Responsibilities include copyediting and production of a printed or electronic product. At the very least, the new person needs to learn how to:

- Check manuscripts for completeness.
- Log in manuscripts in the database.
- Obtain reviewer assignments from editors.
- Send "requests to review" to reviewers.
- Assemble packages for 1st and subsequent reviews.
- Chase after late reviews.
- Log in reviews.
- Prepare draft letters to authors after reviews are received.
- Assemble manuscript packages to send to authors for revisions. (For Stroke, the requests for revision can be quite complicated. The editorial office checks manuscripts for a long list of requirements and alerts authors when there are shortcomings.)
- Check that revised manuscripts meet the requirements.
- Send decision letters to authors.
- Use mailmerge to generate batches of every type of letter. See the table for a list of standard letters produced in the editorial office.
- Use all editorial office equipment such as fax machines, scanners, and modems.
- Coordinate the work of the editorial office with the publisher.
- Create reports and compile statistics such as submission reports and acceptance rates.
- Quickly pinpoint manuscripts that may need special attention.
- Check the work of every staff member in the office for errors.
- Coordinate with other university departments, especially the mail, purchasing, computer support, and personnel departments.

The managing editor also needs to understand:

- Editorial policy;
- Intricacies of the database and other software used in the office;
- Details of the editor-in-chief's job.

Once new staff members are hired, the managing editor obviously will be able to delegate many of these tasks. However, she or he needs to understand every procedure thoroughly in order to train and supervise effectively.

**Need for Journal-Personnel Pool**

As far as I know, the only way an editor or search committee might easily reach adequate numbers of applicants with journal-office experience is to advertise in *CBE Views*. Since *CBE Views* is published bimonthly, the delay may be long between publication of the ad and receipt of any responses.

One solution that would be extremely helpful to new editors-in-chief would be for *CBE* to establish a journal-personnel pool. Individuals with journal experience who are seeking work as regular staff members or as consultants could register for this pool, complete questionnaires, and submit resumes. Answers to questionnaires could be compiled in a database, and editors could then request database printouts meeting their criteria along with resumes. Consultants could be included in the database so that editors can locate experienced people willing to train and mentor a new managing editor if other resources are unavailable.

**A Wish for the Future**

New managing editors have a formidable task. I wish them well and hope that their jobs will be made easier by editors and associates who recognize the need for training, plenty of support and mentoring, and adequate time for office transitions.

Marilyn Yurk
Managing Editor, *Stroke*

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**Recommendations for Recruiting and Training a Managing Editor**

We offer the following recommendations, developed especially for journals that change editors and relocate:

1. The Council of Biology Editors should consider establishing a pool of journal-staff personnel for people who are interested in journal-staff positions or consulting opportunities. Journal openings and information about consultants and job seekers could be listed on the CBE Website and updated weekly.

2. Editors should make a strong effort to hire managing editors with previous peer-reviewed journal experience.

3. New managing editors should have the opportunity to train at least 2 to 4 weeks in the established editorial office.

4. Every journal should prepare an operations manual outlining the steps involved in each routine task. These manuals are valuable for existing and new employees and invaluable during office transitions.

5. Editors should consider hiring a consultant, such as the outgoing managing editor or a managing editor from a similar peer-reviewed journal, to help recruit new managing editors and ease office transitions. The consultant should stay in close contact with the managing editor during the 1st year.

6. Editors should define the functions of the managing editor and the editorial office clearly and share these descriptions with applicants. The AHA managing-editor job description could be used as a model.

7. Associations and editors should develop a transition plan allowing plenty of time for office transition and training (6 months for a journal that receives approximately 1000 manuscripts a year). To control costs, the outgoing office could gradually transfer responsibilities and reduce staff as the new office adds staff and equipment.

Mark L. Dyken and Marilyn Yurk