

ShopTalk

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Editor, Lisa O'Donnell Connors, x4-6803

Cost Containment is a Key Idea

The Post has introduced a new employee program that will reward employees who submit a key idea that can be implemented to save the newspaper time, money or both. The Key Ideas Program is a result of a newspaper-wide initiative to decrease operating costs by at least \$5 million in 2003. [See page 2.]

“One of our current major initiatives at the newspaper is cost containment. In comparing our performance with the performance of peer newspapers, this is an area where we have fallen short – something

that disappoints all of us because we know how hard everyone at The Post works to control our costs,” explained President and General Manager **STEVE HILLS**. “Our revenue growth has been on par or greater than that of our peers, but our costs have grown more. In addition to our usual methods of cost control, which are very effective in many ways, we need to approach cost control differently. Since our best ideas come from our



The Key Ideas project team included **KEVIN RYAN**, **CLIFF KAYSER**, **MARTHA LEQUEUX**, **ROGER PIANTADOSI** and **DAVE BURKE**. A complete list of team members is listed below.

employees, we have launched the 2003 Key Ideas Program for the remainder of this year to solicit, recognize and reward employee ideas for cost savings.”

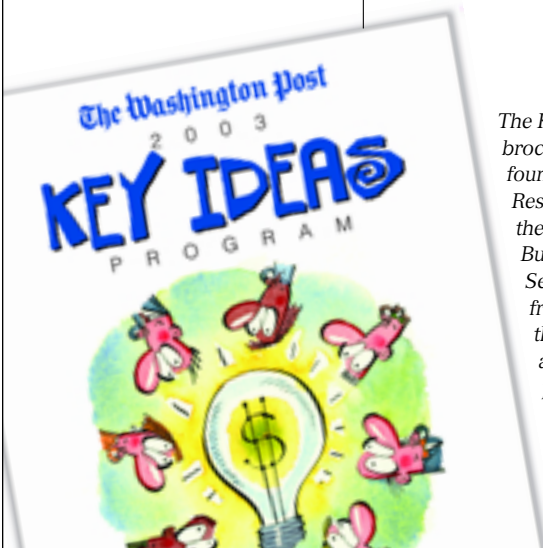
The project team responsible for creating the Key Ideas Program was led by **KEVIN RYAN**, Advertising and included **DAVE BURKE**, Marketing; **JANE DAVIES**, Advertising; **MARGARET CROMELIN**, Executive; **MARTHA LEQUEUX**, Human Resources; **MIKE SHENK**, Marketing; **PEGGY SCHIFF**, Executive; **ROD**

GRIGGS, Production; **RODDY MACPHERSON**, Production; **ROGER PIANTADOSI**, IT; **STEPHANIE CLARK**, IT, and **TERRY BUNCE**, IT.

Another member of the team, **CLIFF KAYSER**, assistant manager of Organization Development & Training, is the Key Ideas Program coordinator.

According to Kayser, only non-managers can submit a Key Idea. Every idea will be considered for action and will

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The Key Ideas brochure can be found in the Human Resources office in the Northwest Building and at the Security Desk or from a manager at the College Park and Springfield plants. Information can also be found online on intranet/keyideas.

Cost Containment is Critical To Post's Future

A Message From Steve Hills

"More than twenty years ago, Don Graham laid out the basic goals for The Washington Post:

- Be the best newspaper (and website) that we can be
- Deliver outstanding customer service
- Be a very good business
- Be an exceptional place to work
- Be a responsible member of the community

Unfortunately, despite all our efforts, we have not been achieving our goal to be a very good business as well as we have in the past. We have to improve our profitability, while not sacrificing any of our other long-term objectives. This will not be an easy task.

Overall, We Have Done Very Well

It is important to note that we have done very well with four out of the five long-term goals. The newspaper and website are better than ever; we are delivering outstanding customer service, I think most of us would agree that we are an exceptional place to work, and we continue to be a responsible member of the community. We are creating new products and new revenue streams for the company with more energy, creativity and thoughtfulness than ever before.

But Our Costs Have Grown Too Large

The vice presidents and I have identified areas where we believe we can reduce expenses. These areas are:

Information Technology: IT is the essential building block for our future, but also an area where new thinking on cost containment can pay great dividends.

Shared Services: We can save money by combining purchases with other Post Company properties, or, where it makes sense, centralizing some activities to save money.

Capital Expenditures: We can save money by more actively managing capital expenditures.

Newsprint Waste: From returns to promotion space management, a lot of money is spent here.

Production/Circulation process: We have constantly gained production efficiencies, and we have also consolidated distributorships where sensible. We must continue these practices while positioning ourselves for future growth.

The Key Ideas Program

The 2003 Key Ideas Program is an employee suggestion program that gives you the chance to submit ideas for cost or time savings for consideration from now through Dec. 31, 2003. Of

course, we want to get ideas for cost savings at all times, but – to jump-start this initiative – for the time between now and the end of this year, we will be paying special bonuses for new ideas that achieve material cost savings.

I will see to it that every Key Idea is considered, and make sure that every Key Idea gets a response. If your Key Idea is selected, you may be recognized company-wide for the results it produces—results that could earn you up to \$1,000 [after taxes!].

The details about the program are explained in this issue of ShopTalk, on the Key Ideas link on *IntraNED*, and in brochures available in the Human Resources Department in the Northwest Building, and at the Security Desk and from managers at the College Park and Springfield plants.

A \$5 Million Goal

I have set a minimum goal for a \$5 million reduction of our costs in 2003. Ultimately, I would like to see us cut \$10 million – without sacrificing anything relative to any of our long-term goals.

Let me give an example of a cost that we recently discovered and cut. In discussions, it became clear that we were providing a surplus of employee copies at our facilities. We reduced the number of copies several weeks ago and newsprint savings from this change alone will exceed \$90,000 per year! This illustrates how we can work together to reduce costs and still serve the needs of Post employees. These are the sorts of ideas that can help us save costs without hurting our long-term future. Are there more six-figure ideas out there? I have no doubt that there are, and I look forward to hearing about them.

This will be a difficult challenge, but we must do this in order to fulfill each of our long-term goals. We will need your help to achieve this goal, and that is why we have developed the 2003 Key Ideas Program.

I look forward to celebrating our joint successes with you soon."

— Steve Hills
President and General Manager

receive a response within 30 days.

“The Key Idea should be well thought out and demonstrable,” explained Kayser. “Our goal is to provide a quick response, so that we can start putting employees’ ideas into practice as soon as possible.”

If an employee’s Key Idea is accepted and implemented, the employee will receive a cash award of up to \$1,000. (See box for details.)

Here’s how the Key Ideas Program works:

1. Identify



Think of ideas that relate to your daily work routines. Is there a real time-waster you thought nobody would care about correcting? A money-waster? Ideas for other departments are also welcome.

Please note that these areas do not qualify for Key Ideas Program: Editorial/news content; pay or benefits; other terms and conditions of employment; decor and architectural matters; ideas that would affect The Post’s compliance with local, state or federal laws and regulations, and duplicate initiatives.

2. Complete the form

A special Key Ideas form has been designed to help you think through the opportunity you’ve spotted and propose solutions.



You can find an electronic version of the form at *intranet/keyideas*. If you do not have access to a computer or *IntraNED*, contact Cliff Kayser at x4-6656. If you prefer, paper forms are available from the Human Resources Department at the Northwest Building, or at the main Security Desk or from managers at the College Park and Springfield plants.

3. Submit the form

Once you have completed the form and hit the submit button, it will be sent to Post President Steve Hills. Hills will review it and forward it to the Key Ideas Coordinator, Cliff Kayser. If you have a



paper form, drop it off in your Human Resources office (Northwest, College Park or Springfield). It will be entered into the Key Ideas system and forwarded on to Hills.

The Key Ideas Coordinator will review your idea to determine if it is appropriate for this program. If it is, it will be forwarded to a senior manager in the department that would be responsible for implementing your idea. At

the same time your idea will be made “public” internally on a “Key Ideas in Progress” page on the *intranet/keyideas* site so that others will be able to see it and so that you will be able to track the approval process.

4. Key Ideas review



The department head for the area your idea falls under will review your submission and validate your cost-savings estimate. They will also evaluate your idea using these criteria:

- Degree of benefit to the company
- Cost to implement
- Time required to implement
- Other resources needed
- Risks involved

5. Action!

Within 30 days, you will be notified that one of these actions has been decided:

• **ACCEPTED** – Your Key Idea will be implemented and a target date will be established.



• **IMPLEMENTED** – Your idea has been implemented.

• **CURRENT INITIATIVE** – Your idea is already in place or being addressed, or may be currently planned for implementation.

• **FURTHER STUDY NEEDED** – Your idea may require further study before it can be implemented.

• **DECLINED** – Your idea has been declined for the reason(s) given.

If implemented, your Key Idea will result in a cash award, as detailed in the box below.

Key Ideas Awards

If your idea results in one-time or annual savings of:

You will be awarded (after tax):

\$2,500 - \$4,999	\$100
\$5,000 - \$14,999	\$250
\$15,000 - \$49,999	\$500
\$50,000+	\$1,000



If you have questions about the Key Ideas Program, contact Key Ideas Coordinator Cliff Kayser via e-mail at keyideas@washpost.com, or call x4-6656. ■

Advertising Sales Award Winners

Vice President of Advertising **SUSAN O'LEARY** announced the Advertising Department's 2003 first quarter sales award winners on Wednesday, April 23. The winners were:

Sales Achievement

Dreana Casto
Ann Marie Ditchey
Terry Lando
Ann Tran

Sales Excellence

David Chiles
Mark Gross
Terry Lando
Rebecca Mullen
Eileen Murnane
Charlie San Filippo
Scott Taber
Noelle Wainwright (2)



PHOTO PROVIDED BY GROSS

MARK GROSS is recipient of *Publisher's Award for Sales*.

Weekend Trip Winners

David Fields
Lisa Kelly

Eagle Awards

Kate Humphries
Amer Yaqub
John Teeuws

Publisher's Award For Sales

Mark Gross

Post PLI Graduates

Thirty area principals "graduated" from The Post's 2002-2003 Vincent E. Reed Principals Leadership Institute (PLI) following their fourth and final workshop held in the 9th floor community room in the Northwest Building on Thursday, May 1. The Institute was founded in 1997 by Vincent

Reed, the former vice president of communications at The Post. The PLI is a series of workshops that are designed and led by nationally known speakers to increase principals management and leadership skills, as well as providing an opportunity for them to network and share ideas.



PHOTO - NEKEIDRA MASON

The 2002-2003 participating principals and advisory board members of the Vincent E. Reed Principals Leadership Institute pose for their "graduation" photo.

Marketplace

ISO TEMPORARY HOUSING: A new IT Department employee seeks short-term temporary housing beginning mid-May until arrangements can be made for long term housing. Male, non-smoker; prefers room to rent or small apartment convenient to Metro. Contact Jeanne Koch x4-6217 for more information.

FOR SALE: Pilates Performer JP exerciser. Brand new. Never used. Video included. Some assembly required. As shown on the Home Shopping Network, an excellent all-around workout for any level using the highly popular "Pilates" exercise discipline. Purchased for \$225. Asking \$100. Call Maxine x4-5734 or (202) 667-8605.

FOR SALE: Goldstar 0.6 Microwave, white, \$40, brand new in the box. Great wedding or graduation gift. Call Renee (301) 345-3361 and check out site to see a picture (top of the page) <http://store.yahoo.com/everything-bagel/avmi.html>

TRAVEL OPPORTUNITY: Travel to Bulgaria and Romania, August 2 to 27, 2003, with the Balkan Folklore Studies group (based in San Diego). Visit charming towns, museums, ancient sites. Attend dance workshops and craft demonstrations. Experience the life, customs, music, food and traditions of the various regions. Cost is \$2,629 for 23 days, plus airfare. (Single supplement is \$340.) Deposit of \$250 due now - the rest, in June. Call Susie Van Pool at (202) 234-3916.

FOR RENT: Glover Park townhouse, backs to park, 3BR, 2.5 BA, CAC, remodeled kitchen, newly painted rooms, w/w carpeting, garage, 7 blocks north of Georgetown University, avail. May 16. For price and other details, call Pat at x6-2240, or (703) 323-0794.

FREE: Gas range - broiler on the bottom. 10-plus years old. In good condition, beige color. Call Leef at (703) 279-3225.

FOR RENT: Dupont/Adams Morgan, 1 BR apt., 1736 Willard Street, NW, w/d, cac, fpl, hardwood floors, walk-in closet w/built in shelves, pets OK, close to Dupont, Adams Morgan & U Street shops, clubs, bars and restaurants, \$1,500 a month. avail. May 1, Call Sarah-Jane at (202) 518-5956.

FOR SALE: "You Better Believe It!" the new CD by Terence McArdle featuring the band Big Trouble with guests from Big Joe & the Dynaflores, the Iguanas, and the Grandsons is now available, only \$15, cash or check. To purchase contact Terence via e-mail at jtmcardle@cs.com, or call (301) 460-5010 evenings.

FOR RENT: Lake Tahoe, 3 BR cottage for rent, Incline Village, NV, north shore Lake Tahoe. Breathtaking scenery, biking, hiking, kayaking, swimming, casino gambling, great restaurants. Get out of the humidity and enjoy this fabulous mountain destination. Available now through July at reduced rates for Post employees. Call Ellen at x4-7762.

FOR RENT: Thinking about Summer Vacation? I have a time-share that allows me to rent out my time if I am not able to use it. I have 7 days available. This time can be used at any number of luxury resorts that are located throughout the U.S. plus many resorts located outside the U.S. A choice can be made for either a 1 or 2 BR unit or a hotel efficiency all with fully supplied kitchens. There are many resorts to pick from and I am sure we can come up with a reasonable price. If interested or you would like more info. call Joe at x6-1994.

MARKETPLACE DEADLINE: Noon Fridays. Please include your name, extension and home phone number. Ads are for Post Employees only. Send ads to Shop Talk, 7th floor, or call x4-6803. To send ads via fax dial x4-4963; via e-mail send to shoptalk. Ads run two issues unless otherwise requested. One ad per employee, please.

THIS NEWSLETTER IS PRINTED ON RECYCLED PAPER

