industry to maintain checks and balances regarding operation, issues management, safety and other elements of public concern.

According to statistics published by the Nuclear Energy Institute (2011), nuclear energy provides 20 percent of the United States' electricity and is the number one source of emission-free electricity with 104 reactors operating in 31 different states with 32 companies licensed to operate nuclear reactors. Given these statistics, there is need to understand crisis communications and the exercise of media relations practices within the nuclear industry. Although the term crisis communication may be viewed as overused by communication professionals, understanding the new media landscape (that combines both traditional and new media tools of communication) and how nuclear communicators practice in this landscape relative to crisis communications should be explored. Research in this area is necessary as we continue to move towards new media and advancements in the acquisition of knowledge and information. Also, more research needs to be completed in the area of crisis communications as nuclear energy is being pushed to the forefront of the sustainability agenda.

## CHAPTER II

### REVIEW OF LITERATURE

Crisis can be defined as an unstable time or state of affairs in which a decisive change is impending, either one with the distinct possibility of a highly undesirable outcome, or one with the distinct possibility of a highly desirable and positive outcome (Fink, 1986). It can also be regarded as a threat to an organization with the potential to escalate in intensity, fall under close government or media scrutiny that can jeopardize the current positive public image of an organization or interfere with normal business operations including damage to the bottom line in a number of ways.

Relative to the nuclear industry, in 1979, the Three Mile Island Nuclear Power Plant had an accident leading to the near meltdown of the plant's reactor core. According to Mitroff, Shrivastava, and Udwadia (1987), “the accident not only cost Metropolitan Edison (the utility company that owned the plant) billions of dollars but it altered the fate of the nuclear power industry in the United States” (p. 283). The plant owners and operators paid \$26 million in evacuation costs, financial losses, and medical surveillance in comparison to the estimated cost of repairs and the production of electricity via other means at \$4 billion (Mitroff, Shrivastava, & Udwadia, 1987). Based on this example, it is recognized that crises do not appear in a social vacuum but should be understood as social phenomena represented defined and experienced in certain social and cultural situations (Svensson, 2009).

## DEFINING CRISIS

As all crises have different contributing factors or events that lead to the problem researchers and theorists of crisis communications have created categories and dimensions to help define different crisis types. Coombs (2004) and Coombs and Holladay (2002) posit three clusters, victim, accidental and intentional crisis clusters, for which crisis can occur.

The victim crisis cluster contains natural disasters (acts of nature that can be damaging to an organization like earthquakes or weather), rumors (false and damaging information that is circulated within society), workplace violence (current or former employee injuries or attempts to injure current employees), and product tampering/malevolence (external agents that cause damage to an organization or its products) (Coombs, 2004; Coombs & Holiday, 2002).

The accidental crisis cluster includes challenges (stakeholders claim an organization is operating in an inappropriate manner and there is a public challenge based on moral or ethical, not legal, grounds), technical error accidents (technology or equipment failure causes an industrial accident), technical error recalls (technology or equipment failure resulting in it being deemed harmful or a product recall occurs) (Coombs, 2004; Coombs & Holiday).

Lastly, the intentional crisis cluster includes human error accident (caused by industrial accidents resulting from a person or people not performing their job properly), human error recall (a product is deemed harmful to stakeholders and as a result the product is recalled from a person or people not performing a job properly), and organizational misdeed (laws or regulations are knowingly violated by management or a

product or service that will injure or place stakeholders at risk is offered) (Coombs, 2004; Coombs & Holiday, 2002).

Although there are a variety of crisis clusters, crisis within the nuclear industry may be viewed as an industrial crisis due to the highly technical processes, the large devastation that a crisis may cause and its associated cost. Taking an in depth look at industrial crisis, can help to portray the complexities of industrial crises and the extensive research needed for communication during a crisis event. Industrial crises are becoming important because of their increased frequency, the extensive damage they cause, and their cost to organizations and society (Miglani, Miller, Mitroff, & Shrivastava, 1988). Since industrial crises are situations in which organized industrial activities are the source of damage to human life, natural and social environments, there seems to be an attached logic of expectancy regarding crisis situations (Miglani, et al., 1988). Organizations are becoming larger in size and scope causing the impacts of industrial crises to sometimes transcend organizational and national boundaries to create harm on a global scale (Miglani, et al., 1988).

Industrial crises do not always have their worst consequences at the point of occurrence as they may unfold in complex ways because the more severe effects occur long after the triggering event and its causes have been identified (Miglani, et al., 1988). Industrial crises can also be defined as both organizational and inter-organizational phenomena caused by human, communication, and technological failures within and among organizations (Miglani, et al., 1988). As a result, industrial crises have a number of key defining characteristics including: triggering event, large scale damage to human

life and environment, large economic costs, large social costs, causes of crisis, multiple stakeholder involvement and conflict, responses to crisis and crisis resolution and extension (Miglani, et al., 1988).

Triggering events within industrial crises are triggered by specific events identifiable according to place, time, and agents. Represented by sudden destructive events or new information about destructive aspects of existing products, processes and practice, these are often warnings that aren't taken seriously due to their low probability of occurrence (Miglani, et al., 1988). Accordingly, triggering events initiate crisis processes in several domains such as product markets, financial markets, national and regional economies, the physical environment, medical and public health areas, legislative and governmental actions, and social relations (Miglani, et al., 1988).

It is prescribed that for each critical area of vulnerability, organizations should identify whether there are any technological, confrontational, malevolence, or management failure that could trigger potential crises (Donovan, El Sawy, & Housel, 1986). Once identified, each type of crisis should be classified by its potential severity to allow for top management evaluation so that resources can be allocated for crisis management planning (Donovan, et al., 1986).

Large-scale damage to human life and environment is a result of the triggering event and the subsequent crisis leading to perceived or real damage to human life and/or the natural environment are mitigated by lack of information, uncertainty about consequences and highly subjective perceptions of risk (Miglani, et al., 1988). In contrast, large economic costs can be attributed to such crises, as organizations are

generally held legally liable for compensating victims for the damage caused in an industrial crisis (Miglani, et al., 1988).

Large social costs are significant due to the disruption in social, political and cultural arenas as crises are generally associated with evacuations of people, rehabilitation of affected persons, reorganization of family interdependencies and changes in social order (Miglani, et al., 1988). Additionally, conflict arises over the causes and consequences of the crisis creating political disruption and pressure on political parties and governmental agencies associated with the crisis as conflicts over causes and consequences of crises create political disruptions (Miglani, et al., 1988). In this context of industrial crisis, an individual devoted to communication with officials, the community, and the media would be valuable to provide the sense making capacity needed to collect, interpret and disseminate vital information during a crisis (Miller & Horsley, 2009).

The cause of a crisis is a defining characteristic of industrial crises. Regulatory failures allow hazardous technologies to enter communities that are ill prepared to handle them. According to Miglani, et al. (1988), physical and social infrastructure supporting industrial activities and specific industrial units also determines a community's capacity to prevent and cope with industrial crises. Preparedness failures in the form of inadequate emergency plans (both on and off site), lack of emergency medical capacity, and ill-prepared civil defense authorities can lead to proliferation of harm from the triggering events (Miglani et al., 1988).

Prior to Three Mile-Island, the Price-Anderson Act of 1957 protected nuclear electric utilities from assuming the full liability for claims in the event of widespread

damage produced from a nuclear plant catastrophe (Sylves, 1984). However, post three mile island, nuclear power plants assumed more responsibility through direction to submit upgraded emergency plans, prepare emergency procedures necessary to activate the plans and to supply evidence that the administrative and physical measures were set forth for alerting and instructing the public within a 10-mile emergency planning zone (Sylves, 1984). Accepting the inevitability of a crisis is the most difficult step an organization must take towards effective crisis management and therefore must include the “unthinkable” as an integral part of top management strategic planning (Donovan et al., 1986).

Given the complexities of strategic management, it should be understood that for industrial crises multiple stakeholder involvement and conflict are inevitable in causing, communicating, and mitigating the effects of industrial crises. Additionally, the media play a key role in communicating crisis events to the public as they shape public perceptions and responses to crises. Consequently, the most profoundly affected stakeholders are the victims including workers in production facilities, consumers, and communities in which hazardous facilities are located. Relative to the public’s uncertainty about nuclear radiation, research has also posited that unborn children become victims because of genetic effects or delayed medical effects; also, remote observers of crisis events suffer deeply (Miglani et al., 1988).

One of the unique challenges of industrial crisis is the responses to crises from stakeholders that attempt to mitigate destruction and social disruption and prevent future crises of a similar kind from occurring (Miglani et al., 1988). Accordingly, immediate responses, made under severe pressures, inadequate and conflicting information, aim at

technical damage control and rescue and relief of injured persons. Responses generally attract intense media scrutiny due to the emotionally charged environment (Migliani et al., 1988).

Lastly, crisis resolution and crises extension allow decision-makers to attempt to resolve a crisis by mitigating its effects. According to Shrivastava (1987), often recovery from damages is viewed as the resolution of the crisis. However, little effort is taken to eliminate the root causes as they cannot be identified or in some cases, the emphasis is placed on the symptoms rather than the actual cause leaving the organization vulnerable to similar crises that could deepen or extend the problem.

## THE CRISIS CYCLE

The in-depth look at industrial crisis can be viewed from the modular stages of crisis prescribed by a variety of scholars in crisis communications. The first stage, the *pre-crisis stage*, is emphasized and understood that being confronted with crisis is a natural part of an organization's lifecycle, development and learning processes (Falkheimer & Heide, 2009; Sellnow & Ulmer, 2002).

Within the realm of crisis, communication *during and after* is one of the most important factors in determining the long-term effects of a crisis (Coombs, 1999; Marra, 1998; Perry & Taylor, 2005). According to Jacques (2007), the real identified cause of major crises besides communication is poor maintenance practice, human error, bad planning, material failure, unethical or dishonest behavior, unresponsive culture, leadership failure, poor judgment, or insufficient training. According to Coombs (2007), organizations are better able to handle crises when they (1) have a crisis management

plan that is updated at least annually, (2) have a designated crisis management team, (3) conduct exercises to test the plans and teams at least annually, and (4) pre-draft some crisis messages. Given that society is technologically inclined and interconnected in many ways that in addition to a number of planning-prevention steps, organizations should consider developing a crisis manual online, updating e-mail lists and databases, drafting guidelines to respond quickly to web-based rumors, prepare links to be used on the company's website and test the online crisis plan (Gonzalez-Herrero & Smith, 2008).

The second stage, the *crisis response stage*, is when the organization responds to the actual crisis focusing on three points: (1) to be quick, (2) to be accurate, and (3) to be consistent (Coombs, 2007; Huang & Su, 2009; Marra, 1998). When a crisis occurs, organizations need to convey messages to stakeholders by engaging in instructing information (Coombs & Holladay, 2008; Sturges, 1994). In addition to communicating instructing information, crisis response communication includes conveying ongoing crisis events to stakeholders, decision making within the crisis management team (a unit put together to contain the crisis from spreading inside or outside the organization or managing the crisis in its current state) and the organization regarding the amount of information to share. Appropriate communication decisions within the response stage may simplify the crisis recovery stage by containing or minimizing the crisis (Dulek, Hale & Hale, 2005).

Uncertainty during a crisis revolves around questions of cause, blame, response, public perception, resolution, and consequences and as a result, the purpose of strategic communication during a crisis is to reduce uncertainty about these concerns as well as

control the damage to prevent negative changes in relationships with environmental components and stakeholders (Sturges, 1994; Bailey, Malone, & Stephens, 2005).

Communicating uncertainty and ambiguity is now encouraged as a best practice when the causes leading to a crisis are unclear (Wester, 2009).

The final stage, the *post-crisis response stage*, looks for ways to better prepare for the next crisis and fulfills commitments made during the crisis phase including follow-up information (Coombs, 2007). Depending upon the crisis, issues of image restoration or renewal may emerge in the post-crisis discourse to address the reputational threat posed by the crisis (Coombs & Holladay, 2008; Sturges, 1994; Ulma, Seeger & Sellnow, 2007). Renewal is more likely when an organization has developed instrumental communication channels and relationships with stakeholders that can help it overcome the many challenges associated with crisis. The “focus of image restoration is limited primarily to post-event discourse and to that communication specifically associated with accusations and responses” (Ulma, et al., 2007, p. 131). An organization’s previous actions and mission, as well as its internal and external communication and development of good will with stakeholders prior to the crisis, determines its potential to successfully engage in a rhetoric of renewal (Ulma, et al., 2007). Organizations that de-emphasize corporate responsibility prior to crisis will not likely be able to shed issues of corporate responsibility after a crisis, and in addition, they may have created public commitments prior to a crisis that prohibit focusing on the more positive aspects of crisis (Cameron, Kim & Kim, 2009; Sellnow & Ulmer, 2002). More importantly, renewal, which consists of corrective action and change following a crisis, is most successful when a response to renew or correct the problem is communicated and followed (Ulma, et al., 2007).

## OTHER CRISIS MODELS

In addition to the popular three-stage model of pre-crisis, crisis and post crisis, Fink (1986) introduced a four-stage crisis model. His model prescribes crisis as occurring in a cyclical fashion.

The first stage, being the prodromal crisis stage or pre-crisis stage, is the warning stage where sometimes the crisis is evident or foreseen but no action is taken (Fink, 1986). Similar to the three-stage model as discussed above, the prodromal crisis stage seeks to confront crisis before a situation occurs by planning, outlining potential crisis and looking for potential crisis through monitoring. In addition, pre-event planning including identifying risk areas and corresponding risk reduction, pre-setting initial crisis responses so that decision making during a crisis is more efficient and identifying necessary response resources are essential to this stage. Literature has shown that it is vital for an organization to communicate during crisis as publics do not passively receive and/or react to crisis information or the response provided by an organization, in contrast, publics actively engage in a variety of coping strategies to help themselves make sense of the crisis (Jin, 2009). Additionally, media play up the drama of the event by amplifying the social risks, whereas emergency response information might work to provide efficacy cues. If there is an increased fear arousal resulting in denial, it can be noted that emergency management planning and communication can fail dramatically (Heath, Lee and Ni, 2009).

A contingency plan serves as a constant reminder of potential problems and provides checkpoints for employees to follow to prevent crisis (Seeger, 2006). The field of risk perception and risk communication research has provided additional knowledge of

understanding how people react before and during a crisis situation (Wester, 2009). For example:

“Health risks from naturally occurring background radon radiation will be judged (or rather reacted to) differently from radiation from radon due to an industrial contamination. In the first case, the risk derives from a natural source where no one is to blame and the exposure is unintentional, whereas in the second case, the risk is man-made and a result of careless risk management” (Wester, 2009, p. 119-120).

The acute crises stage is the beginning of the crisis where there is a transition from planning and preventing to implementing (Fink, 1986). Also, Coombs (2002) suggests three distinct research streams regarding alternate approaches to the selection of crisis response strategies that includes: (1) corporate apologia (2) image restoration theory (3) situational crisis communicating theory.

The chronic crisis stage or the clean up stage is the period of recovery, self-analysis and fixing the damage. This stage could be the longest stage of a crisis and requires extensive planning by the crisis management to help prepare for this stage (Fink, 1986). The impact of consistent responses remain fairly stable across three crisis forms, and thus, this stability can serve to deflect, reduce, and even prevent the negativity generated by a crisis (Coombs, 1999; Coombs & Holladay, 2001; Perry & Taylor, 2005). And lastly, the crisis resolution stage is where the organization becomes whole again as the crisis has been controlled and a resolution was achieved.

The three-stage model and the four-stage model all address the cycle of crisis through stages or phases. Although no two crises are the same, these models can be

applied to a crisis situation as a tool for guidance and cause for action. In addition to these models, Pearson and Mitroff (1993) offer their five stage model to suggest crises occurs in five dimensions of which are that they are “highly visible, require immediate attention, contain an element of surprise, have a need for action, and are outside the organization’s complete control” (p. 49). The five dimensions suggested by Mitroff and Pearson (1993) connect to their five phases of crisis management which include: (1) signal detection (with the aim of doing as much as possible to prevent crises from occurring in the early stages); (2) preparation/prevention (by creating crisis teams as well as crisis training and simulation exercises); (3) containment/damage limitation; (4) recovery and; (5) learning (by adequately reflecting and critically examining the lessons learned from experiencing a crisis) (see Appendix I).

## STAKEHOLDER PUBLICS

A key component within crisis communication, besides understanding the crisis process cycle, is understanding how an organization should communicate with its stakeholders as “communication can be used to influence how stakeholders interpret a crisis and the organization in crisis” (Coombs & Holladay, 1996, p. 280). Stakeholder theory defines publics as any group that can affect or be affected by the operations of an organization and typical stakeholders include the media, government, employees, local community, suppliers, competitors, special interest groups, stockholders, consumer and unions (Allen & Caillouet, 1994; Coombs, 1995; Mitroff & Pearson, 1993). Stakeholder theory is timely for public relations professionals that concentrate on the long-term social networks and relationships their organizations have at their accessibility especially during

a crisis (Luoma-aho & Vos, 2009). During a crisis, organizations must determine how to communicate to their various stakeholders to preserve their current relationship and their organizational image (Malone & Stephens, 2009). Issue arenas, formed around a topic, incident or a shared interest, are places of stakeholder exchange, negotiating interests and spaces for enactment (Weick, 2001). Subsequently, whoever perceives the issue early on and is able to establish sufficient credibility, may turn out to be the dominant voice on the issue, as others are left in the audience (Luoma-aho and Vos, 2009). Organizations should identify all stakeholders involved in their crisis and group them by shared characteristics into publics (or groups) as a crisis can expand the number of salient stakeholders (Bailey et al., 2005; Sellnow & Ulmer, 2000).

According to Dougherty (1992) there are four types of publics. One, enabling publics provide the authority and control of the resources necessary for the organization to exist, like shareholders and regulatory agencies. Two, functional publics give inputs to the organization and take outputs in return as they provide labor and utilize the organization's service or products, like employees. In the event of a crisis, victims join the functional public, as they may have been customers prior to the crisis, however, when customers are harmed, they become victims too. Three, normative publics are those who share similar values or have similar problems, like trade unions. Four, diffused publics emerge when organizational activities result in external consequences, like the media, the community, and the public at large. Diffused publics are indirectly linked to an organization and include individuals and groups who are not formal members of an organization. Consequently, organizations-in-crisis seek to protect their image by modifying the publics' perception of responsibility for the crisis or to manage

impressions of the organization itself (Allen & Caillouet, 1994; Coombs, 1999).

Although organizations attempt to manage the publics' perception, the different publics already hold opinions regarding the organization and will continue to hold opinions regarding the organization after the termination of the crisis.

## MEDIA AS A KEY PUBLIC

These models offer good insight into the dynamism of a crisis and offer some foundational strategies for dealing with a crisis. However, diffused publics, specifically the media, require more of an in depth look as they are most commonly misunderstood. Given that reality of a transforming media landscape, practitioners should seek out new communication channels and possibilities for engaging all stakeholders, especially the media (Morton, Tindall & Waters, 2010).

Seeger (2006) posits that best practices of crisis communicators are grounded in effective communication with the media. “Rather than viewing the media as a liability in a crisis situation, risk and crisis communicators should engage the media, through open and honest communication, and use the media as a strategic resource to aid in managing the crisis” (Seeger, 2006, p. 241). Additionally, a significant portion of communication with media is about “managing relationships where effectively managing organizational relationships around common interests and shared goals, over time, results in understanding and benefit for interacting organizations and publics” (Bruning & Ledingham, 2007, p. 190). To effectively manage this relationship between media and public relations practitioners, Bruning and Ledingham's SMART model (as cited by Ledingham and Bruning, 2007) of public relations (Scan, Map, Act, Rollout and Track)

provides guidelines for practitioners that engage in media relations and advances tools for auditing this relationship. Additionally, Ojeda & Veil (2010), suggest that media frames can influence how an individual understands or experiences a crisis. Media personnel assist with providing information to stakeholders in a crisis and prove the value of an organization-media relationship in a crisis situation.

More importantly, if organizations fail to address a crisis effectively to key public like the media, they will seek alternative sources to fill the vacuum (Holladay, 2009). Additionally, research has suggested that journalists believe organizational spokespersons frequently obstruct rather than facilitate communication, creating mistrust in that organizational source and the preference of seeking out other sources like first responders (Holladay, 2009). Holladay also suggests that the “relative absence of statements from organizational representatives may be a function of journalists’ choices, rather than the lack of effort or skill by spokespersons [and] if this is the case, then traditional media may not be the most effective way to disseminate crisis-related information to the community” (Holladay, 2009, p. 216).

In the last two decades, technological, economic, cultural and social changes have led to a diversified and media market (Falkheimer and Heide, 2009). As a result, both threats and opportunities for public relations arise through the growth of new and traditional media, globalization of media content and audience segregation problems. Subsequently, practitioners can adjust messages and get closer to micro-audiences with the increase in diversity and structural changes in media channels (Falkheimer and Heide, 2009). Given the current media climate, people may now take an active information-seeking role to choose their level and sources of information, in addition to journalists,

rather than passively receiving news releases and media kits, journalist pitch their needs via social media (Malone & Stephens, 2009; Morton et al., 2010).

The benefit of newer media provides opportunities for organizations, especially communicators, to develop more of a dialogic relationship between themselves and their stakeholders (Kent & Taylor, 1998). However, newer media tools present some challenges. The idea of one spokesperson, as mentioned above, is one of those challenges as rapidly evolving technology (e.g. internet sites, blogs, cellular phones with built in cameras and other personal networks) influence the communication process in ways that aren't understood yet (Griffin, Lachlan, & Spence, 2007). Carey (2002) characterizes this phenomenon best by suggesting that "no single medium meets all of the informational, social, and emotional needs of citizens during a crisis" (p. 206). Furthermore, stakeholder publics now have the capability to create their own message strategies through new media outlets and find other sources of information and emotional support (Malone & Stephens, 2009).

Malone and Stephens (2009) also suggest that scholars should examine the role of newer media in facilitating technical translations during a crisis and the types of social support that stakeholders may desire particularly with the availability of online crisis information and dialogic opportunities. According to the study conducted by Malone and Stephens (2009), if stakeholders aren't provided with details from the organization, newer media outlets may be sought to seek technical explanations. The challenge of new media presents challenges for communicating technical information, it can be noted that newer media allow for individual stakeholders to virtually meet, share information, and potentially band together to organize and seek damages from the organization in crisis

(Malone & Stephens, 2009). But it is also important to note that if people are seeking emotional support, technical messages are almost never included in messages as there is a separation between emotional and informational support and technical explanations, as they aren't part of the sharing in loss (Malone & Stephens, 2009). A historical example is one of Three-Mile Island where reporters had to provide instructing information to residents in communities around the nuclear plant who were new to "science reporting" (news broadcasts and stories that are technical in nature) (Edison & Stephens, 1982). Additionally, it was found that media coverage was mostly reassuring and positive; however, reporting by the media was also restrained (Edison & Stephens, 1982).

As a result of the current media landscape, the following can be prescribed for dealing with media during a crisis event: (1) organizations that are forthcoming with information, by being ready to respond when the media is ready to run a story, are less likely to be targeted by the media and public for wrongdoing; (2) the media can be used not only as an information resource but also a resource manager in the crisis response; (3) organizations should remain accessible to the media throughout the crisis response; (4) partnerships in which both parties should trust the other not to take advantage of the situation to allow for supportive environments; and (5) establishing relationships with the media before the crisis allows for ease of communication during the crisis (Coombs, 2000).

#### ATTRIBUTION THEORY

In addition to understanding diffused publics, practitioners exploring crisis communications should look at the impact of crisis and crisis response strategies from a theoretical standpoint. Two theories that seek to address crisis response are attribution

theory and neoinstitutionalism. Attribution theory is a useful framework for explaining the relationship between a situation and the selection of communication strategies and serves as the basis for crisis response-strategy selection guidelines by first defining the crisis and constructing the crisis management plan and then discussing factors that affect those crisis-response strategies (Coombs, 1995). There are three crisis types that can be applied to attribution theory as people attribute responsibility differently for each crisis type or cluster. Attributions of crisis responsibility by publics have been used to group the various crisis types into three clusters: (1) the victim cluster contains the crisis types that produces very low attributions of crisis responsibility and a mild reputational threat and typically includes natural disasters, rumors, product and tampering; (2) the accidental cluster produces minimal attributions of crisis responsibility as the organization can be seen as having a lack of volition and control and moderate reputational threat and includes challenges, technical-error accidents or product recalls; and (3) the intentional cluster are crisis types that produce strong attributions of crisis responsibility and have a severe reputational threat like human-error, product recalls, human-error accidents, and organizational misdeeds or management knowingly violating laws or regulations and/or knowingly placing stakeholders at risk (Coombs, 2004).

Within the realm of attribution theory, Duncan, McAuley, and Russell (1992) identified four causal dimensions people might use when making attributions: stability (the assessment of the cause's frequency of occurrence), external control (whether or not the event's cause is controllable), personal control (whether or not the event's cause is controllable by the organization or person), and locus (if the event's cause is from the person or the situation). In addition, attributions of internal locus, controllability and

stability create the perception that the organization is responsible for the crisis and that the organization could have done something to prevent the crisis. In contrast, the stronger the attributions of organizational responsibility, the more likely it is that the negative aspects of crisis will damage the organization and “when a crisis event is repeated (stable), publics are more likely to attribute responsibility to the organization” (Coombs & Holladay, 1996, p. 282). Additionally, there are four central factors that affect the attributions publics make about the crisis including: (1) crisis types, (2) accidents, (3) transgressions and (4) terrorism (Coombs, 1995). In addition, Coombs (1995) identified other factors that affect attributions that publics make including the veracity of evidence (true, false or ambiguous), damage and performance history. Ultimately, the attributions created by publics could lead to anger and a negative image of the organization, which sets the tone for future interactions. If “communication can alter publics' causal attributions or affect feelings generated by these attributions, crisis response strategies could be used to reduce reputational damage” (Coombs & Holladay, 1996, p.283).

## CRISIS RESPONSE STRATEGIES

Attribution theory creates a foundation for crisis response by understanding how publics view an organization during crisis, which in turn, creates a necessity for organizations to know how to respond to stakeholders. Situational Crisis Communication Theory (SCCT), which has some roots in attribution theory, helps to distinguish crisis response strategies from instructing information, which is another aspect of what an organization says or does after a crisis (Coombs, 2006). SCCT advances and test hypotheses related to how perceptions of the crisis situation affect the crisis response and

the effects of crisis responses on outcomes such as reputation, emotions, and purchase intention (Coombs, 2007). Three factors in the crisis situation shape the reputational threat (see Appendix II): (1) initial crisis responsibility, (2) crisis history, and (3) relationship history/prior reputation. “SCCT holds that the potential reputational damage from a crisis is a function of crisis responsibility [how much stakeholders attribute the cause of the crisis to the organization] and of intensifying factors” (Coombs, 2006, p. 243). Consequently, instructing information represents what stakeholders need and want to know after a crisis hits and there are three types of instructing information that can be provided: (1) crisis basics which is the basic information about what happened in the crisis event, (2) protection information to suggest what stakeholder can do to protect themselves and (3) correction information to tell the public of what will be done to remedy the situation (Coombs, 2006).

Along with instructing information, although optional, crisis managers should use a basic crisis response strategy in a crisis situation. SCCT provides a crisis manager with three basic options for using crisis response strategies: (1) establish that no crisis exists, (2) alter the attributions about the crisis event to make it appear less negative to stakeholders, or (3) alter how stakeholders perceive the organization and to work to protect/repair the reputation (Coombs & Holladay, 1996). Deny response option seeks to prove no crisis exists or that the organization has no responsibility for the crisis. By disproving a crisis exists, the organization’s responsibility for the event serves to eliminate the reputational threat presented by a crisis (Coombs, 2006). Denial response strategies can include attacking the accuser by confronting the person or groups who

claims wrong doing from the organization or denying that a crisis occurred and scapegoat by blaming outsiders to the organization for the crisis (Coombs, 2006). Diminishing response strategies include excuses (minimizing organizational responsibility by denying intent to do harm/claiming inability to control the leading events to the crisis as accidents happen as a part of operating organizations) and justification (minimizing the perceived damage caused by the crisis as minor) (Coombs, 2006). Lastly, the deal response strategy draws on crisis history in an effort to remind stakeholders of the organizations past efforts. Deal responses include concern (the express for concern for the victims), compassion (by offering money or other gifts to victims to compensate), regret (indicating that the organization feels bad about the crisis) and apology (the organization takes full responsibility for the crisis and asks for forgiveness) (Coombs, 2006).

SCCT offers a number of approaches when dealing with crisis response, which is an integral part in dealing with crisis communication. When organizations experience crisis they are also concerned about their image and how their organization resonates with its stakeholders after the crisis especially if an image has been damaged. When dealing with attacks there are two components: (1) the accused is held responsible for an action or (2) the act is considered offensive and an organization must seek to restore its image and maintain its relationship with its stakeholders in order to survive (Benoit, 1995). In addition to SCCT, neoinstitutionalism (legitimacy built by conforming to the social rules and expectations established by stakeholders) and attribution theory can be merged to form a symbolic approach to crisis management (Coombs & Holladay, 1996; 2001). The symbolic approach to crisis communication exceeds the basic lists of crisis

response strategies to examine how the crisis situation can influence the selection and effectiveness of crisis response strategies (Coombs & Holladay, 2001).

The term symbolic is used because the emphasis is on how communication strategies (symbolic resources) are used in attempts to protect organizational images and to shape an organization's image while responding to a crisis (Coombs, 1995; Coombs, 2001; Coombs & Holladay, 1996; Coombs & Holladay, 1999). A tarnished image consists of redefining the attack, altering the nature of the accusations by refocusing the attention on other issues and lastly, considering that each accusation may not be important to the audience (Benoit, 1997). "In essence, image restoration and its variants attend to questions of reputational repair by articulating the range of assorted strategic messages likely to repair the image of the organization or individual under attack" (Ulma, Seeger & Sellnow, 2007, p. 130). Benoit (1995) synthesizes these typologies into a comprehensive model with five general options.

*Denial* is the notion that a person accused of wrongdoing may simply deny that the act occurred or that, that individual committed it. This strategy is sometimes termed refusal and includes a shift in blame for the offensive act from self to another person (Benoit, 1995).

*Evading responsibility* is a general image repair strategy that includes four tactics. An organization can engage in: (1) provocation by suggesting that they performed the act in question was a response to another prior wrongful act, understandably provoking the undesirable reaction; (2) defeasibility by pleading that there was a lack of information or control over events; (3) excuses based on the fact that accidents may reduce or absolve an

actor of responsibility; and (4) the idea that people are sometimes willing to forgive a wrongful act if done with good intentions (Benoit, 1995).

*Reduce offensiveness of event* is also a general image repair strategy but has six tactics. A person who is accused of misbehavior may attempt to reduce the degree of ill feelings associated with the act by engaging in: (1) bolstering to mitigate the negative effects of the act on the actor by strengthening the audience's positive affect; (2) minimize the perceived offensiveness of the act in question; (3) differentiate a wrongful act from other less desirable, but similar actions; (4) employ transcendence, attempting to place the act in a larger, more desirable context; (5) attack one's accuser, suggesting that the victim deserved what happened to them, to lessen the impact of the attack; and (6) compensate through offers of positive reinforcements (cash, goods, services) to help offset the negative feeling associated with a wrongful act (Benoit, 1995).

*Corrective Action* is the notion that those accused of wrongdoing may offer to take corrective action. The speaker may offer to repair existing damages and/or to take steps to prevent recurrence of the offensive act (Benoit & Drew, 1997).

*Mortification* is the final image restoration strategy in which the accused may admit the wrongful act and ask for forgiveness ("concession" or "apology"). Mortification may include expressions of regret and request for forgiveness by its stakeholders (Benoit & Drew, 1997). Consequently, apologies are likely to be effective in dealing with problematic situations as people are often willing to forgive others when they admit to wrong doing and offer a sincere apology (Benoit & Drew, 1997). Researchers have over-emphasized the use of apology/mortification as the "best" crisis response and have used

widely varying definitions of apology (Benoit, 1995; Coombs, 1995; Coombs & Holladay, 2008).

Similar to Benoit's (1995) five stages of image restoration, Coombs (1995) created a similar five stage model that seeks to address image restoration strategies used in response to crises including: (1) nonexistence strategies that seek to eliminate the crisis by denying its existence, clarifying that no crisis exists, attaching a more aggressive strategy, or intimidating others who are less powerful by engaging in denial, attacks, and intimidation; (2) distance strategies that attempt to weaken the link between the crisis and the organization and by engaging in excuses, denial of volition and justification; (3) ingratiation strategies focus on ways to gain public approval such as bolstering, transcending and praising others; (4) mortification strategies that attempt to win forgiveness and create acceptance by remediation, repentance, and rectification; and lastly, (5) suffering strategy to portray the organization as the victim. There have been a number of models and a few theories developed in relation to crisis communication. Literature has shown that there is a need to understand how organizations and the public respond to crisis given the descriptive nature of these theories and models.

## CRISIS FOR THE NUCLEAR INDUSTRY

Exploring some of the regulatory factors that influence crisis communications for the nuclear industry can be beneficial for further comprehension on the research. It can be noted that within the realm of nuclear communications, emergency preparedness and crisis communications become terms that are exchanged, however, they both have two

distinct differences. Since crisis communications theory has been explored in the review of literature, regulatory requirements in emergency also will be explored.

Through the industry's lessons learned from the Three Mile Island crisis, emergency preparedness seeks to have a comprehensive and coordinated response plan. Based on a variety of emergency situations, there are 4 classification levels of a nuclear emergency including: (1) a *notification of an unusual event* in which the event poses no threat to a person or to plant employees, but emergency officials are notified even though no action by the public is necessary; (2) an *alert* in which an event has occurred that could reduce the plant's level of safety but backup plant systems are still operational, emergency agencies have been notified and kept informed and no action is necessary by the public; (3) a *site area emergency* that involves major problems with the plant's safety systems that some radioactivity has possibly been release into the air or water but is not expected to exceed Environmental Protection Agency Protective Action Guidelines (PAGs) beyond the site boundary and no public action is necessary; and (4) a *general emergency*, which is declared when an event at the plant has cause a loss of safety systems and radiation could be released that would travel beyond the site boundary. State and local authorities will take actions to protect residents living in communities near the plant. Most importantly, the alert and notification system will be sounded, people in the affected areas may be advised to evacuate or take shelter and listen to radio, television or tone alerts for specific information and instructions (Louisiana Homeland Security and Emergency Preparedness, 2009).

Relative to communicating an emergency, licensees must notify responsible State

and local government agencies within 15 minutes after declaring one of the four emergency action levels.

Based on the historical contexts of nuclear power and its operation in the U.S., emergency preparedness is a priority and in some organizations, a culture. According to the Nuclear Energy Institute (2011), U.S. nuclear power plants are required by law to develop and test a comprehensive on-site and off-site emergency response plan that will be reviewed and approved by the state (in which the plant operates) and the U.S. Nuclear Regulatory Commission (NRC). Also, the NRC coordinates approval of the emergency plans with the Federal Emergency Management Agency (FEMA) Radiological Emergency Preparedness Program (a leader in emergency planning beyond the nuclear plant site). Each plant must conduct a full-scale emergency exercise every two years that involves local and state government agencies at which these exercises are evaluated by the NRC (Nuclear Energy Institute, 2011). Additionally, FEMA's Radiological Emergency Preparedness Program evaluates the emergency plans of towns and cities near nuclear power plants. Given the highly regulatory and extensively detailed requirements of emergency planning, licensees, state and local agencies, State Emergency Management Agencies, State Departments of Health, county and municipal emergency management officials, the federal government, the Nuclear Regulatory Commission (NRC) and the Federal Emergency Management Agency (FEMA) all have delegated responsibilities that is attached to the large coordinated emergency plan (Miller Hastie, 2002).

Emergency preparedness has become the coined term for the industry leaving the assumption that crisis communications may be merely a buzzword for practitioners. The

most recent nuclear crisis overseas in Japan, at the Fukushima Dai-Ichi Nuclear Power Station, has had significant implications for the nuclear industry since the International Atomic Energy Agency (IAEA) declared the nuclear crisis a Level 6 (accident with wider consequences, one of that between Three Mile Island and Chernobyl) on the International Nuclear and Radiological Event Scale (INES)(CNN, 2011). This tragic event further reinforces the need to understand crisis communications and media relations and the ability to communicate to publics through a variety of mediums.

Reviewing literature within crisis communications and in some length, media relations theory, is not enough for understanding how it's applied to the current practice of nuclear communication. The breadth of research explored through the review of literature creates some questions open for research regarding the nuclear industry and crisis communications, particularly the function of media relations in a crisis situation. Given the changing media landscape, the growth of access to information extended across geographical borders and the growth of interest in nuclear power, there is a need to understand the current practice of crisis communication and media relations to provide insight for the future. As the nuclear industry becomes more progressive, research needs to address these concerns for nuclear plant licensees who will face the challenges of advancing media and technology as well as complexities within crisis.

## RESEARCH QUESTIONS

Based on the review of related literature, the following research questions were formulated:

RQ1: What is the current practice of crisis communications and media relations in the nuclear industry?

RQ2: How do practitioners in nuclear communications stay proactive in both crisis communications and media relations?

RQ2a: Is the media receptive to proactive communication by practitioners in the nuclear industry?

RQ2b: Can the media easily access information through the use of online communication in the newsrooms?

## **CHAPTER III**

### **METHODOLOGY**

Three research methods, each with a different focus, will be employed for addressing the research questions. The nuclear industry presents some challenges in obtaining information that may be proprietary in nature, therefore; the focus on my research will look more at the processes versus concrete information. This chapter will provide a discussion on the research methodologies chosen and will seek to best address each research question by obtaining both an internal and external perspective of nuclear communications through a triangulated method. Triangulation uses more than one research method to gather data to increase validity and reliability.

RQ1: What is the current practice of crisis communications and media relations in the nuclear industry?

RQ2: How do practitioners in nuclear communications stay proactive in both crisis communications and media relations?

#### **RESEARCH DESIGN**

The method to best answer RQ1 and RQ2 is in-depth interviews, best used to answer questions of definition, value and policy will (Stacks, 2002). This method will best address these research questions given the nature of confidentiality within the nuclear industry for safety and security purposes. Since the interviewees are located across the United States, phone interviews are a feasible platform to obtain qualitative

data. Also, in-depth phone interviews will provide the opportunity for the interviewees to share information about their processes through open-ended questions relative to crisis communications and media relations.

According to the Nuclear Energy Institute (2010), there are 104 nuclear reactors with 65 sites in the United States. Per a list compiled by the Nuclear Regulatory Commission (2010), there are individual licensed owners to each power reactor and this population of 25 unique companies will be the sample for conducting interviews. This population was chosen to address the internal communication aspects of RQ1 and RQ2 and to gain a variety of perspectives on the research topic.

An initial invitation letter was sent to the Directors or Managers responsible for crisis communications/media relations for each company to begin the recruiting process. Follow-up phone calls were made two weeks after the invitation letters were sent to confirm participation in the research. Once participation in the research is confirmed, interviewees were sent a copy of the interview script that included the interview questions and the informed consent for their records. Interviewees were given the chance to review the materials, based on the sensitivity of the topic, allowing that individual time to prepare for the interview or seek approval for commenting on the questions being asked.

For each interview, participants were asked a series of eight questions. There are a variety of follow-up questions that were asked for clarity purposes and those questions were dependent on the answers given by the participant. Each participant will be assigned a pseudonym of Company A, B, C and so on to ensure anonymity for their

responses. The list of questions asked of the research participants can be found in Appendix III.

RQ2a: Is the media receptive to proactive communication by practitioners in the nuclear industry?

For RQ2a, which is a subsequent question of RQ2, a content analysis was conducted, but the focus of this content analysis was on media coverage of the sample during a constructed week. A content analysis can be defined as the systemic, objective, quantitative analysis of message characteristics like in news releases or speeches (Neuendorf, 2002). Both quantitative and qualitative markers were used to evaluate the media coverage. The qualitative data was based on some of the quotes and frames explored through the media coverage, in addition to some other qualitative information like publication title.

#### Coding Categories

The coding categories were constructed to reflect meaningful aspects in nuclear communication like publication type, proximity, context, type of information, language used, etc. The purpose of the coding categories is to evaluate if information is being received by the media and to understand the context of the reporting.

#### Coding Procedure

The principal investigator used the list of owners/operators of nuclear reactors (and the associated nuclear reactors) as the sample. Media coverage was based on two constructed weeks, one in 2009 and one in 2010, which were chosen randomly. Articles

were found using the LEXIS-NEXIS database of which search terms included the specified date from the constructed week, the names of the nuclear plants relative the licensed owner/operator and 'all news (English).' Missing or non-existent content was assigned a number greater than the assigned number values with the content analysis categories.

RQ2b: Can the media easily access information through the use of online communication in the newsrooms?

The best way to answer RQ2b, which is a subsequent question of RQ2, was to use a content analysis. Both quantitative and qualitative markers were used in evaluating online newsrooms of licensed owners/operators of nuclear reactors as well as supporting nuclear energy organizations, agencies, societies and commissions. Newsroom evaluation was based on Kent and Taylor's (1998) dialogic loop of online communication. Kent and Taylor suggest that a feedback loop is an appropriate starting point for dialogic communication between an organization and its publics allowing publics to query organizations and offer the organization an opportunity to respond (Kent & Taylor, 1998. p. 326). The list of supporting organizations was chosen from the Nuclear Energy Institute's (2011) webpage of helpful links. The coders included comments on the coding sheets based on observations that were made when coding the websites.

#### Coding Categories

The coding categories for this research were modified based on the coding categories used in Callison's (2003) Media relations and the Internet: how *Fortune* 500

company websites assist journalists in news gathering. The sample coding sheet can be viewed in Appendix IV.

#### Coding Procedure

The principal investigator used the list of licensed owners/operators of nuclear plants as the sample. Since the content analysis focuses on manifest content (absence or presence), all 40 categories used quantitative coding to determine yes or no answers, the number of clicks to an aspect of the website and determined if the newsroom was a separate media site. Missing or non-existent content was assigned a number greater than the assigned number values with the content analysis categories.

#### INTERCODER RELIABILITY

Percent agreement was used to determine the rate of agreement for coding. Due to the small number of units being coded, the second coder completed 10% of the coding to establish intercoder reliability. The intercoder reliability was 89% without coder training.

## CHAPTER IV

### RESULTS

Of the 25 identified licensed owners and operators of nuclear reactors, 13 agreed to participate in the in-depth interviews. Responses from the interviewees helped to provide insight for research questions one and two.

*RQ1: What is the current practice of crisis communications and media relations in the nuclear industry?*

Of the respondents, 13 (100%) communicated that nuclear communication is highly regulated and that their company follows specific requirements around emergency as prescribed by the NRC. Company A characterizes this approach by stating that “in the formal approach to nuclear communication, there won’t be a lot of variety as you will find across the industry an increasing and consistent recognition of what’s spelt out in procedure.” Respondents also discussed informing officials and other state/local agencies in the practice of crisis communications and media relations.

In addition to adhering to regulatory requirements, 13 (100%) mentioned that they use the formal process of an emergency plan in crisis communications. This includes setting up a Joint Information Center (JIC), communicating with state and public officials and reaching out to the media. Company A also stated that:

“[Nuclear communicators] have specific regulatory requirements around the nuclear plan with classifications of different events that happen around the plant that require an emergency response in the communications area.”

Based on the emergency plan, all 13 (100%) respondents discussed the ability of the JIC serving as the place where state, county, and public officials, in addition to company personnel, can convene to communicate to a variety of publics. Apart from the emergency plan, only five (38.5%) mentioned having a formal crisis communications and a media relations plan. Comparatively, all 13 (100%) respondents communicated their ability to inform all publics involved in a crisis based on their emergency plan.

Drill and exercise are currently practiced and required as part of crisis communication planning and implementation. Of the respondents, 13 (100%) communicated this as a central means for pre and post crisis planning and evaluation. Additionally, only four (31.8%) respondents discussed internal communication as primary tool for the success of crisis communications by communicating via email and intranet and using supervisory briefs or internal training to educate employees about programs. Only two (15.3%) respondents stated that they had a direct contact to leadership on an ongoing basis, accordingly, one of those respondents served on the leadership board to influence decision making in regards to communication.

When it came to the practice of media relations, all 13 (100%) respondents discussed their ability to engage in relationships with local media. Comparatively, eight (61.5%) mentioned visiting with local media and weeklies to inform them about news regarding the nuclear plant. During a crisis, all 13 (100%) respondents voiced their strategy of using a spokesperson to handle media and engage in traditional media relations practices like setting up news conferences, sending out press releases, having staff available to answer media inquiries, and providing updates to media to maintain information flow. Only one respondent detailed their ability to “use the spokesperson as

the designated person for approving all information and news releases that will go out to the media so that the turnaround for information to the media is quicker” (Company C).

All 13 (100%) respondents discussed using some form of online tools (like the web) to engage media. However, during a crisis, only one respondent discussed using PR Newswire as a backup system (as they have a distribution list that the company developed) should they not be able to get information out.

When it comes to evaluation of crisis communications and media relations, 12 (92.3%) discussed their ability to use media monitoring, keep track of news coverage or calls and ask for feedback to improve their communication efforts and nine (69.2%) mentioned using lessons learned and operational experiences to improve their communications. Also, two (15.3%) mentioned using third-party media monitoring services to evaluate their communications.

*RQ2: How do practitioners in nuclear communications stay proactive in both crisis communications and media relations?*

Of the respondents, 13 (100%) communicated their ability to stay proactive with the media by putting out news releases and contacting the media with information. Three (23%) respondents specifically communicated that they pitch stories to only local newspapers and provide information, by request, to trade journals. Four (31.8%) specifically mentioned using drills (writing press releases, using mock media, setting up the JIC) to be proactive in crisis communications and media relations.

Accordingly, 10 (77%) of respondents detailed community relations efforts (e.g. plant tours, community outreach through philanthropy, inviting media to events, serving

on community boards and chambers) as a way of building goodwill prior to any crisis situation. One company discussed their company's strategy of providing footage opportunities for media. "On an on-going basis we have media tours of the plant, where [the media] can shoot footage that serves as b-roll for when incidences do happen. We check what they shot and we provide b-roll that we've shot and have it cleared by security afterwards" (Company C).

Only one respondent voiced that they are "more reactive than proactive" (Company H), in comparison to Company L, which expressed that they contact the media before notifications go out to the NRC page: "[our] strategy is make sure we tell our own story and make sure we tell it first because [the media] have several sources to go to, to get the story."

*RQ2a: Is the media receptive to proactive communication by communication practitioners in the nuclear industry?*

Six hundred and thirty two news stories were coded for the 2 constructed weeks. Based upon the categories being explored, the quantitative results show that media is reporting on the nuclear industry, with 25% of coverage being local, 43.7% national and 4.4% international. However, 22% of coverage is trade publications to nuclear power (like Inside NRC, Platts and Nuclear News). Other publications include newspapers (18.5%), newswires and press releases (15%), and other (like official documents) (9.5%). When it comes to reporting, media mention nuclear power through brief mention (37.8%), news articles or stories (26.3%), feature stories (3.2%) or notifications (2.7%).

When it comes to the context of reporting of information, there are a variety of contents being covered. Most news context focuses on licensing, regulatory, financial, operational and general nuclear/energy news (see Figure 1). Within that context, 27.1% of articles reported outcomes, results or statistics and 11.9% providing information on operation or licensing updates and 8.9%. The second highest statistic in information reported was company name or information in reference to another story.

Regarding proactive communication, 37.7% of news coverage was after an event, compared to the 14.4% that was reported prior to an event. Only 4.4% was unknown relative to timeliness of information. In reference to using spokespersons to communicate in the media, 63.6% of news coverage did not have a quote from leadership in the news. Comparatively, 5.4% of coverage use spokespersons didn't have a job titles. For a complete list of frequencies, see Appendix V. Labels of "missing and non-existent," were assigned to dates of the constructed week and the corresponding units when news articles were not retrieved through the LEXIS-NEXIS database.

*RQ2b: Can the media easily access information through the use of online communication in the newsrooms?*

Forty-two newsrooms of licensed owners/operators and nuclear energy organizations, agencies, societies and commissions were coded. The quantitative results show that 90.5% of websites have a clear label indicating where media should go from the main site. Equally, it takes one click to get to the newsroom from the main site.

Figure 4.1

## News/Story Context

|                                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------------|-----------|---------|---------------|--------------------|
| Valid Community Outreach         | 9         | 1.4     | 1.4           | 1.4                |
| General Company News/Information | 27        | 4.3     | 4.3           | 5.7                |
| Emergency                        | 8         | 1.3     | 1.3           | 7.0                |
| Issues Management                | 47        | 7.4     | 7.4           | 14.4               |
| Crisis                           | 2         | .3      | .3            | 14.7               |
| Company Events/Activities        | 8         | 1.3     | 1.3           | 16.0               |
| Licensing                        | 84        | 13.3    | 13.3          | 29.3               |
| Regulatory                       | 66        | 10.4    | 10.4          | 39.7               |
| Financial                        | 68        | 10.8    | 10.8          | 50.5               |
| Operational                      | 67        | 10.6    | 10.6          | 61.1               |
| General Nuclear/Energy News      | 68        | 10.8    | 10.8          | 71.8               |
| Non-nuclear                      | 8         | 1.3     | 1.3           | 73.1               |
| Missing or Non-existent          | 170       | 26.9    | 26.9          | 100.0              |
| Total                            | 632       | 100.0   | 100.0         |                    |

Only 4.8% of the websites didn't have a newsroom. Comparatively, 78.8% of websites had the media page as part of a homepage whereas 16.7% made it a separate URL. Relative to company related information, 85.7% had a company mission statement (within two clicks of the newsroom), 71.4% had company history (within two clicks of the newsroom), 73.8% had a corporate profile (within 2 clicks of the newsroom) and 69% had executive bios/profiles (within 2 clicks of the media room).

When it comes to identifying media and communications personnel, only 50% had a list of media and communications staff. Relative to contacting members of the media, 42.9% had direct contact (click on name to send email) capabilities, 45.2% posted the email addresses and telephone numbers of staff members and 50% had a clearly labeled hotline number to reach members of the media. 95.2% of websites did not have a connection to live chat.

Relative to accessing media deliverables 71.4% of websites did not have a downloadable media kit; accordingly, 47.6% had fact sheets available. However, 88.1% did have press releases available and 83.3% had news releases archived. Figures 1 and 2 portray the characteristics of press release organization on the website.

Accordingly, only 47.6% of websites allowed media to register with the company to receive news. Of the coded websites, 90.5% did not have a help button available, 92.9% did not have frequently asked questions (FAQs), aimed at the media or suggestions to come back to the site. However, 64.3% of websites did have links to social media. For a complete list of frequencies, see Appendix VI.

Figure 4.2

**Press/News Release Search Engine**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 15        | 35.7    | 35.7          | 35.7               |
|       | No                      | 25        | 59.5    | 59.5          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

Figure 4.3

**Placement of Contact Information in Press/News Release**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 28        | 66.7    | 66.7          | 66.7               |
|       | No                      | 12        | 28.6    | 28.6          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

## **CHAPTER V**

### **DISCUSSION**

Based on the findings, crisis communications and media relations for the industry is, to an extent, practiced consistently across the industry due to highly regulated influences and the variety of stakeholders involved in the business. Nuclear communicators engage in two-way communication with the media by sending out press releases, maintaining relationships with local media, updating information on the website and hosting plant tours, for example, on an on-going process.

#### **EMERGENCY PLANNING AND CRISIS**

Crisis communications efforts seemed to be dictated by the emergency procedures the company outlined and few respondents clearly stated that they had crisis communications and media relations plans outside of the communication procedures relative to an emergency. Emergency procedures are effective and contain language that is understood among professionals within the industry, not only communicators. Also, they are effective at bringing local, state and public officials to a Joint Information Center for productive external communications.

Although the emergency plans are very thorough and connect nuclear communicators and leadership to stakeholders and other publics, there should still be a crisis communication plan that addresses dealing with the media and international publics, online communication through the website and social media and providing

information to local and national organizations. The Nuclear Energy Institute (NEI) and the Nuclear Regulatory Commission (NRC) provide their assistance in communicating across a national and international platform, but the company must still be able to remain visible through all these experts and officials.

More importantly, these crisis communication plans need to address the difference between emergency communication and crisis communication. It can be noted that with regard to crisis communications, there is meshing between the terms crisis and emergency. Company B characterizes this best by saying:

“Several different terms are used interchangeably, which are not interchangeable terms. One of which is crisis and the other, emergency. What is described by NEI is formal for an emergency but doesn’t begin to touch on the scope of a true crisis.”

Communication practitioners in the nuclear industry should consider defining what crisis means from a communicative standpoint. An emergency can be an emergency from an operational and daily flow of activities standpoint, however, in regards to communication, an issue can become a crisis, for example, “based on the inability to control messages to the media or the public given the new media and technological landscape” Company C. Additionally, media relations plans need to consider the changes in media communication and address those changes through effective measures. Nuclear communicators shouldn’t rely on research conducted by bigger organizations to understand the preferences of local media. Since respondents mainly pitch to local media, they need to understand how journalistic practices function within that community and conduct their own research and evaluation to best communicate with these publics.

## MEDIA RELATIONS FOR PRACTITIONERS

Relative to communicating with media, few respondents discussed relationship building with national media. However during a crisis, national media will still inquire about the event. Not extending efforts to national media can be detrimental during a crisis because national media outlets are most sought after by the public at large and abroad. This suggests that should a crisis occur, nuclear communicators will not have allies on a national platform and there will be a significant knowledge gap when it comes to reporting. Accordingly, respondents didn't outline their efforts to educate media about the processes of nuclear power. Informing media about events at the various nuclear plants was a common theme relative to communication efforts, however, with the challenge of not having a beat reporter anymore as expressed by a few companies, there is still the potential for increase in the knowledge gap when it comes to reporting on highly technical processes.

A step forward for crisis communications and media relations in the nuclear industry would be evaluating the process of getting information to publics during an event to ensure that media and publics seek the company out as the primary source for information. Since there are a number of organizations that support nuclear energy that will add their expert opinion during an emergency or crisis situation, nuclear communicators should consider those opinions as supplement to what the company is saying, versus having their opinion be supplemental to what the organizations say. Nuclear communicators may consider using the supporting organizations' websites as a tool for communicating to publics as media and other stakeholders will look to those organizations as they may deem them the experts in a crisis situation.

### The Use of Social Media

Interviewees recognized social media as the game changer for how practitioners communicate with publics. Maybe prior to a crisis (during the pre-crisis stage), social media can be used to engage followers in dialogic communication about nuclear power that includes educational components to attempt to match the conversation with the public. This may prove useful during a crisis situation as the company's social media presence would have already been recognized, versus, participating in social media to begin facilitating conversation and attempting to influence perception and opinions online. Understanding how journalists use social media speaks to the need for nuclear companies to conduct research on how their local media partners use social media and begin to build an online relationship with those individuals as well as maintain their current face-to-face interactions.

### Adding Value to Drill and Exercise

Drill and exercise, a required practice as part of regulatory provisions, are effective means of evaluations. Those companies that expressed rotating positions for equal training and understanding during an emergency event can measure its affectivity. Companies that expressed their ability to use mock media and community members, like university journalism students, to participate in drill exercises also see the benefits of obtaining new perspective for feedback purposes. To go beyond the scope of an emergency, companies should consider the elements of a true crisis and add unpredictable "turn of events" to their drills. Attached to these unpredictable elements that get added into the scenario without prior knowledge, communicators should practice

employing messages through both traditional and new media channels, in addition to working with supporting organizations, to get materials on their websites.

When it comes to proactive crisis communications and media relations there is consistency across the industry in terms of the actions taken to be upfront with the media. A large portion of respondents voiced that they build relationships with local media and pitch their news stories or information specifically to those local outlets. The content analysis of news coverage over a constructed two-week period confirmed this theme. Most of the newspaper coverage was from local media outlets. This suggests that local media are receiving and reporting the information that the nuclear companies send to them. Comparatively, trade publications were the largest reports of nuclear news stories. Most respondents did identify trade publications as media sources that would cover the plant, however, they also noted that they wouldn't pitch to trade publication as trade publication usually sought information from the company. This finding suggests that most news stories and information are still being kept within the nuclear industry through trade publications. Only local newspapers pick up news stories and that media generally shares information with other sources around that nuclear plant community or in nearby vicinities. This also suggests that Americans are still not educated and informed about the activities of the nuclear industry and that may lead to uncertainty, panic and fear on a national scale during a crisis situation.

Subsequently, qualitative observations of the media coverage show that Three Mile Island is still being used a referent in news stories and still continues to shape some of the coverage and they in which information is presented to the public. Interviewees expressed the necessity of having a spokesperson that communicates with the media and

publics; however, there were a significant amount of new stories that didn't have a quote or commentary from leadership. Additionally, when there was a quote mentioned, the person did not have a title by their name. The spokesperson's name may resonate with the local community and officials, however, that name does not resonate with individuals and members of the media on a national level. Interestingly, there were significant quotes and commentary from the NRC reported in the news coverage. This suggests that media are going to contact supporting organizations, like the NRC, and use them as experts in sharing information. One interviewee recognized this trend by mentioning:

“If [nuclear communicators] don't talk to [the media] about a local issue they will go right to the NRC. There is no such thing as deadlines anymore because the media want to post things on their websites before details are flushed out by the company” (Company L).

Nuclear communicators should consider evaluating how to get involved in the NRC's media relations process so that the company serves as a source for when the NRC sends out new releases or notifications for events like town forums on relicensing.

## THE USE OF ONLINE NEWSROOMS

When it comes to using the online newsroom to be a source of information, nuclear power companies do a good job of providing information and materials to the media. When it come to ease of navigation through the websites, it has been observed that not all of the websites are user friendly and all nuclear power companies should consider this usability when communicating to the media. Since a large number of nuclear power plants have parent companies, of which they call corporate, newsrooms can be hard to navigate when both newsrooms are linked together. Most newsrooms

contained both utility and nuclear news making it hard to point out news stories that focused on the nuclear aspects of the company. When analyzing the media coverage and then cross checking that coverage with stories posted on the website, a majority of the websites had one or two related press releases posted that aligned with the constructed week. To be most effective, nuclear communicators should evaluate whether utility and nuclear news stories should be separated and archived but posted in the same newsroom for clear and easy access to information.

For media, accessing the company's media personnel should be the easiest task. However, it was observed that in some newsrooms not all the contact information (e.g. staff member names, titles, phone numbers, email addresses) is listed. For example, in one newsroom, the coder had to click 'contact us' to get to media contact information. Comparatively, in another newsroom, the coder had to navigate to the parent company's website to get information regarding anything related to communications. If interviewees communicated that they are aware that media have deadlines and will seek out sources for information, then nuclear communicators must be sensitive to that fact by sharing contact information openly and clearly on the web. Also, interviewees communicated that they are constantly maintaining relationships with members of the media. This relationship should also be maintained online. Most newsrooms did not have a suggestion to come back to the website and only one newsroom had a feedback form to maintain this online dialogic communication with the media.

For the supporting organizations of nuclear energy, it's consistent across the board that there isn't a formal newsroom for media to go. Press releases and other information are generally posted under tabs. This can be a challenge when

communicating during a crisis. If these supporting organizations offer expert opinions during a crisis and provide insight to the media, then publics and other media sources will visit those websites to seek out information. If supporting organizations do not have user-friendly websites and a clearly labeled newsroom, it may pose a problem for companies attempting to engage in issues management or control messages and information flow during a crisis. This user friendly website capabilities extends to international support organizations as well, as a crisis in the nuclear industry is experienced on a global scale.

The direction of online communication can be characterized as such:

“The public views the veracity of news differently than they have in the past. There is a fundamental change when we talk about news media because we have to go straight to the public to answer their concerns and question” (Company J).

In addition to that, nuclear communicators have to be able to educate the media prior to the crisis and seek the out to address their concerns during and after a crisis.

## THEORY AND PRACTICE FOR NUCLEAR COMMUNICATION

Based upon the research, it can be noted that practitioners use the theoretical models of crisis communications in their practice of nuclear communications. Specifically, from the findings within the interviews, practitioners engage in the basics of the three stage model of crisis communications: (1) pre-crisis (e.g. through media monitoring, community outreach); (2) crisis response (e.g. through proactive drill and exercise, emergency planning and communication); and (3) post-crisis (e.g. evaluating drill and exercise, discuss lessons learned, improve practices).

Given the variety of models that incorporate variations of the pre-crisis to post-crisis process, the study suggests that practitioners engage heavily in the beginning stages of crisis communications to prevent crisis from occurring, however, practitioners also engage in the steps that precede crisis planning to evaluate the process of a crisis scenario based on emergency procedure. Given the technical and procedurally regulated nature of the nuclear industry, Mitroff and Pearson's (1993), five-stage model speaks to the idea of evaluation and using lessons learned within the industry to support crisis planning/prevention initiatives. Also, with the undefined boundaries of crisis management and emergency management, the five-dimension model, is one model, that is applicable to both areas and relative to how practitioners communicated their current implementation of both emergency/crisis communications activities.

When it comes to theory and practice, it can also be noted that Three Mile Island is still a referent for a variety of publics, including the media, when they are reporting. In regards to attribution theory and the theoretical framework, crisis responsibility for the nuclear industry will be stronger given the weight of the industry's performance history (e.g. crisis history--Three Mile Island, Chernobyl and currently, Fukushima Dai-Ichi and relationship history).

## IMPLICATIONS

Nuclear communicators can use this research to further evaluate their current practice of crisis communications and media relations within the nuclear industry. If a company doesn't have a crisis communications or a media relations plan, outside of their

emergency procedures, that speaks to the current media and technological landscape, then the company puts itself at risk for ineffective communications during a crisis event.

Public relations practitioners within the nuclear industry should use this research to assess their current media relations practices and consider analyzing local media to employ a strategic media relations approach specific to their community and to national media.

Lastly, practitioners can assess their online dialogic communication with the media via their newsrooms for effective online relationship management. Providing clear and accessible information to media and other publics are detrimental to communication prior to a crisis, during a crisis and after a crisis.

#### LIMITATIONS AND FUTURE RESEARCH

Research was conducted right before the untimely and tragic nuclear event in Japan at the Fukushima Dai-Ichi Nuclear Power Station. The significance of this nuclear event has had implications for nuclear power plants around the world and has dramatically shaped the opinions of publics on a global scale. Should this research have been completed once the crisis occurred or after the resolution of the crisis event, the opinions from interviewees and data (both quantitative and qualitative) collected would be significantly different from the results reported.

This suggests that future research should look at the impact of the Fukushima Dai-Ichi Nuclear crisis on crisis communication and media relations for the industry. Also, research should examine the online dialogic communication with media and publics

(e.g. how social media impacted crisis communications or how the media used social media in their reporting). Research should also use this study as a comparative analysis to examine how crisis communications and media relations have changed in the U.S. because of the nuclear crisis in Japan.

## CONCLUSION

This research is important because it provided insight for practitioners on how crisis communications and media relations are currently practiced in a highly regulated environment. This research also communicates a need for practitioners to place crisis communications on the decision-making and planning agenda, especially for the nuclear industry. Also, this research was instrumental in revealing the ways in which practitioners currently use media relations strategies and provides direction for moving forward.

The goal of this study was to explore crisis communications and media relations in the nuclear industry. Also, the goal was to explore practitioners' current use of proactive communications with publics, like the media. As the media landscape continues to transform, professionals within the nuclear field should be aware of the opportunities and threats that influence their crisis communication and media relations strategies.

The challenges that practitioners in nuclear communication face are constant criticism from publics that is uneducated about nuclear power. The greatest opportunity from this challenge would be to educate publics about nuclear power for preparation that will be invaluable during a crisis. Also, companies without a budget or staff to conduct

ongoing research cannot always engage in assessment activities that can influence decision-making and the strategic planning process.

Communicators in the nuclear industry should consider how they define crisis communications for their organization and engage in internal communication to employees to share in this meaning. Now that there are common communication practices that have been revealed, practitioners should assess their processes and strategies and make changes that address the both crisis communication and general communication efforts in a new media landscape and through online dialogic communication and proactive strategies.

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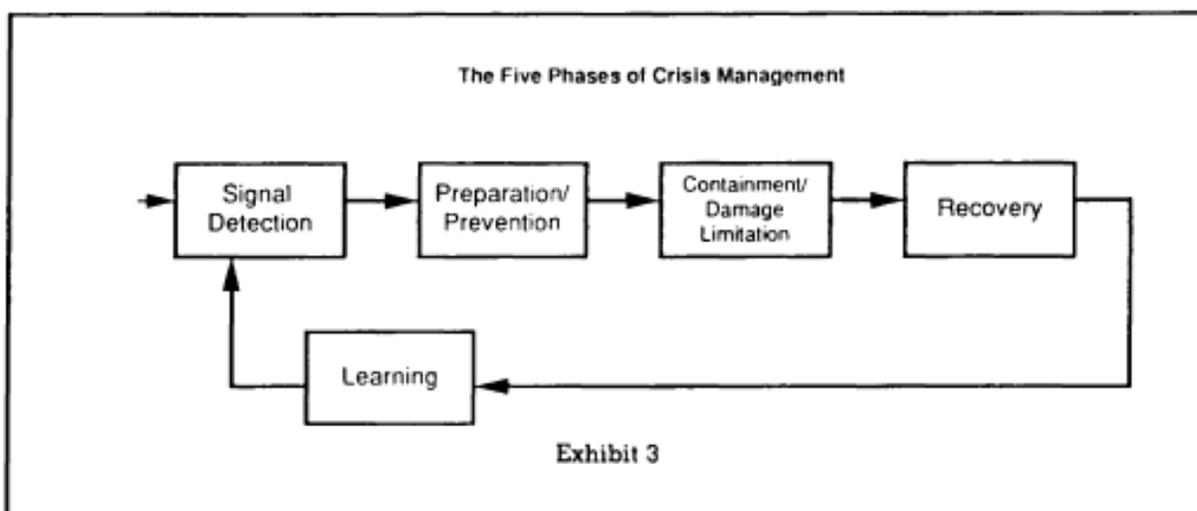
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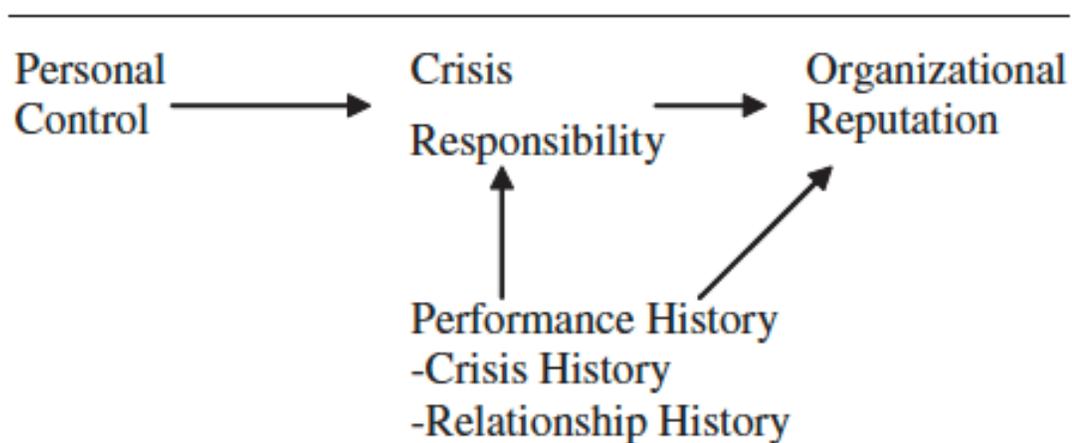
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**APPENDICES**

## Appendix I: 5 Phases of Crisis Management



## Appendix II: Situational Crisis Communication Theory Variables and their Relationship



**Figure 1. Relationships Between Situational Crisis Communication Theory Variables**

### Appendix III: Sample Interview Questions

1. Can you tell me what your company does beyond the basic communication requirements outlined by the Nuclear Energy Institute (NEI) for the 4 levels of an emergency?
2. What would you say are common industry practices for nuclear communication? What do you do beyond these common practices?
3. How does your company stay proactive in the communication process?
  - a. Relative to crisis communications?
  - b. Relative to media relations?
4. Are there specific differences in the media relations process specific to nuclear power plants?
  - a. Can you tell me how your media relations process works?
  - b. How is this process different during a crisis?
5. Can you tell me what publications/local or national news media you pitch to?
6. Can you tell me about the communication structure of your company?
  - a. How is this structure different during a crisis?
7. How do you evaluate your communication efforts?
  - a. Tell me about your evaluation methods during a crisis?
    - i. In regards to media?
    - ii. In regards to media relations during a crisis event?

## Appendix IV: Sample Code Sheet for Online Newsrooms

**Media Relations in Nuclear Industry**

1. Company/Organization/Institution Name: \_\_\_\_\_
2. List: \_\_\_\_\_
3. Label indicating where media should go from main site? \_\_\_\_\_
4. Number of clicks to get to the media room (actual number): \_\_\_\_\_
5. Media page part of home page or separate URL? \_\_\_\_\_
6. Link on media page to investor page? \_\_\_\_\_
7. Separate page for financial/investor relations? \_\_\_\_\_
8. Welcome message? \_\_\_\_\_
9. Indication of updates? \_\_\_\_\_
10. Company mission statement (within 2 clicks of newsroom)? \_\_\_\_\_
11. Company history (within 2 clicks of newsroom)? \_\_\_\_\_
12. Corporate profile (within 2 clicks of newsroom)? \_\_\_\_\_
13. Executive bios/profiles (within 2 clicks of newsroom)? \_\_\_\_\_
14. Executive photographs (within 2 clicks of newsroom)? \_\_\_\_\_
15. List of media/communications staff? \_\_\_\_\_
16. Direct contact (click on name to send email)? \_\_\_\_\_
17. E-mail address (of staff members)? \_\_\_\_\_
18. Office telephone number of staff members? \_\_\_\_\_
19. Hotline number for members of the media? \_\_\_\_\_
20. Physical mailing address? \_\_\_\_\_
21. Connection through live chat? \_\_\_\_\_
22. Company fact sheets? \_\_\_\_\_
23. Downloadable media kit (within 2 clicks of newsroom)? \_\_\_\_\_
24. Press/news releases? \_\_\_\_\_
25. Press/news releases archived? \_\_\_\_\_
26. Press/news release search engine? \_\_\_\_\_
27. Placement of contact information in press/news releases? \_\_\_\_\_
28. News published or aired about company? \_\_\_\_\_
29. Material presented in real-time audio (within 2 clicks of newsroom)? \_\_\_\_\_
30. Company staff speeches/presentations? \_\_\_\_\_
31. Company logos/pictures in downloadable format? \_\_\_\_\_
32. Company philanthropic activity (within 2 clicks of newsroom)? \_\_\_\_\_
33. News alert service for media (RSS Feeds)? \_\_\_\_\_
34. Opportunity for press personnel to register with company? \_\_\_\_\_
35. Help button available in media room? \_\_\_\_\_
36. FAQ aimed at media? \_\_\_\_\_
37. Editorial stories written by company staff (within 2 clicks of newsroom)? \_\_\_\_\_
38. Links to social media? \_\_\_\_\_
39. Sitemap available in media room? \_\_\_\_\_
40. Suggestions to come back to site? \_\_\_\_\_

## Appendix V: Nuclear Plant Media Coverage Content Analysis

|       |                    | Date      |         |               |                    |
|-------|--------------------|-----------|---------|---------------|--------------------|
|       |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Monday 09/14/09    | 58        | 9.2     | 9.2           | 9.2                |
|       | Tuesday 10/6/09    | 39        | 6.2     | 6.2           | 15.3               |
|       | Wednesday 07/01/09 | 76        | 12.0    | 12.0          | 27.4               |
|       | Thursday 01/15/09  | 38        | 6.0     | 6.0           | 33.4               |
|       | Friday 07/31/09    | 32        | 5.1     | 5.1           | 38.4               |
|       | Saturday 09/26/09  | 29        | 4.6     | 4.6           | 43.0               |
|       | Sunday 02/15/09    | 26        | 4.1     | 4.1           | 47.2               |
|       | Monday 02/01/10    | 84        | 13.3    | 13.3          | 60.4               |
|       | Tuesday 03/23/10   | 39        | 6.2     | 6.2           | 66.6               |
|       | Wednesday 06/02/10 | 36        | 5.7     | 5.7           | 72.3               |
|       | Thursday 04/08/10  | 76        | 12.0    | 12.0          | 84.3               |
|       | Friday 03/05/10    | 42        | 6.6     | 6.6           | 91.0               |
|       | Saturday 08/07/10  | 31        | 4.9     | 4.9           | 95.9               |
|       | Sunday 12/12/10    | 26        | 4.1     | 4.1           | 100.0              |
|       | Total              | 632       | 100.0   | 100.0         |                    |

**Proximity**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Local                   | 158       | 25.0    | 25.0          | 25.0               |
|       | National                | 276       | 43.7    | 43.7          | 68.7               |
|       | International           | 28        | 4.4     | 4.4           | 73.1               |
|       | Missing or Non-existent | 170       | 26.9    | 26.9          | 100.0              |
|       | Total                   | 632       | 100.0   | 100.0         |                    |

**News or Story Reference**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Nuclear                 | 372       | 58.9    | 58.9          | 58.9               |
|       | Utilities               | 20        | 3.2     | 3.2           | 62.0               |
|       | Both                    | 51        | 8.1     | 8.1           | 70.1               |
|       | None                    | 19        | 3.0     | 3.0           | 73.1               |
|       | Missing or Non-existent | 170       | 26.9    | 26.9          | 100.0              |
|       | Total                   | 632       | 100.0   | 100.0         |                    |

**Type of Publication**

|       |                            | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|----------------------------|-----------|---------|---------------|-----------------------|
| Valid | Newspaper                  | 117       | 18.5    | 18.5          | 18.5                  |
|       | Trade                      | 140       | 22.2    | 22.2          | 40.7                  |
|       | Magazine and Journal       | 15        | 2.4     | 2.4           | 43.0                  |
|       | Newswire and Press Release | 95        | 15.0    | 15.0          | 58.1                  |
|       | Online Web Publication     | 31        | 4.9     | 4.9           | 63.0                  |
|       | Congressional Testimony    | 1         | .2      | .2            | 63.1                  |
|       | Transcript                 | 3         | .5      | .5            | 63.6                  |
|       | Other                      | 60        | 9.5     | 9.5           | 73.1                  |
|       | Missing or Non-existent    | 170       | 26.9    | 26.9          | 100.0                 |
|       | Total                      | 632       | 100.0   | 100.0         |                       |

## Scope of Mention

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Brief Mention           | 239       | 37.8    | 37.8          | 37.8                  |
|       | News Article or Story   | 166       | 26.3    | 26.3          | 64.1                  |
|       | Feature Story           | 20        | 3.2     | 3.2           | 67.2                  |
|       | Opinion Piece           | 4         | .6      | .6            | 67.9                  |
|       | Editorial               | 6         | .9      | .9            | 68.8                  |
|       | Letter                  | 2         | .3      | .3            | 69.1                  |
|       | News Transcript         | 2         | .3      | .3            | 69.5                  |
|       | Notification            | 17        | 2.7     | 2.7           | 72.2                  |
|       | Document                | 6         | .9      | .9            | 73.1                  |
|       | Missing or Non-existent | 170       | 26.9    | 26.9          | 100.0                 |
|       | Total                   | 632       | 100.0   | 100.0         |                       |

**Favorableness of Coverage**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Positive                | 55        | 8.7     | 8.7           | 8.7                |
|       | Negative                | 62        | 9.8     | 9.8           | 18.5               |
|       | Neutral                 | 308       | 48.7    | 48.7          | 67.2               |
|       | Mixed                   | 37        | 5.9     | 5.9           | 73.1               |
|       | Missing or Non-existent | 170       | 26.9    | 26.9          | 100.0              |
|       | Total                   | 632       | 100.0   | 100.0         |                    |

## News/Story Context

|                                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------------|-----------|---------|---------------|--------------------|
| Valid Community Outreach         | 9         | 1.4     | 1.4           | 1.4                |
| General Company News/Information | 27        | 4.3     | 4.3           | 5.7                |
| Emergency                        | 8         | 1.3     | 1.3           | 7.0                |
| Issues Management                | 47        | 7.4     | 7.4           | 14.4               |
| Crisis                           | 2         | .3      | .3            | 14.7               |
| Company Events/Activities        | 8         | 1.3     | 1.3           | 16.0               |
| Licensing                        | 84        | 13.3    | 13.3          | 29.3               |
| Regulatory                       | 66        | 10.4    | 10.4          | 39.7               |
| Financial                        | 68        | 10.8    | 10.8          | 50.5               |
| Operational                      | 67        | 10.6    | 10.6          | 61.1               |
| General Nuclear/Energy News      | 68        | 10.8    | 10.8          | 71.8               |
| Non-nuclear                      | 8         | 1.3     | 1.3           | 73.1               |
| Missing or Non-existent          | 170       | 26.9    | 26.9          | 100.0              |
| Total                            | 632       | 100.0   | 100.0         |                    |

**Type of Information Reported**

|   | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|---|-----------|---------|---------------|-----------------------|
| Valid Instructing Information                                   | 4         | .6      | .6            | .6                    |
| Community Updates   | 56        | 8.9     | 8.9           | 9.5                   |
| Reporting<br>Results/Statistics/Outcomes                        | 171       | 27.1    | 27.1          | 36.6                  |
| Invitation to events/activities                                 | 32        | 5.1     | 5.1           | 41.6                  |
| Company Name or<br>Information in Reference to<br>Another Story | 125       | 19.8    | 19.8          | 61.4                  |
| Operation or Licensing<br>Update                                | 74        | 11.7    | 11.7          | 73.1                  |
| Missing or Non-existent   | 170       | 26.9    | 26.9          | 100.0                 |
| Total   | 632       | 100.0   | 100.0         |                       |

**Timeliness of Information**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Prior to an Event       | 91        | 14.4    | 14.4          | 14.4               |
|       | During an Event         | 105       | 16.6    | 16.6          | 31.0               |
|       | After an Event          | 238       | 37.7    | 37.7          | 68.7               |
|       | Unknown                 | 28        | 4.4     | 4.4           | 73.1               |
|       | Missing or Non-existent | 170       | 26.9    | 26.9          | 100.0              |
|       | Total                   | 632       | 100.0   | 100.0         |                    |

**Presence of Contact Information**

|       |                                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------------------|-----------|---------|---------------|--------------------|
| Valid | Name and Phone Number          | 3         | .5      | .5            | .5                 |
|       | Name, Phone Number and Website | 3         | .5      | .5            | .9                 |
|       | None                           | 456       | 72.2    | 72.2          | 73.1               |
|       | Missing or Non-existent        | 170       | 26.9    | 26.9          | 100.0              |
|       | Total                          | 632       | 100.0   | 100.0         |                    |

**Type of Language Used**

|       |  | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|--|-----------|---------|---------------|-----------------------|
| Valid | Common   | 250       | 39.6    | 39.6          | 39.6                  |
|       | Technical  | 21        | 3.3     | 3.3           | 42.9                  |
|       | Common with Few Technical<br>Terms                 | 124       | 19.6    | 19.6          | 62.5                  |
|       | Technical with Explanations<br>and Definitions     | 28        | 4.4     | 4.4           | 66.9                  |
|       | Technical with Few<br>Explanations and Definitions | 39        | 6.2     | 6.2           | 73.1                  |
|       | Missing or Non-existent                            | 170       | 26.9    | 26.9          | 100.0                 |
|       | Total  | 632       | 100.0   | 100.0         |                       |

**Quotes from Leadership**

|       |   | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|---|-----------|---------|---------------|-----------------------|
| Valid | Chief Operating Officer                 | 3         | .5      | .5            | .5                    |
|       | Chief Executive Officer                 | 8         | 1.3     | 1.3           | 1.7                   |
|       | Director/Manager of<br>Communications   | 3         | .5      | .5            | 2.2                   |
|       | None                                    | 402       | 63.6    | 63.6          | 65.8                  |
|       | Spokesman without a Job<br>Title        | 34        | 5.4     | 5.4           | 71.2                  |
|       | Other Management/Executive<br>Personnel | 12        | 1.9     | 1.9           | 73.1                  |
|       | Missing or Non-existent                 | 170       | 26.9    | 26.9          | 100.0                 |
|       | Total                                   | 632       | 100.0   | 100.0         |                       |

## Appendix VI: Online Newsrooms Content Analysis Frequencies

**Label Indicating Where Media Go from Main Site**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Yes               | 38        | 90.5    | 90.5          | 90.5               |
| No                      | 2         | 4.8     | 4.8           | 95.2               |
| Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
| Total                   | 42        | 100.0   | 100.0         |                    |

**Number of Clicks to Media Room (actual number)**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid 1                 | 38        | 90.5    | 90.5          | 90.5               |
| 2                       | 2         | 4.8     | 4.8           | 95.2               |
| Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
| Total                   | 42        | 100.0   | 100.0         |                    |

**Media Page Part of Homepage or Separate URL**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Part of Homepage        | 33        | 78.6    | 78.6          | 78.6               |
|       | Separate URL            | 7         | 16.7    | 16.7          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Link on Media Page to Investor Page**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 18        | 42.9    | 42.9          | 42.9               |
|       | No                      | 7         | 16.7    | 16.7          | 59.5               |
|       | Missing or Non-existent | 17        | 40.5    | 40.5          | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Separate page for Financial/Investor Relations**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 18        | 42.9    | 42.9          | 42.9               |
|       | No                      | 7         | 16.7    | 16.7          | 59.5               |
|       | Missing or Non-existent | 17        | 40.5    | 40.5          | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Welcome Message**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 15        | 35.7    | 35.7          | 35.7               |
|       | No                      | 25        | 59.5    | 59.5          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Indication of Updates**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 33        | 78.6    | 78.6          | 78.6               |
|       | No                      | 7         | 16.7    | 16.7          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Company Mission Statement (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 36        | 85.7    | 85.7          | 85.7               |
|       | No                      | 4         | 9.5     | 9.5           | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Company History (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 30        | 71.4    | 71.4          | 71.4               |
|       | No                      | 10        | 23.8    | 23.8          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Corporate Profile (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 31        | 73.8    | 73.8          | 73.8               |
|       | No                      | 9         | 21.4    | 21.4          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Executive Bios/Profiles (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 29        | 69.0    | 69.0          | 69.0               |
|       | No                      | 11        | 26.2    | 26.2          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Executive Photographs (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 28        | 66.7    | 66.7          | 66.7               |
|       | No                      | 12        | 28.6    | 28.6          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**List of Media/Communications Staff**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 21        | 50.0    | 50.0          | 50.0               |
|       | No                      | 19        | 45.2    | 45.2          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Direct Contact (click of name to send email)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 18        | 42.9    | 42.9          | 42.9               |
|       | No                      | 22        | 52.4    | 52.4          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Email Address of Staff Members**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 19        | 45.2    | 45.2          | 45.2                  |
|       | No                      | 21        | 50.0    | 50.0          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Office Telephone Number of Staff Members**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 19        | 45.2    | 45.2          | 45.2                  |
|       | No                      | 21        | 50.0    | 50.0          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Hotline Number for Members of the Media**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 21        | 50.0    | 50.0          | 50.0               |
|       | No                      | 19        | 45.2    | 45.2          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Physical Mailing Address**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 23        | 54.8    | 54.8          | 54.8               |
|       | No                      | 17        | 40.5    | 40.5          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Connection through Live Chat**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | No                      | 40        | 95.2    | 95.2          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Company Fact Sheets**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 20        | 47.6    | 47.6          | 47.6                  |
|       | No                      | 20        | 47.6    | 47.6          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Downloadable Media Kits**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 10        | 23.8    | 23.8          | 23.8               |
|       | No                      | 30        | 71.4    | 71.4          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Press/News Release**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 37        | 88.1    | 88.1          | 88.1               |
|       | No                      | 3         | 7.1     | 7.1           | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Press/News Release Archived**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 35        | 83.3    | 83.3          | 83.3               |
|       | No                      | 5         | 11.9    | 11.9          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Press/News Release Search Engine**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 15        | 35.7    | 35.7          | 35.7               |
|       | No                      | 25        | 59.5    | 59.5          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Placement of Contact Information in Press/News Release**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 28        | 66.7    | 66.7          | 66.7               |
|       | No                      | 12        | 28.6    | 28.6          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**News Published/Aired about Company**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 22        | 52.4    | 52.4          | 52.4               |
|       | No                      | 18        | 42.9    | 42.9          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Material Presented in Real-Time Audio (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 25        | 59.5    | 59.5          | 59.5                  |
|       | No                      | 15        | 35.7    | 35.7          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Company Staff Speeches/Presentations**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 27        | 64.3    | 64.3          | 64.3                  |
|       | No                      | 13        | 31.0    | 31.0          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Company Logos/Pictures in Downloadable Format**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 24        | 57.1    | 57.1          | 57.1               |
|       | No                      | 16        | 38.1    | 38.1          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Company Philanthropic Activity (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 24        | 57.1    | 57.1          | 57.1               |
|       | No                      | 16        | 38.1    | 38.1          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**News Alert Service for Media (i.e .RSS Feeds)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 20        | 47.6    | 47.6          | 47.6                  |
|       | No                      | 20        | 47.6    | 47.6          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Opportunity for Press Personnel to Register with Company**

|       |                         | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------|-------------------------|-----------|---------|---------------|-----------------------|
| Valid | Yes                     | 16        | 38.1    | 38.1          | 38.1                  |
|       | No                      | 24        | 57.1    | 57.1          | 95.2                  |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0                 |
|       | Total                   | 42        | 100.0   | 100.0         |                       |

**Help Button Available in Media Room**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 2         | 4.8     | 4.8           | 4.8                |
|       | No                      | 38        | 90.5    | 90.5          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**FAQ Aimed at Media**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 1         | 2.4     | 2.4           | 2.4                |
|       | No                      | 39        | 92.9    | 92.9          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Editorial Stories Written by Staff (within 2 clicks)**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 2         | 4.8     | 4.8           | 4.8                |
|       | No                      | 38        | 90.5    | 90.5          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Links to Social Media**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 27        | 64.3    | 64.3          | 64.3               |
|       | No                      | 13        | 31.0    | 31.0          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Sitemap Available in Media Room**

|       |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                     | 22        | 52.4    | 52.4          | 52.4               |
|       | No                      | 18        | 42.9    | 42.9          | 95.2               |
|       | Missing or Non-existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total                   | 42        | 100.0   | 100.0         |                    |

**Suggestion to Come Back to Site**

|       |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|--------------------|
| Valid | Yes                 | 1         | 2.4     | 2.4           | 2.4                |
|       | No                  | 39        | 92.9    | 92.9          | 95.2               |
|       | Missing or Existent | 2         | 4.8     | 4.8           | 100.0              |
|       | Total               | 42        | 100.0   | 100.0         |                    |

