

READERSHIP INSTITUTE

Media Management Center, Northwestern University

**PEOPLE
MANAGEMENT
PRACTICES:**

***Consolidated Report
of Survey Findings***

July, 2000

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Executive Summary

Preamble

- ?? As you are aware from the pre-read materials that you have already reviewed, the mega-study of people management practices demonstrated that ultimate organizational performance (returns to shareholders, profitability, growth, and productivity) are the product of a positive interaction among eleven people management areas.
- ?? These eleven areas include: four Drivers; five Shapers, including Culture the most enveloping of the Shapers; plus two Intermediate Outcomes, Employee Satisfaction and Retention, and, Customer Satisfaction and Retention.
- ?? While the mega-study produced similar findings across a full variety of industries and business models—which included communication businesses—these findings have not yet been confirmed in detail in the newspaper industry.
- ?? **The initial results you are about to read emanates from a deep examination of the patterns of people management practices in the newspaper industry.**
- ?? As one of three major parts of the Readership Institute’s overall Impact Study, these patterns will be probed for their relationship to newspaper readership itself over the next few months. Please note that at this point, only the patterns of people management practices are available, not yet their relationship.
- ?? **This document contains newspaper-specific findings regarding the four people management “Drivers” at three levels of increasing detail.** Please refer back to the pre-read materials for a more specific definition and discussion of the four people management Drivers.
- ?? This report also examines one additional area; Employee Retention.
- ?? Please refer back to the pre-read document, ***The Business Case for People Management***, for a more comprehensive conversation about the framework, methodology, high impact practices, and business results derived from the original people management mega-study.
- ?? Lastly, each newspaper that participated in the Impact Study’s people management practices survey will receive a third report that contains the survey findings for its newspaper. The data tables contained in that report parallel the structure of the tables contained in this report.

NEWSPAPER INDUSTRY RESULTS— KEY OVERALL FINDINGS, INSIGHTS, AND IMPLICATIONS

Findings	Insights & Implications
<p>There is surprisingly little variation among responding newspapers in how they self-assessed their current situation in terms of people management practices. This is true both across departments and across circulation strata, as well.</p>	<p>?? The industry as a whole has very homogeneous practices—there may be ‘implied and/or accepted standards’ about the way people are managed in the newspaper industry that have grown up over a long period of time.</p> <p>?? The lack of variation may also indicate that changes in market, technological, and competitive forces may not have yet stimulated any significant number of newspapers to more aggressively adopt best people management practices.</p>
<p>The overall level of scores is very low – on average, <i>80% of respondents either disagreed or strongly disagreed</i> that best practices in People Management were in use at their newspapers</p>	<p>?? This finding is <i>remarkable</i>. It is highly unlikely that there are many other industries in the U.S. today where, as a whole, they have a similarly low self-report in this area.</p> <p>?? The low newspaper-wide industry results may also reflect the historical, economic and competitive structure of the industry. Similar to the experiences of the airline, banking, insurance and utility industries during their “regulated era” prior to the late 1980’s, newspapers’ results may reflect the behavior, action and lack of action of an industry that essentially has functioned within an “oligopolistic” economic and competitive structure.</p> <p>?? Combining this with the consistency of responses, this suggests that the entire industry that might be rather inwardly focused and “checking with itself” rather than being outwardly focused and checking to see what best practice companies in other industries are doing in the area of People Management.</p>
<p>Performance Management is the highest rated Driver of People Management in the survey.</p>	<p>?? This too could easily indicate that the newspaper industry is lagging behind others who are further ahead in a transformation of People Management Practices. One typically finds that “stable” or “static” industries that have undergone little change, more often than not see that the area of Performance Management is the most highly developed of all the Drivers. The reason this is the case is that the need to track, measure, evaluate and manage performance essentially “comes with the territory”; i.e., it is a basic business requirement. The other Drivers, e.g. Selection, are characteristically brought into play more strongly as companies and industries successfully negotiate major strategic and environmental change.</p>
<p>Development is the lowest rated Driver of People Management in the survey.</p>	<p>?? The labor market among newspapers may be far less tight than that in other industries fully engaged in today’s ‘war for talent’.</p>

An Emerging Pattern

One final thought: Looking broadly at other underlying characteristics of the pattern of practice scores for the newspaper industry, one way to interpret them is that the people management practices which are about *clarity of objectives and direction, communication with managers, customer focus, individual responsibility, and latitude and authority* tend to be relatively strong.

At the same time, practices associated with *consistency of process* appear to be relatively weak. This appears to be particularly true for those practices that require a significant amount of effective cross-unit organizational collaboration. This implies that newspapers are much more effective at and inclined to manage their business “vertically” than they are “horizontally”.

In addition, a closer look at *Development*, the lowest scoring area of the five (other than Compensation, which is traditionally lowest in surveys of this type), reveals that the lowest-scoring practices reflect *a lack of development processes, lack of clarity on criteria for succession, and a lack of significant management time invested in development*.

When viewed this way, at their best, one might paint a picture that, as a whole, newspapers are internally well-aligned as to their strategy, focused on the customer, and provide individuals with both the latitude and the responsibility required to execute their jobs. There appear to be two downsides of all this latitude and responsibility, adding up to “you're on your own”.

First, people in the newspaper business may not be supported by consistent institutional processes (other than performance management).

Second, senior managers may very well not be seen as helpful in defining career tracks, and line managers may not be seen as spending a good amount of time on development.

The results of this appear to be reflected by the relative lack of high-caliber internal candidates for key position vacancies.

Level 1 Key Findings— Drivers

All Respondents

We begin our discussion of key findings by examining the results of Level 1 Analysis; i.e., by people management **Drivers**.

As was discussed in the Executive Summary, there is surprisingly little spread in terms of how responding newspapers self-assessed their current situation across the four basic Drivers, as well as for Employee Retention. The data is remarkably **flat**.

Participants reported that they believe they enjoy strongest results in the area of “Employee Retention,” followed by Performance Management. Selection and Development trailed behind, and Compensation was assessed to be the weakest Driver of all. This is reflected by the “relative rank” findings contained in the table below.

Drivers	Relative Rank	Distribution of Responses (For a given Driver, best practices are in effect.)				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Selection	3	0	4%	78%	18%	0
Development	4	0	8%	79%	13%	0
Performance Management	2	0	3%	68%	29%	0
Compensation	5	0	12%	79%	9%	0
Employee Retention*	1	0	1%	68%	31%	0

* Note: Employee Retention is an “Intermediate Outcome.”

**By
Department**

Departmental results generally mirrored the overall respondents' results.

Drivers	Relative Rank	Departmental Averages (For a given Driver, best practices are in effect.)				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Selection:						
News	3	0%	6%	76%	18%	0%
Advertising	3	0	1	79	20	0
Circulation	3	0	6	80	14	0
Marketing	3	0	0	76	24	0
Development:						
News	4	0	13	77	10	0
Advertising	4	0	4	81	15	0
Circulation	4	0	9	78	13	0
Marketing	4	0	3	79	18	0
Performance Management:						
News	2	0	6	70	24	0
Advertising	2	0	1	65	34	0
Circulation	2	0	3	68	29	0
Marketing	2	0	5	69	26	0
Compensation:						
News	5	0	20	71	9	0
Advertising	5	0	9	80	11	0
Circulation	5	0	9	86	5	0
Marketing	5	0	10	79	11	0
Employee Retention*:						
News	1	0	1	70	29	0
Advertising	1	0	0	69	31	0
Circulation	1	1	1	64	34	0
Marketing	1	0	0	74	26	0

* Note: Employee Retention is an "Intermediate Outcome."

By Circulation Strata Level 1 findings by circulation strata also mirrored the overall newspaper results. In addition, the only truly meaningful difference observed when results were compared across the five circulation strata is that Performance Management emerged as the most important Driver for Strata V.

Drivers	Relative Rank	Circulation Strata Averages (For a given Stratum, best practices are in effect)				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
<i>Worst</i> ←————→ <i>Best</i>						
Selection:						
I	3	0%	4%	79%	17%	0%
II	3	0	8	75	17	0
III	3	0	2	74	24	0
IV	3	0	3	85	12	0
V	3	0	2	81	17	0
Development:						
I	4	0	9	83	8	0
II	4	0	13	75	12	0
III	4	0	7	64	29	0
IV	4	0	3	88	9	0
V	4	0	2	91	7	0
Performance Management:						
I	2	0	5	67	28	0
II	2	0	3	70	27	0
III	2	0	2	57	41	0
IV	2	0	9	70	21	0
V	1	0	0	78	22	0
Compensation:						
I	5	0	16	75	9	0
II	5	0	17	73	10	0
III	5	0	2	82	16	0
IV	5	0	18	82	0	0
V	5	0	11	87	2	0
Employee Retention*:						
I	1	0	1	71	28	0
II	1	0	0	67	33	0
III	1	2	0	59	39	0
IV	1	0	0	73	27	0
V	2	0	2	76	22	0

* Note: Employee Retention is an "Intermediate Outcome."

By Circulation The table below summarizes Level 1 results by Strata and by Department.
Strata and by
Department

Drivers and Overall Averages	Department	Average by Department	Strata Averages				
			I	II	III	IV	V
Selection 2.6	News	2.6	2.5	2.5	2.8	2.6	2.7
	Advertising	2.7	2.6	2.7	2.6	2.6	2.6
	Circulation	2.6	2.5	2.5	2.7	2.7	2.6
	Marketing	2.7	2.7	2.8	2.8	2.5	2.6
Development 2.5	News	2.5	2.4	2.4	2.6	2.5	2.4
	Advertising	2.6	2.6	2.6	2.6	2.6	2.6
	Circulation	2.5	2.5	2.4	2.7	2.6	2.6
	Marketing	2.5	2.6	2.6	2.7	2.4	2.4
Performance Management 2.7	News	2.6	2.6	2.6	2.8	2.5	2.8
	Advertising	2.8	2.8	2.8	2.9	2.8	2.8
	Circulation	2.8	2.7	2.7	2.8	2.8	2.9
	Marketing	2.7	2.8	2.9	2.8	2.4	2.7
Compensation 2.4	News	2.3	2.2	2.3	2.5	2.0	2.5
	Advertising	2.5	2.5	2.6	2.5	2.4	2.4
	Circulation	2.4	2.4	2.3	2.7	2.5	2.5
	Marketing	2.4	2.4	2.7	2.6	2.3	2.3
Employee Retention* 2.8	News	2.8	2.8	2.8	2.9	2.7	2.8
	Advertising	2.8	2.8	2.9	2.9	2.9	2.7
	Circulation	2.9	2.8	2.9	3.0	2.9	2.7
	Marketing	2.8	2.9	2.9	2.9	2.7	2.7

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

* Note: Employee Retention is an “Intermediate Outcome.”

Level 2 and Level 3 Key Findings— Selection

Newspaper- wide Ratings by High- Impact practice (Level 2 Analysis)

The following chart provides the newspaper-wide ratings average and distribution for each high-impact practice of Selection.

On balance, newspapers appear to be doing a reasonably effective job “filling positions internally” and “making selection skills a key leadership attribute.” On the other hand, newspaper’s apparent lack of experience and/or success in cross-unit organizational collaboration is very much evident in the extremely low rating to “selection criteria and processes have consistent structure”.

High-Impact Selection Practices	Relative Rank	Distribution of Responses (For Selection, best practices are in effect.)				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Selection criteria and processes have consistent structure	3	0	9%	79%	12%	0
Selection skills are a key leadership attribute	2	0	3%	36%	57%	4%
Seek to fill positions internally	1	0	2%	39%	56%	3%

**By
Department**

There is very little spread by department for each of the three high-impact Selection practices.

High-Impact Selection Practices	Department	All Respondents Practice Rank	Total Survey Newspaper-Wide				
			Distribution of Responses (Best practices are in effect.)				
			<i>Worst</i> ←————→ <i>Best</i>				
			Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Selection criteria and processes have consistent structure	News	(12)	0%	11%	80%	9%	0%
	Advertising	(13)	0	5	84	11	0
	Circulation	(13)	0	13	77	10	0
	Marketing	(11)	0	8	71	21	0
Selection skills are a key leadership attribute	News	(5)	0	4	41	49	6
	Advertising	(4)	0	4	29	61	6
	Circulation	(6)	0	1	34	64	1
	Marketing	(7)	0	3	50	47	0
Seek to fill positions internally	News	(1)	0	1	37	57	5
	Advertising	(2)	0	2	35	63	0
	Circulation	(4)	0	3	46	47	4
	Marketing	(1)	0	0	40	55	5

By Circulation Strata The table below summarizes Level 2 results by Strata.

High-Impact Practices	All Respondents Average	Strata Averages				
		I	II	III	IV	V
Selection criteria and processes have consistent structure	2.5	2.4	2.4	2.6	2.4	2.5
Selection skills are a key leadership attribute	2.8	2.9	2.8	2.9	2.8	2.7
Seek to fill positions internally	2.9	2.9	2.9	3.0	3.0	3.0

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

By Circulation Strata— The table below summarizes Level 2 “averages” by Strata and by Department. The “distribution of response” findings are contained in your individual newspaper report.

By Department

High-Impact Practices and Overall Averages	Department	Departmental Averages	Circulation Strata Averages				
			I	II	III	IV	V
Selection criteria and processes have consistent structure 2.5	News	2.4	2.4	2.3	2.6	2.4	2.6
	Advertising	2.5	2.5	2.6	2.5	2.4	2.6
	Circulation	2.4	2.4	2.3	2.6	2.5	2.5
	Marketing	2.6	2.5	2.6	2.8	2.3	2.5
Selection skills are a key leadership attribute 2.8	News	2.8	2.8	2.6	3.1	2.9	2.8
	Advertising	2.9	2.9	2.9	2.9	2.9	2.6
	Circulation	2.8	2.9	2.7	2.9	2.7	2.8
	Marketing	2.7	2.9	2.9	2.8	2.5	2.6
Seek to fill positions internally 2.9	News	3.0	2.9	3.0	3.0	3.0	3.2
	Advertising	3.0	3.0	2.9	2.9	3.2	2.9
	Circulation	2.9	2.7	2.7	3.0	3.0	2.9
	Marketing	3.0	3.0	3.1	3.0	2.8	3.0

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

Relative Strengths and Improvement Opportunities
(Level 3 Analysis)

“Relative strengths” are defined in two ways:

- ?? Either those specific actions where the average rating was greater than “agree”; i.e., greater than 3.0 on a 4.0 rating scale, *or*
- ?? The three highest rated specific actions for the newspaper, department and/or strata, irrespective of their actual averages

Conversely, “Relative Improvement Opportunities” are defined as those specific actions where the average rating was either:

- ?? Equal to or less than 3.0; i.e., items where a majority of newspapers “disagreed” or “strongly disagreed” that they possessed and were actually executing the specific activity effectively, *or*
- ?? The three lowest rated specific actions for the newspaper, department and/or strata, irrespective of their actual averages.
















On a newspaper-wide basis:

High-Impact Selection Practices (Level 2 Analysis)	Specific Selection Actions (Level 3 Analysis)			
	Relative Strengths		Relative Improvement Opportunities	
	Specific Actions	Relative Rank	Specific Actions	Relative Rank
Selection criteria and processes have consistent structure	The standards we use for selecting internal candidates for open positions are set at relatively high levels	3	Our selection process is efficient (i.e. provides us with qualified people quickly)	2
	The selection standards we use for outside hires are set at relatively high levels	4	When we consider candidates from outside the newspaper to fill job openings, the size and quality of our external applicant pool is strong (i.e., we consistently choose among many qualified candidates)	2
Selection skills are a key leadership attribute	Selection of qualified people for position vacancies is a top priority of our newspaper's leaders	1	Our leaders are held accountable for attracting and selecting high-caliber candidates from outside the industry	1
Seek to fill positions internally	We encourage self-nomination to open positions	1		

Note: relative ranks that are of equal number indicate “tie” rankings.

On a department-specific basis:

Key:  Denotes “relative strengths”	N = News	C = Circulation
 Denotes “relative improvement opportunities”	A = Advertising	M = Marketing

Specific Selection Actions (Level 3 Analysis)	Practice 1: Selection criteria and processes have consistent structure				Practice 2: Selection skills are a leadership attribute				Practice 3: Seek to fill positions internally			
	N	A	C	M	N	A	C	M	N	A	C	M
Selection of qualified people for position vacancies is a top priority of our newspaper’s leaders.												
Our leaders are held accountable for attracting and selecting high-caliber candidates from outside the industry.												
The selection criteria used to fill job vacancies are clear and consistently applied.												
The selection process used to fill job vacancies is clear and consistent.												
Open positions within our newspaper are well known to appropriate employees in the organization.												
Our newspaper has an effective formal process for communicating job openings to potential candidates inside the newspaper.												
We encourage self-nomination to open positions.												
Our newspaper works to continuously improve the selection process and criteria.												
We use approaches such as web sites, employee bonuses for successful referrals, etc. to increase the number of outside candidates for job openings.												
When we consider candidates from outside the newspaper to fill job openings, the size and quality of our external applicant pool is strong (i.e., we consistently choose among many qualified candidates).												

Specific Selection Actions (Level 3 Analysis)	Practice 1: Selection criteria and processes have consistent structure				Practice 2: Selection skills are a leadership attribute				Practice 3: Seek to fill positions internally			
	N	A	C	M	N	A	C	M	N	A	C	M
The selection standards we use for outside hires are set at relatively high levels.												
The standards we use for selecting internal candidates for open positions are set at relatively high levels.												
We hire some of the best quality people in the industry.												
When choosing between equally qualified candidates, our newspaper generally chooses an internal candidate over an external candidate.												
Our selection process is efficient (i.e. provides us with qualified people quickly).												
We evaluate whether the ways we use to identify and attract potential candidates (e.g. use of search firms, employment agencies, web-based recruiting, employment ads, referrals, etc.) are effective.												
We evaluate whether the ways we use to assess and select candidates (e.g. interviewing, testing, assessment centers, etc.) are effective.												

Specific Selection Actions	Practice 1:					Practice 2:					Practice 3:				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Selection of qualified people for position vacancies is a top priority of our newspaper's leaders.						■	■	■	■	■					
Our leaders are held accountable for attracting and selecting high-caliber candidates from outside the industry.															
The selection criteria used to fill job vacancies are clear and consistently applied.															
The selection process used to fill job vacancies is clear and consistent.															
Open positions within our newspaper are well known to appropriate employees in the organization.														■	■
Our newspaper has an effective formal process for communicating job openings to potential candidates inside the newspaper.														■	■
We encourage self-nomination to open positions.											■	■	■	■	■
Our newspaper works to continuously improve the selection process and criteria.															
We use approaches such as web sites, employee bonuses for successful referrals, etc. to increase the number of outside candidates for job openings.	■			■											
When we consider candidates from outside the newspaper to fill job openings, the size and quality of our external applicant pool is strong (i.e., we consistently choose among many qualified candidates).	■	■	■												
The selection standards we use for outside hires are set at relatively high levels.															
The standards we use for selecting internal candidates for open positions are set at relatively high levels.															

Specific Selection Actions	Practice 1:					Practice 2:					Practice 3:				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
We hire some of the best quality people in the industry.															
When choosing between equally qualified candidates, our newspaper generally chooses an internal candidate over an external candidate.															
Our selection process is efficient (i.e. provides us with qualified people quickly).															
We evaluate whether the ways we use to identify and attract potential candidates (e.g. use of search firms, employment agencies, web-based recruiting, employment ads, referrals, etc.) are effective.															
We evaluate whether the ways we use to assess and select candidates (e.g. interviewing, testing, assessment centers, etc.) are effective.															

Level 2 and Level 3 Key Findings— Development

Newspaper-wide Ratings by High-Impact Practice (Level 2 Analysis)

The following chart provides the newspaper-wide ratings average and distribution for each high-impact practice in the area of Development.

On average, newspapers appear to be doing their most effective job at creating “balanced communication for development between the organization and individual.” Conversely, newspaper-wide results indicated that “effective succession planning and talent pool processes” is the weakest practice.

All Respondents

The strongest newspaper-wide Development practice is that the “Commitment is balanced between the organization and individual.” Again this appears to reflect newspaper’s focus on, and more effective results with, practices that are more self-contained within a given “vertical” organizational unit. Conversely, the weakest high impact practice, “effective succession planning and talent pool processes” is a clear example of a practice that requires significant and effective cross-unit collaboration.

High-Impact Development Practices	Relative Rank	Distribution of Responses (For Development, best practices are in effect.)				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Promote integration and corporate glue	3	0	16%	67%	17%	0
Significant leadership responsibility	2	0	7%	62%	31%	0
Commitment is balanced between the organization and individual	1	0	5%	68%	27%	0
Effective succession planning and talent pool processes	4	0	13%	77%	10%	0

**By
Department**

There is very little spread by department for each of the four high-impact development practices.

High-Impact Development Practices	Department	All Respondents Practice Rank	Total Survey Newspaper-Wide				
			Distribution of Responses (Best practices are in effect.)				
			<i>Worst</i> ←————→ <i>Best</i>				
			Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Promote integration and corporate glue	News	(15)	0%	21%	70%	9%	0%
	Advertising	(14)	0	11	66	23	0
	Circulation	(14)	1	12	68	19	0
	Marketing	(15)	0	21	58	21	0
Significant leadership responsibility	News	(10)	0	13	62	25	0
	Advertising	(9)	0	5	57	38	0
	Circulation	(7)	0	7	60	33	0
	Marketing	(9)	0	3	71	26	0
Commitment is balanced between the organization and individual	News	(8)	0	5	76	19	0
	Advertising	(8)	0	3	66	31	0
	Circulation	(10)	0	10	64	26	0
	Marketing	(8)	0	3	60	37	0
Effective succession planning and talent pool processes	News	(14)	0	14	80	6	0
	Advertising	(15)	0	10	81	9	0
	Circulation	(16)	0	15	71	14	0
	Marketing	(16)	0	11	76	13	0

**By
Circulation
Strata**

The table below summarizes Level 2 results by Strata.

High-Impact Development Practices	All Respondents Average	Strata Averages				
		I	II	III	IV	V
Promote integration and corporate glue	2.4	2.3	2.3	2.5	2.4	2.4
Significant leadership responsibility	2.6	2.6	2.6	2.8	2.7	2.6
Commitment is balance between the organization and individual	2.7	2.6	2.0	2.8	2.7	2.8
Effective succession planning and talent pool processes	2.3	2.4	2.3	2.4	2.2	2.3

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

By Circulation Strata—By Department The table below summarizes Level 2 “averages” by Strata and by Department. The distribution of response findings is contained in your individual newspaper report.

High-Impact Development Practices and Overall Averages	Department	Departmental Averages	Circulation Strata Averages				
			I	II	III	IV	V
Promote integration and corporate glue 2.4	News	2.3	2.1	2.3	2.4	2.3	2.2
	Advertising	2.5	2.4	2.4	2.5	2.5	2.5
	Circulation	2.4	2.4	2.2	2.6	2.5	2.4
	Marketing	2.4	2.1	2.5	2.6	2.2	2.3
Significant leadership responsibility 2.6	News	2.6	2.5	2.5	2.7	2.6	2.5
	Advertising	2.7	2.7	2.6	2.8	2.8	2.6
	Circulation	2.7	2.7	2.6	2.9	2.7	2.6
	Marketing	2.6	2.7	2.7	2.7	2.6	2.5
Commitment is balance between the organization and individual 2.7	News	2.6	2.5	2.5	2.9	2.6	2.7
	Advertising	2.7	2.7	2.7	2.8	2.8	2.9
	Circulation	2.6	2.6	2.4	2.7	2.8	2.9
	Marketing	2.7	2.8	2.8	2.8	2.6	2.7
Effective succession planning and talent pool processes 2.3	News	2.3	2.3	2.2	2.5	2.2	2.2
	Advertising	2.4	2.4	2.4	2.3	2.3	2.4
	Circulation	2.3	2.4	2.2	2.5	2.2	2.3
	Marketing	2.3	2.6	2.3	2.6	2.0	2.1

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

Relative Development Strengths and Improvement Opportunities
(Level 3 Analysis)

“Relative strengths” are defined in two ways:

- ?? Either those specific actions where the average rating was greater than “agree”; i.e., greater than 3.0 on a 4.0 rating scale, *or*
- ?? The three highest rated specific actions for the newspaper, department and/or strata, irrespective of their actual averages

Conversely, “Relative Improvement Opportunities” are defined as those specific actions where the average rating was either:

- ?? Equal to or less than 3.0; i.e., items where a majority of Newspapers “disagreed” or “strongly disagreed” that they possessed and were actually executing the specific activity effectively, *or*

High-Impact Development Practices (Level 2 Analysis)	Specific Development Actions (Level 3 Analysis)			
	Relative Strengths		Relative Improvement Opportunities	
	Specific Actions	Relative Rank	Specific Actions	Relative Rank
Promote Integration and Corporate Glue			Our newspaper possesses and continuously updates a newspaper-wide database that keeps track of competencies and skills individuals need to succeed in their positions	1
Significant Leadership Responsibility	Our newspaper's leaders place a high priority on developing people	2		
	Managers generally help their subordinates meet their career aspirations	2		
Balance Commitment Between Organization and Individual	Qualified employees generally demonstrate sufficient initiative in developing their own skills	1	Attending training programs for at least 35 hours a year is strongly encouraged by our newspaper	2
Effective Succession Planning and Talent Pool Processes			Our organization systematically and regularly reviews its talent pools frequently (i.e. at least twice a year)	3

Note: relative ranks that are of equal number indicate “tie” rankings.

On a department-specific basis:

Key: Denotes “relative strengths”	N = News	C = Circulation
 Denotes “relative improvement opportunities”	A = Advertising	M = Marketing

Specific Development Actions (Level 3 Analysis)	Practice 1: Promote and Integrate Corporate Glue				Practice 2: Significant Leadership Responsibility				Practice 3: Balance Commitment Between Organization and Individual				Practice 4: Effective Succession Planning and Talent Pool Processes			
	N	A	C	M	N	A	C	M	N	A	C	M	N	A	C	M
Our newspaper’s leaders place a high priority on developing people.																
Our newspaper’s leaders spend a significant amount of time on developing people.																
Our newspaper uses development to help raise awareness about and build commitment for our organization’s vision, mission, values and strategic direction.																
Our newspaper uses development efforts as a way to exchange best practices.																
Top management is significantly involved in defining and managing development tracks for key people.																
Leaders are held accountable for the development of their people.																
The newspaper considers both organizational requirements and individual development needs when making job assignments.																
The newspaper provides development support to help employees acquire the skills as the responsibilities of their jobs evolve.																
Managers generally help their subordinates meet their career aspirations.																
Managers generally are helpful in developing specific development plans with their subordinates.																

Specific Development Actions (Level 3 Analysis)	Practice 1: Promote and Integrate Corporate Glue				Practice 2: Significant Leadership Responsibility				Practice 3: Balance Commitment Between Organization and Individual				Practice 4: Effective Succession Planning and Talent Pool Processes			
	N	A	C	M	N	A	C	M	N	A	C	M	N	A	C	M
	Qualified employees generally demonstrate sufficient initiative in developing their own skills.									■	■	■	■			
People in our newspaper are generally provided with sufficient development opportunities (formal and informal) to improve their skills.										■						
Employees aspiring to higher-level positions usually have a clear idea of the succession requirements.																
Our newspaper effectively uses a systematic approach to succession in key positions.																
Our organization systematically and regularly reviews its talent pools frequently (i.e. at least twice a year).																■
Our newspaper's development efforts are used to raise and resolve priority or strategic needs of our business (e.g., through task force assignments).																
Formal feedback from managers, peers and subordinates (i.e., 360°) is generally used in defining people's development needs and plans.																
The newspaper makes formal training programs available that help people develop needed skills and capabilities.									■			■				
Attending training programs for at least 35 hours a year is strongly encouraged by our newspaper.									■	■	■	■				
It is a key priority for our newspaper to continuously improve training and development programs.																
A sufficient number of high-caliber internal candidates are available for key position vacancies.																
Our newspaper assesses people's potential for higher-level positions regularly and systematically.																

Specific Development Actions (Level 3 Analysis)	Practice 1: Promote and Integrate Corporate Glue				Practice 2: Significant Leadership Responsibility				Practice 3: Balance Commitment Between Organization and Individual				Practice 4: Effective Succession Planning and Talent Pool Processes			
	N	A	C	M	N	A	C	M	N	A	C	M	N	A	C	M
Our newspaper possesses and continuously updates a newspaper-wide database that keeps track of competencies and skills individuals need to succeed in their positions.																
We track and evaluate the results of our various training and development efforts.																
Managers and supervisors provide their direct reports with sufficient on-the-job training.																

Specific Development Actions	Practice 1					Practice 2					Practice 3					Practice 4				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Our newspaper's leaders place a high priority on developing people.						■	■	■	■	■										
Our newspaper's leaders spend a significant amount of time on developing people.																				
Our newspaper uses development to help raise awareness about and build commitment for our organization's vision, mission, values and strategic direction.																				
Our newspaper uses development efforts as a way to exchange best practices.																				
Top management is significantly involved in defining and managing development tracks for key people.																				
Leaders are held accountable for the development of their people.						■		■												
The newspaper considers both organizational requirements and individual development needs when making job assignments.											■		■	■	■					
The newspaper provides development support to help employees acquire the skills as the responsibilities of their jobs evolve.																				
Managers generally help their subordinates meet their career aspirations.																				
Managers generally are helpful in developing specific development plans with their subordinates.						■	■													
Qualified employees generally demonstrate sufficient initiative in developing their own skills.											■	■	■	■	■					

Specific Development Actions	Practice 1					Practice 2					Practice 3					Practice 4				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
People in our newspaper are generally provided with sufficient development opportunities (formal and informal) to improve their skills.																				
Employees aspiring to higher-level positions usually have a clear idea of the succession requirements.																				
Our newspaper effectively uses a systematic approach to succession in key positions.																				
Our organization systematically and regularly reviews its talent pools frequently (i.e. at least twice a year).																				
Our newspaper's development efforts are used to raise and resolve priority or strategic needs of our business (e.g., through task force assignments).																				
Formal feedback from managers, peers and subordinates (i.e., 360°) is generally used in defining people's development needs and plans.																				
The newspaper makes formal training programs available that help people develop needed skills and capabilities.																				
Attending training programs for at least 35 hours a year is strongly encouraged by our newspaper.																				
It is a key priority for our newspaper to continuously improve training and development programs.																				

Specific Development Actions	Practice 1					Practice 2					Practice 3					Practice 4				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
A sufficient number of high-caliber internal candidates are available for key position vacancies.																				
Our newspaper assesses people's potential for higher-level positions regularly and systematically.																				
Our newspaper possesses and continuously updates a newspaper-wide database that keeps track of competencies and skills individuals need to succeed in their positions.																				
We track and evaluate the results of our various training and development efforts.																				
Managers and supervisors provide their direct reports with sufficient on-the-job training.																				

Level 2 and Level 3 Key Findings— Performance Management

Newspaper- wide Ratings by High- Impact Practice (Level 2 Analysis)

The following chart provides the newspaper-wide ratings average and distribution for each high-impact practice in the area of Performance Management.

All Respondents

On average, newspapers appear to be moderately strong with respect to first and third high-impact practices. As a group, newspapers are performing far less effectively with respect to “stretch objectives” with meaningful measurements.

High-Impact Performance Management Practices	Relative Rank	Distribution of Responses (For Performance Management, best practices are in effect.)				
		←—————→ <i>Worst</i> <i>Best</i>				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Clear mutual performance expectations	1	0	3%	53%	43%	1%
Stretch objectives with meaningful measures	2	1%	10%	75%	14%	0
On-going internal coaching and feedback	1	0	5%	50%	44%	1%

By Department The table below summarizes Level 2 findings by department.

High-Impact Performance Management Practices	Department	All Respondents Practice Rank	Total Survey Newspaper-Wide				
			Distribution of Responses (Best practices are in effect.)				
			<i>Worst</i> ←————→ <i>Best</i>				
			Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Clear mutual performance expectations	News	(6)	0%	8%	61%	30%	1%
	Advertising	(3)	1	0	50	49	0
	Circulation	(3)	0	1	48	50	1
	Marketing	(4)	0	3	55	42	0
Stretch objectives with meaningful measures	News	(13)	1	14	75	10	0
	Advertising	(12)	2	6	76	16	0
	Circulation	(12)	0	6	77	17	0
	Marketing	(14)	3	13	68	13	3
On-going internal coaching and feedback	News	(4)	0	5	53	41	1
	Advertising	(6)	0	2	53	45	0
	Circulation	(5)	0	8	44	47	1
	Marketing	(5)	0	5	50	45	0

By Circulation The table below summarizes Level 2 results by Strata.
Strata

High-Impact Performance Management Practices	All Respondents Average	Strata Averages				
		I	II	III	IV	V
Clear mutual performance expectations	2.8	2.7	2.8	3.0	2.7	2.9
Stretch objectives with meaningful measures	2.4	2.5	2.4	2.5	2.3	2.4
On-going internal coaching and feedback	2.8	2.7	2.8	2.9	2.8	2.9

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

**By Circulation
Strata—By
Department**

The table below summarizes Level 2 “averages” by Strata and by Department. The distribution of response findings are contained in your individual newspaper report.

High Impact Performance Management Practices and Overall Averages	Department	Departmental Averages	Circulation Strata Averages				
			I	II	III	IV	V
Clear mutual performance expectations 2.8	News	2.7	2.6	2.7	2.9	2.4	2.9
	Advertising	2.9	2.9	2.9	3.0	2.8	2.8
	Circulation	2.9	2.8	2.8	3.0	2.9	3.0
	Marketing	2.8	2.9	3.0	3.0	2.5	2.8
Stretch objectives with meaningful measures 2.4	News	2.3	2.4	2.3	2.3	2.3	2.4
	Advertising	2.5	2.6	2.4	2.5	2.6	2.4
	Circulation	2.5	2.5	2.4	2.5	2.5	2.5
	Marketing	2.4	2.6	2.7	2.5	2.0	2.4
On-going internal coaching and feedback 2.8	News	2.8	2.7	2.8	2.9	2.8	3.0
	Advertising	2.8	2.7	2.9	2.9	2.9	2.9
	Circulation	2.8	2.8	2.8	2.9	2.9	2.9
	Marketing	2.8	2.7	2.9	2.9	2.5	2.8

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

Performance Management Strengths and Improvement Opportunities
(Level 3 Analysis)

“Relative strengths” are defined in two ways:

- ?? Either those specific actions where the average rating was greater than “agree”; i.e., greater than 3.0 on a 4.0 rating scale, *or*
- ?? The three highest rated specific actions for the newspaper, department and/or strata, irrespective of their actual averages

Conversely, “Relative Improvement Opportunities” are defined as those specific actions where the average rating was either:

- ?? Equal to or less than 3.0; i.e., items where a majority of Newspapers “disagreed” or “strongly disagreed” that they possessed and were actually executing the specific activity effectively, *or*

High-Impact Performance Management Practices	Specific Performance Management Actions			
	Relative Strengths		Relative Improvement Opportunities	
	Specific Action	Relative Rank	Specific Action	Relative Rank
Clear mutual performance expectations	We believe that one of the primary purposes of performance management in our newspaper is to support the execution of our business strategy	3	Our strategies and strategic plans are regularly communicated so that all employees understand how their performance expectations are linked to them	3
Stretch objectives with meaningful measures			Each person's performance evaluation incorporates input from people within the company who are impacted by their work	1
			Performance evaluations incorporate input from the employee's peers/team	1
On-going internal coaching and feedback	Performance evaluations entail a discussion of an employee's performance, including the manager's own perspective on the employee's performance	1		
	Performance evaluation discussions focus both on recent performance and identifying development needs	1		

Note: relative ranks that are of equal number indicate “tie” rankings.

On a department-specific basis:

Key: Denotes “relative strengths”	N = News	C = Circulation
 Denotes “relative improvement opportunities”	A = Advertising	M = Marketing

Specific Performance Management Actions (Level 3 Analysis)	Practice 1: Clear mutual performance expectations				Practice 2: Stretch objectives with meaningful measures				Practice 3: On-going internal coaching and feedback			
	N	A	C	M	N	A	C	M	N	A	C	M
We believe that one of the primary purposes of performance management in our newspaper is to support the execution of our business strategy.												
Our performance management process is formally linked to our strategic planning process.												
Individual performance management is based, in part, on meeting specific strategic goals.												
Our strategies and strategic plans are regularly communicated so that all employees understand how their performance expectations are linked to them.												
Team, department and/or unit performance management is based, in part, on meeting strategic goals.												
Performance expectations are agreed to at least annually with all employees.												
Performance objectives are mutually agreed upon between an employee and his/her direct manager.												
Performance objectives are defined in a way that achievement of target is a challenging stretch, yet is realistically achievable.												
Whether objectives are quantitative or qualitative, measurement criteria are clear.												
We provide ongoing coaching that is designed to help individuals set clear actionable objectives.												
Managers receive training and/or coaching on performance management.												

Specific Performance Management Actions (Level 3 Analysis)	Practice 1: Clear mutual performance expectations				Practice 2: Stretch objectives with meaningful measures				Practice 3: On-going internal coaching and feedback			
	N	A	C	M	N	A	C	M	N	A	C	M
Our managers are well prepared and capable of providing effective coaching to their employees.												
Our managers are held accountable for providing effective coaching to their employees.												
Feedback on employees' performance is usually provided throughout the performance management process.												
Performance evaluations entail a discussion of an employee's performance, including an employee's self-evaluation.												
Performance evaluations entail a discussion of an employee's performance, including the manager's own perspective on the employee's performance.												
Performance evaluation discussions focus both on recent performance and identifying development needs.												
The results of performance evaluations have a direct impact on compensation decisions.												
Performance evaluations incorporate input from the employee's peers/team.												
Each person's performance evaluation incorporates input from people within the company who are impacted by their work.												
Performance evaluations incorporate specific input about customer and/or satisfaction.												

Specific Performance Management Actions	Practice 1					Practice 2					Practice 3				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
We believe that one of the primary purposes of performance management in our newspaper is to support the execution of our business strategy.															
Our performance management process is formally linked to our strategic planning process.															
Individual performance management is based, in part, on meeting specific strategic goals.															
Our strategies and strategic plans are regularly communicated so that all employees understand how their performance expectations are linked to them.															
Team, department and/or unit performance management is based, in part, on meeting strategic goals.															
Performance expectations are agreed to at least annually with all employees.															
Performance objectives are mutually agreed upon between an employee and his/her direct manager.															
Performance objectives are defined in a way that achievement of target is a challenging stretch, yet is realistically achievable.															
Whether objectives are quantitative or qualitative, measurement criteria are clear.															
We provide ongoing coaching that is designed to help individuals set clear actionable objectives.															
Managers receive training and/or coaching on performance management.															

Specific Performance Management Actions	Practice 1					Practice 2					Practice 3				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Our managers are well prepared and capable of providing effective coaching to their employees.															
Our managers are held accountable for providing effective coaching to their employees.															
Feedback on employees' performance is usually provided throughout the performance management process.															
Performance evaluations entail a discussion of an employee's performance, including an employee's self-evaluation.															
Performance evaluations entail a discussion of an employee's performance, including the manager's own perspective on the employee's performance.															
Performance evaluation discussions focus both on recent performance and identifying development needs.															
The results of performance evaluations have a direct impact on compensation decisions.															
Performance evaluations incorporate input from the employee's peers/team.															
Each person's performance evaluation incorporates input from people within the company who are impacted by their work.															
Performance evaluations incorporate specific input about customer and/or satisfaction.															

Level 2 and Level 3 Key Findings— Compensation

Newspaper- wide Ratings by High- Impact Practice (Level 2 Analysis)

The following chart provides the newspaper-wide ratings average and distribution for each high-impact practice in the area of Compensation.

All Respondents

The most prevalent and effective compensation package across all respondents is “performance-driven rewards and recognition.”

High-Impact Compensation Practices	Relative Rank	Distribution of Responses (For Compensation, best practices are in effect.)				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Market-based compensation	3	1%	22%	59%	18%	0
Performance-driven rewards & recognition	1	0	8%	74%	18%	0
Alignment of interests through stock ...	2	12%	16%	49%	21%	2%

By Department The table below summarizes Level 2 results by Department. “Performance driven rewards and recognition” is the strongest relative High-Impact Practice for all departments. And as we have seen before, little spread exists across the departments.

High-Impact Compensation Practices	Department	All Respondents Practice Rank	Total Survey Newspaper-Wide				
			Distribution of Responses (Best practices are in effect.)				
			←—————→ <i>Worst</i> Best				
			Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Market-based compensation	News	(16)	0%	27%	57%	16%	0%
	Advertising	(17)	1	16	65	18	0
	Circulation	(17)	0	18	65	17	0
	Marketing	(17)	5	32	37	26	0
Performance-driven rewards & recognition	News	(11)	0	11	74	15	0
	Advertising	(11)	0	7	73	20	0
	Circulation	(11)	0	8	75	17	0
	Marketing	(12)	0	3	76	21	0
Alignment of interests through stock ...	News	(17)	10	25	48	17	0
	Advertising	(16)	7	12	55	23	3
	Circulation	(15)	18	13	43	22	4
	Marketing	(13)	13	11	47	26	3

By Circulation The table below summarizes Level 2 results by Strata.
Strata

High-Impact Compensation Practices	All Respondents Average	Strata Averages				
		I	II	III	IV	V
Market-based compensation	2.2	2.1	2.3	2.4	2.1	2.1
Performance-driven rewards & recognition	2.5	2.5	2.5	2.7	2.4	2.6
Alignment of interests through stock ...	2.3	2.2	2.3	2.2	2.2	2.5

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

**By Circulation
Strata—By
Department**

The table below summarizes Level 2 “averages” by Strata and by Department.

The “distribution of response” findings are contained in your individual newspaper report.

A modest amount of spread exists when we examine the data by Circulation and Department; i.e. ± 0.3 from the average. The Marketing department along with Strata III through V, experience the most frequent spreads from all respondent averages.

High-Impact Compensation Practices and Overall Averages	Department	Departmental Averages	Circulation Strata Averages				
			I	II	III	IV	V
Market-based compensation 2.2	News	2.2	2.0	2.4	2.3	1.7	2.3
	Advertising	2.3	2.3	2.5	2.4	2.2	2.0
	Circulation	2.2	2.1	2.1	2.5	2.2	2.3
	Marketing	2.1	2.2	2.3	2.4	2.2	1.7
Performance-driven rewards & recognition 2.5	News	2.4	2.3	2.4	2.7	2.3	2.7
	Advertising	2.6	2.6	2.7	2.7	2.5	2.6
	Circulation	2.5	2.4	2.3	2.8	2.6	2.6
	Marketing	2.5	2.8	2.7	2.8	2.2	2.4
Alignment of interests through stock... 2.3	News	2.1	2.2	2.1	2.0	1.8	2.3
	Advertising	2.3	2.5	2.3	2.2	2.1	2.5
	Circulation	2.4	2.2	2.3	2.4	2.4	2.7
	Marketing	2.4	1.9	2.8	2.2	2.8	2.5

Key: Numbers reflect the average response to the statement, “Best practices are in effect” for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

Relative Compensation Strengths and Improvement Opportunities

(Level 3 Analysis)

“Relative strengths” are defined in two ways:

- ?? Either those specific actions where the average rating was greater than “agree”; i.e., greater than 3.0 on a 4.0 rating scale, *or*
- ?? The three highest rated specific actions for the newspaper, department and/or strata, irrespective of their actual averages

Conversely, “Relative Improvement Opportunities” are defined as those specific actions where the average rating was either:























- ?? Equal to or less than 3.0; i.e., items where a majority of Newspapers “disagreed” or “strongly disagreed” that they possessed and were actually executing the specific activity effectively, *or*

High-Impact Compensation Practices	Specific Compensation Actions			
	Relative Strengths		Relative Improvement Opportunities	
	Specific Actions	Relative Rank	Specific Actions	Relative Rank
Market-based compensation			Our newspaper's compensation programs enable us to attract and retain required talent	1
			Change in external market pay levels is a key determinant in reviewing fixed (base salary) levels	1
Performance-driven rewards & recognition	Performance is the key determinant in establishing variable compensation (i.e., incentive) levels	1	Our compensation programs support the philosophy of providing superior rewards for superior performance	3
	Our newspaper effectively recognizes (formally and informally) performance that supports our goals	1		
	Change in overall job accountabilities is a key determinant in reviewing fixed (i.e., base salary) levels	2		
Alignment of interests through stock...			Share-based compensation (e.g., employee share ownership plans, profit-sharing) for employees is a means of providing a single shared objective that binds together the various entities across our newspaper	3
			Employee share ownership is encouraged in our newspaper through our compensation plans	3

Note: relative ranks that are of equal number indicate “tie” rankings.

On a department-specific basis:

Key:	 Denotes “relative strengths”	N = News	C = Circulation
	 Denotes “relative improvement opportunities”	A = Advertising	M = Marketing

Specific Compensation Actions	Practice 1: Market-based compensation				Practice 2: Performance-driven rewards & recognition				Practice 3: Alignment of interests through stock...			
	N	A	C	M	N	A	C	M	N	A	C	M
Our newspaper’s compensation programs and levels are aligned with the competitive practices of our industry and in our market.												
Our newspaper’s compensation programs enable us to attract and retain required talent.												
Our compensation programs have strong linkages between organizational and individual objectives.												
Performance is the key determinant in establishing variable compensation (i.e., incentive) levels.												
Performance is a key determinant in reviewing fixed (i.e., base salary) levels.												
Change in overall job accountabilities is a key determinant in reviewing fixed (i.e., base salary) levels.												
Change in external market pay levels is a key determinant in reviewing fixed (i.e., base salary) levels.												
Our compensation programs support the philosophy of providing superior rewards for superior performance.												
Our newspaper effectively recognizes (formally and informally) performance that supports our goals.												
Share-based compensation (e.g., employee share ownership plans; profit sharing) for employees is a means of providing a single shared objective that binds together the various entities across our newspaper.												
Share-based compensation is highly valued by our employees.												

Specific Compensation Actions	Practice 1: Market-based compensation				Practice 2: Performance-driven rewards & recognition				Practice 3: Alignment of interests through stock...			
	N	A	C	M	N	A	C	M	N	A	C	M
Employee share ownership is encouraged in our newspaper through our compensation plans.												
We use non-cash rewards (e.g., extra time off, conferences, event tickets, etc.) to recognize employees for a job well done.												

Specific Compensation Actions	Practice 1:					Practice 2:					Practice 3:				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Our newspaper's compensation programs and levels are aligned with the competitive practices of our industry and in our market.															
Our newspaper's compensation programs enable us to attract and retain required talent.															
Our compensation programs have strong linkages between organizational and individual objectives.															
Performance is the key determinant in establishing variable compensation (i.e., incentive) levels.															
Performance is a key determinant in reviewing fixed (i.e., base salary) levels.															
Change in overall job accountabilities is a key determinant in reviewing fixed (i.e., base salary) levels.															
Change in external market pay levels is a key determinant in reviewing fixed (i.e., base salary) levels.															
Our compensation programs support the philosophy of providing superior rewards for superior performance.															
Our newspaper effectively recognizes (formally and informally) performance that supports our goals.															
Share-based compensation (e.g., employee share ownership plans; profit sharing) for employees is a means of providing a single shared objective that binds together the various entities across our newspaper.															

Specific Compensation Actions	Practice 1:					Practice 2:					Practice 3:				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Share-based compensation is highly valued by our employees.															
Employee share ownership is encouraged in our newspaper through our compensation plans.															
We use non-cash rewards (e.g., extra time off, conferences, event tickets, etc.) to recognize employees for a job well done.															

Level 2 and Level 3 Key Findings— Employee Retention

Newspaper- wide Ratings by High- Impact Practice (Level 2 Analysis)

The following chart provides the newspaper-wide ratings average and distribution for each high-impact practice in the area of Employee Retention.

All Respondents

On average, overall respondent performance was strongest in terms of:

- ?? Customer Satisfaction and Rewards
- ?? Roles, Expectations and Job Design (i.e., latitude and authority)

High-Impact Employee Retention Practices	Relative Rank	Distribution of Responses (For Employee Retention, best practices are in effect.)				
		<i>Worst</i> ←————→ <i>Best</i>				
		Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Latitude and authority for determining how best to execute their job	2	0	0	51%	48%	1%
Quality and sustainability of highly effective leadership...	3	1%	5%	39%	53%	2%
Extent to which employees possess the knowledge and skills to contribute...	4	0	3%	73%	24%	0
Customer satisfaction is a high priority and is balanced with "making the numbers"...	1	1%	0	35%	63%	1%

**By
Department**

The table below summarizes Level 2 results by Department. Little spread exists across departments.

High-Impact Employee Retention Practices	Department	All Respondents Practice Rank	Total Survey Newspaper-Wide				
			Distribution of Responses (Best practices are in effect.)				
			<i>Worst</i> ←————→ <i>Best</i>				
			Cannot Assess (0.0)	Strongly Disagree (1.0-1.9)	Disagree (2.0-2.9)	Agree (3.0-3.9)	Strongly Agree (4.0)
Latitude and authority for determining how best to execute their job	News	(2)	0%	0%	46%	54%	0%
	Advertising	(5)	0	0	56	44	0
	Circulation	(2)	1	1	48	49	1
	Marketing	(3)	0	0	58	39	3
Quality and sustainability of highly effective leadership ...	News	(7)	0	6	40	51	3
	Advertising	(7)	0	5	31	63	1
	Circulation	(8)	2	4	45	46	3
	Marketing	(6)	0	3	39	55	3
Extent to which employees possess the knowledge and skills to contribute ...	News	(9)	0	4	70	26	0
	Advertising	(10)	0	1	78	20	1
	Circulation	(9)	1	4	71	24	0
	Marketing	(10)	0	0	74	26	0
Customer satisfaction is a high priority and is balanced with "making the numbers" ...	News	(3)	0	1	46	52	1
	Advertising	(1)	0	0	35	64	1
	Circulation	(1)	2	0	28	69	1
	Marketing	(2)	0	0	29	71	0

**By
Circulation
Strata**

The table below summarizes Level 2 results by Strata.

High-Impact Employee Retention Practices	All Respondents Average	Strata Averages				
		I	II	III	IV	V
Latitude and authority for determining how best to execute their job	2.9	2.9	2.9	3.0	2.9	2.8
Quality and sustainability of highly effective leadership ...	2.7	2.6	2.7	2.9	2.7	2.7
Extent to which employees possess the knowledge and skills to contribute ...	2.6	2.7	2.6	2.7	2.6	2.5
Customer satisfaction is a high priority and is balanced with "making the numbers" ...	3.0	2.9	3.0	3.1	2.9	2.9

Key: Numbers reflect the average response to the statement, "Best practices are in effect" for a given Driver, Department and/or Stratum, where:

1 = Strongly Disagree (Worst)	3 = Agree
2 = Disagree	4 = Strongly Agree (Best)

**Employee
Retention
Relative
Strengths and
Relative
Improvement
Opportunities**

(Level 3 Analysis)

“Relative strengths” are defined in two ways:

- ?? Either those specific actions where the average rating was greater than “agree”; i.e., greater than 3.0 on a 4.0 rating scale, *or*
- ?? The three highest rated specific actions for the newspaper, department and/or strata, irrespective of their actual averages



















Conversely, “Relative Improvement Opportunities” are defined as those specific actions where the average rating was either:

- ?? Equal to or less than 3.0; i.e., items where a majority of Newspapers “disagreed” or “strongly disagreed” that they possessed and were actually executing the specific activity effectively, *or*

High-Impact Employee Retention Practices	Relative Strengths		Relative Improvement Opportunities	
	Specific Actions	Relative Rank	Specific Actions	Relative Rank
Latitude and authority for determining how best to execute their job	On average, our employees exhibit a high level of attendance on the job	2	Employees are energized by the newspaper's culture and work environment	2
	Employees possess a clear understanding of the limits within which they are permitted to act	3		
Quality and sustainability of highly effective leadership				
Extent to which employees possess the knowledge and skills to contribute ...			Our managers spend unusually large amounts of time coaching and developing their subordinates	1
Customer satisfaction is a high priority and is balanced with "making the numbers" ...	Achieving high levels of customer satisfaction is a high priority with my superior	1	Employees receive appropriate recognition and rewards for their contributions	3
	Employees possess a clear sense of how they personally contribute to meeting customer needs	3		

On a department-specific basis:

Key:	 Denotes "relative strengths"	N = News	C = Circulation
	 Denotes "relative improvement opportunities"	A = Advertising	M = Marketing

Specific Employee Retention Actions	Practice 1: Latitude and authority for determining how to best execute their job				Practice 2: Quality and sustainability of highly effective leadership				Practice 3: Extent to which employees possess the knowledge and skills to contribute ...				Practice 4: Customer satisfaction is a high priority and is balanced with "making the numbers"			
	N	A	N	A	C	M	C	M	N	A	C	M	N	A	C	M
Our managers spend unusually large amounts of time coaching and developing their subordinates.																
Employees possess the decision-making latitude to determine how best to do their jobs.																
Employees possess a great deal of confidence in the quality of leadership at the newspaper.																
Employees possess the tools to do their jobs effectively and efficiently.																
Employees are energized by the newspaper's culture and work environment.																
Employees possess a clear sense of how they personally contribute to meeting customer needs.																
Employees receive appropriate recognition and rewards for their contributions.																
Employees feel a high level of pride about their newspaper.																
On average, our employees exhibit a high level of attendance on the job.																
Significant latitude is given to meet customer needs.																
Significant authority is given to serve the customer effectively.																
Employees possess the knowledge and skills to serve the customer.																

Specific Employee Retention Actions	Practice 1: Latitude and authority for determining how to best execute their job				Practice 2: Quality and sustainability of highly effective leadership				Practice 3: Extent to which employees possess the knowledge and skills to contribute ...				Practice 4: Customer satisfaction is a high priority and is balanced with "making the numbers"			
	N	A	N	A	C	M	C	M	N	A	C	M	N	A	C	M
Achieving high levels of customer satisfaction is a high priority with my superior.																
Employees possess a clear understanding of the limits within which they are permitted to act.																

Specific Employee Retention Actions	Practice 1:					Practice 2:					Practice 3:					Practice 4:				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Our managers spend unusually large amounts of time coaching and developing their subordinates.																				
Employees possess the decision-making latitude to determine how best to do their jobs.																				
Employees possess a great deal of confidence in the quality of leadership at the newspaper.																				
Employees possess the tools to do their jobs effectively and efficiently.																				
Employees are energized by the newspaper's culture and work environment.																				
Employees possess a clear sense of how they personally contribute to meeting customer needs.																				
Employees receive appropriate recognition and rewards for their contributions.																				
Employees feel a high level of pride about their newspaper.																				
On average, our employees exhibit a high level of attendance on the job.																				
Significant latitude is given to meet customer needs.																				
Significant authority is given to serve the customer effectively.																				
Employees possess the knowledge and skills to serve the customer.																				

Specific Employee Retention Actions	Practice 1:					Practice 2:					Practice 3:					Practice 4:				
	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V	I	II	III	IV	V
Achieving high levels of customer satisfaction is a high priority with my superior.																				
Employees possess a clear understanding of the limits within which they are permitted to act.																				

APPENDIX:

People Management Practices Survey

(Contains Level 3 Specific Actions)

July, 2000

1. Selection

ITEM RATINGS

Considering your newspaper's overall people management practices, please indicate the degree to which you agree with each of the statements in this section, checking the appropriate box. For example, if you strongly disagree, select 1; if you strongly agree, please select 4.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
1. Selection of qualified people for position vacancies is a top priority of our newspaper's leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our leaders are held accountable for attracting and selecting high-caliber candidates from outside the industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The selection criteria used to fill job vacancies are clear and consistently applied.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The selection process used to fill job vacancies is clear and consistent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Open positions within our newspaper are well known to appropriate employees in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Our newspaper has an effective formal process for communicating job openings to potential candidates inside the newspaper.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. We encourage self-nomination to open positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Our newspaper works to continuously improve the selection process and criteria.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. We use approaches such as web sites, employee bonuses for successful referrals etc. to increase the number of outside candidates for job openings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. When we consider candidates from outside the newspaper to fill job openings, the size and quality of our external applicant pool is strong (i.e., we consistently choose among many qualified candidates).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The selection standards we use for outside hires are set at relatively high levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The standards we use for selecting internal candidates for open positions are set at relatively high levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
13. We hire some of the best quality people in the industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. When choosing between equally qualified candidates, our newspaper generally chooses an internal candidate over an external candidate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Our selection process is efficient (i.e. provides us with qualified people quickly).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. We evaluate whether the ways we use to identify and attract potential candidates (e.g. use of search firms, employment agencies, web-based recruiting, employment ads, referrals, etc.) are effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We evaluate whether the ways we use to assess and select candidates (e.g. interviewing, testing, assessment centers, etc.) are effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**OPTIONAL
COMMENTS**

If you are willing to take the time, anything else you would like to add about your department's practices in this area would be welcome:

2. Development

ITEM RATINGS

Considering your newspaper's overall people management practices, please indicate the degree to which you agree with each of the statements in this section, checking the appropriate box. For example, if you strongly disagree, select 1; if you strongly agree, please select 4.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
1. Our newspaper's leaders place a high priority on developing people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our newspaper's leaders spend a significant amount of time on developing people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our newspaper uses development to help raise awareness about and build commitment for our organization's vision, mission, values and strategic direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our newspaper uses development efforts as a way to exchange best practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Top management is significantly involved in defining and managing development tracks for key people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Leaders are held accountable for the development of their people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The newspaper considers both organizational requirements and individual development needs when making job assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The newspaper provides development support to help employees acquire the skills as the responsibilities of their jobs evolve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Managers generally help their subordinates meet their career aspirations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Managers generally are helpful in developing specific development plans with their subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Qualified employees generally demonstrate sufficient initiative in developing their own skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. People in our newspaper are generally provided with sufficient development opportunities (formal and informal) to improve their skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
13. Employees aspiring to higher-level positions usually have a clear idea of the succession requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Our newspaper effectively uses a systematic approach to succession in key positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Our organization systematically and regularly reviews its talent pools frequently (i.e. at least twice a year).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Our newspaper's development efforts are used to raise and resolve priority or strategic needs of our business (e.g., through task force assignments).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Formal feedback from managers, peers and subordinates (i.e., 360°) is generally used in defining people's development needs and plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The newspaper makes formal training programs available that help people develop needed skills and capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Attending training programs for at least 35 hours a year is strongly encouraged by our newspaper.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. It is a key priority for our newspaper to continuously improve training and development programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. A sufficient number of high-caliber internal candidates are available for key position vacancies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Our newspaper assesses people's potential for higher-level positions regularly and systematically.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Our newspaper possesses and continuously updates a newspaper-wide database that keeps track of competencies and skills individuals need to succeed in their positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. We track and evaluate the results of our various training and development efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Managers and supervisors provide their direct reports with sufficient on-the-job training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**OPTIONAL
COMMENTS**

If you are willing to take the time, anything else you would like to add about your department's practices in this area would be welcome:

3. Performance Management

ITEM RATINGS

Considering your newspaper's overall people management practices, please indicate the degree to which you agree with each of the statements in this section, checking the appropriate box. For example, if you strongly disagree, select 1; if you strongly agree, please select 4.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
1. We believe that one of the primary purposes of performance management in our newspaper is to support the execution of our business strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our performance management process is formally linked to our strategic planning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Individual performance management is based, in part, on meeting specific strategic goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Our strategies and strategic plans are regularly communicated so that all employees understand how their performance expectations are linked to them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Team, department and/or unit performance management is based, in part, on meeting strategic goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Performance expectations are agreed to at least annually with all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Performance objectives are mutually agreed upon between an employee and his/her direct manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Performance objectives are defined in a way that achievement of target is a challenging stretch, yet is realistically achievable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Whether objectives are quantitative or qualitative, measurement criteria are clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We provide ongoing coaching that is designed to help individuals set clear actionable objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Managers receive training and/or coaching on performance management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Our managers are well prepared and capable of providing effective coaching to their employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
13. Our managers are held accountable for providing effective coaching to their employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Feedback on employees' performance is usually provided throughout the performance management process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Performance evaluations entail a discussion of an employee's performance, including an employee's self-evaluation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Performance evaluations entail a discussion of an employee's performance, including the manager's own perspective on the employee's performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Performance evaluation discussions focus both on recent performance and identifying development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The results of performance evaluations have a direct impact on compensation decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Performance evaluations incorporate input from the employee's peers/team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Each person's performance evaluation incorporates input from people within the company who are impacted by their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Performance evaluations incorporate specific input about customer and/or satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**OPTIONAL
COMMENTS**

If you are willing to take the time, anything else you would like to add about your department's practices in this area would be welcome:

4. Compensation

ITEM RATINGS

Considering your newspaper's overall people management practices, please indicate the degree to which you agree with each of the statements in this section, checking the appropriate box. For example, if you strongly disagree, select 1; if you strongly agree, please select 4.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
1. Our newspaper's compensation programs and levels are aligned with the competitive practices of our industry and in our market.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Our newspaper's compensation programs enable us to attract and retain required talent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our compensation programs have strong linkages between organizational and individual objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Performance is the key determinant in establishing variable compensation (i.e., incentive) levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Performance is a key determinant in reviewing fixed (i.e., base salary) levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Change in overall job accountabilities is a key determinant in reviewing fixed (i.e., base salary) levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Change in external market pay levels is a key determinant in reviewing fixed (i.e., base salary) levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Our compensation programs support the philosophy of providing superior rewards for superior performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Our newspaper effectively recognizes (formally and informally) performance that supports our goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Share-based compensation (e.g., employee share ownership plans; profit-sharing) for employees is a means of providing a single shared objective that binds together the various entities across our newspaper.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Share-based compensation is highly valued by our employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Employee share ownership is encouraged in our newspaper through our compensation plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
14. We use non-cash rewards (e.g., extra time off, conferences, event tickets, etc.) to recognize employees for a job well done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**OPTIONAL
COMMENTS**

If you are willing to take the time, anything else you would like to add about your department's practices in this area would be welcome:

5. Employee Retention

NOTE: At several points throughout this section, the term “customer” is used. Depending on your department, this may most appropriately be readers, advertisers, subscribers or single-copy purchasers.

ITEM RATINGS

Considering your newspaper’s overall people management practices, please indicate the degree to which you agree with each of the statements in this section, checking the appropriate box. For example, if you strongly disagree, select 1; if you strongly agree, please select 4.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
1. Our managers spend unusually large amounts of time coaching and developing their subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employees possess the decision-making latitude to determine how best to do their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Employees possess a great deal of confidence in the quality of leadership at the newspaper.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Employees possess the tools to do their jobs effectively and efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees are energized by the newspaper’s culture and work environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Employees possess a clear sense of how they personally contribute to meeting customer needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Employees receive appropriate recognition and rewards for their contributions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Employees feel a high level of pride about their newspaper.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. On average, our employees exhibit a high level of attendance on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Significant latitude is given to meet customer needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Significant authority is given to serve the customer effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Employees possess the knowledge and skills to serve the customer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Cannot Assess
	4	3	2	1	0
13. Achieving high levels of customer satisfaction is a high priority with my superior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Employees possess a clear understanding of the limits within which they are permitted to act.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**OPTIONAL
COMMENTS**

If you are willing to take the time, anything else you would like to add about your department's practices in this area would be welcome: