

ShopTalk

May 11, 2006, Vol. 32 No. 16

Editor, Lisa O'Donnell Connors, x4-6803

New Training Initiative OD&T Introduces Long-Term Plan

The Organizational Development & Training (OD&T) Department is introducing a new long-term training initiative this summer that will provide business-side employees with well-defined steps to help ensure their success at The Post and prepare them for potential advancement. (NOTE: The Newsroom has a separate training and development program.)

as objectives for the future, OD&T has developed a new strategic plan to benefit and support every business-side employee of The Post in some way, either directly or indirectly," explained **Wayne Connell**, OD&T manager.



OD&T staff **Cliff Kayser** and **Wayne Connell** are leading the new initiative.

According to Connell, the new OD&T strategy is ambitious in scope and will require two to five years to implement. He cites three goals for the new plan, which he hopes will make The Post an industry leader in human resources development:

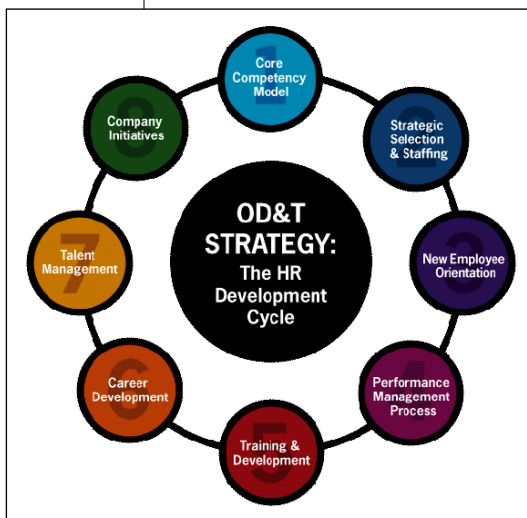
- 1 Focusing and aligning all of OD&T priorities and services
- 2 Partnering with managers and supervisors throughout The Post to ensure both consistency and customization as the plan is implemented in each business unit
- 3 Strengthening the relationship between managers and employees at all levels

The Eight Elements

The strategy for creating this vision is organized around eight core elements that create a well-defined, step-by-step plan for developing employees throughout their careers with The Post. Each of the eight elements will be implemented separately beginning this summer and into 2007 and 2008. OD&T provides the following explanations for the eight elements.

1. Core Competency Model

Competencies describe the knowledge, skills, and abilities essential



A graphic overview of the new training strategy.

"After meeting with vice presidents and key leaders across the company to determine The Post's current business challenges as well

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Bylines

Twenty-five year Post veteran **Peter Perl**, News, was recently named assistant managing editor (AME)/training and career development. Most recently the News-



Peter Perl is new AME

room's director of training and professional development since 2004, Perl has also been a reporter for both Metro and the National Desk, deputy Maryland editor, and an editor and writer for The Washington Post Magazine. Prior to joining The Post, he worked for the Providence (Rhode Island) Journal, Con-

necticut magazine, the (Connecticut) Journal-Inquirer and the Hartford (Conn.) Courant. Perl is a graduate of Brown University.

The IT Department held a party on April 28 for **Jim Murray**, a business analyst in the business transformation group, who is being deployed to serve in Iraq. A major in the Army Reserves, he is now training in Texas for 45 days before heading to Iraq for the next 14 to 18 months. His colleagues provided a cake and best wishes for his safe return.



PHOTO PROVIDED BY IT

Jim Murray (center) at the IT party in his honor, with **Chris Ketcham**, Accounting, and **Sharon Cox**, IT.



PHOTO - LAUREN BURKE

Bob Woodward greets students from DuVal High School in Prince's George's County who were among more than 100 students who attended the Young Journalists Development Program event at the Northwest Building.

The Post's Young Journalists Development Program (YJDP) hosted its end of the school year event on May 2 in the Northwest Building's auditorium. More than 100 students from 15 YJDP participating schools in the metro area attended the event, which included a special viewing of the 1970s movie "All the President's Men." After the movie, **Bob Woodward**, part of the famous Watergate Woodward and (Carl) Bernstein reporting team, gave a 30-minute talk and Q&A for the students. At the conclusion of the event, YJDP Director **Athelia Knight**, held a drawing for six students to receive one of three copies of the book *All The President's Men*, signed by Woodward, or one of three autographed copies of *A Good Life*, by **Ben Bradlee**.

Prince George's County bureau staff reporter **Avis Thomas-Lester** received the Prince George's County Volunteer of the Year Award on April 28. Presented by the Prince George's Volunteer

Center, the award was in recognition of her volunteer work at Ernest Everett Just Middle School. Thomas-Lester has been an active volunteer in the Prince George's County community since 1996.

Reporters, editors and columnists from The Washington Post Company subsidiary

Newsweek are adding their voices to the news and analysis provided on the new Washington Post radio station, WTWP. During the "Newsweek Hour," representatives from the magazine discuss the content in that week's issue every Monday during the morning drive time



PHOTO - BETH FERRARO

Newsweek contributing editor **Eleanor Clift** on the WTWP microphone at Newsweek's Washington Bureau.

and from 1-2 p.m. "Newsweek On Air," (which previously aired on WTWP's sister station WTOP) can be heard on WTWP every Sunday at 11:05 p.m. WTWP can be heard at 107.7 FM and 1500 AM.

for success in a given role. They represent the criteria for making an array of human resources-related decisions, including hiring, training, coaching, appraising, and rewarding performance, as well as building leadership. This element will create a core competency model that provides clear criteria for leadership, behavioral, and technical/functional skills.

2. Strategic Selection & Staffing

This element will provide hiring managers with a more disciplined and consistent approach for selecting great talent. All hiring managers will become certified in a “behavioral” interview process through a rigorous two-day certification. Additionally, hiring managers will use a variety of tools in selecting the most qualified and motivated candidate, including competency-based interview guides and an online tool for evaluating candidate data.

3. New Employee Orientation

OD&T will ensure that every new employee will experience a consistent, efficient, thorough, and welcoming orientation. The process will be divided into two phases: (1) the employee’s first day (offered once a week), and (2) the employee’s first month (offered once a month). Many topics will be covered during these two sessions, including logistical issues such as issuance of company IDs, benefits overview, facilities tour, etc., as well as big-picture issues such as The Post’s corporate culture and values, and our past, present, and vision for the future. Both hir-

ing managers and new employees will receive orientation tools, including a roadmap for the first 90 days of employment.

4. Performance Management Process

A fully automated process and tools for supporting managers and employees will be created to manage performance. The four phases of a cyclical performance management process include: **(1) Performance Planning:** setting clear objectives for every employee; **(2) Development Planning:** creating a targeted personal development plan annually to improve performance and advance career goals; **(3) Performance Tracking:** coaching, measuring, and course-correcting throughout the year, and **(4) Performance Appraisal:** formally evaluating each employee’s performance based on the originally established objectives, development plans, and competency model. Training to support each of the four phases will also be developed and implemented in every business unit.

5. Training & Development

This element will create a competency-based training curriculum, drastically reducing the number of courses traditionally offered to between 10-15 highly focused, rigorous learning experiences. These courses will develop the same competencies used for hiring, coaching, appraising, and rewarding employees at every level.

6. Career Development

Career development will be integrated into the performance management process through formal development planning, career management training, the tuition reimbursement program, and using company-wide projects as career development opportunities.

7. Talent Management

OD&T will provide a framework for identifying top talent in the organization, actively and aggressively developing that talent, as well as positioning that talent for success. Developmental initiatives will include 360-degree assessments, a job rotation program, a formal mentoring program, a leadership transition program, and annual succession planning meetings with senior and key leaders throughout the company.

8. Company Initiatives

OD&T will provide support during various initiatives as they arise, ensuring a more consistent and cohesive approach to training, communication, and change management.

As each element is developed and implemented, OD&T will meet with managers and employees on a regular basis to provide information and support. If you have questions regarding the new initiative, send an e-mail to ODandT@washpost.com, or call the OD&T Hotline at x4-5425. ■

PostScripts

Post Honors Outstanding Teachers

The Post honored 20 outstanding teachers, representing 19 area school districts and the private school sector, during the 2006 Agnes Meyer Outstanding Teacher Awards held May 1 in the Northwest Building's auditorium and multipurpose room.

The group of educators included several math teachers, a high school work/study coordinator and transition specialist, a technology resource teacher, and a middle school band teacher among others, with a breadth of professional experience ranging from 43 to four years.



Kimberly Raines, the Agnes Meyer Award winner representing Fauquier County Public Schools, with Publisher **Bo Jones**, Vice President of Affiliates **Lionel Neptune**, and Chairman **Don Graham**.

During his comments, Chairman **Don Graham** referred to the award winners as "awe-inspiring," providing their students with "immeasurable commitment and passion."

The Agnes Meyer Outstanding Teacher Awards were established in 1983, in honor of Meyer, Chairman Don Graham's grandmother, who was a vigorous proponent of quality public education.

Shakespeare Free For All TWP Night is May 26

Shakespeare's romantic tale *Pericles* is the featured performance for the 2006 Shakespeare Free For All at the Carter Barron Amphitheatre, May 25 through June 4 (There is no performance on Memorial Day, Monday, May 29). The free program is performed by the Shakespeare Company and sponsored by The Post. The Washington Post night is scheduled for Friday, May 26 at 7:30 p.m. Free advance tickets for The Washington Post night performance are available to employees through the Public Relations Department, located on the seventh floor of the

PHOTO - RICHARD TERMINE



A scene from the Shakespeare Theatre Company's production of *Pericles*.

Northwest Building, or contact **Carrie Morse** at x4-7972.

Up to four free tickets for all other weekday performances will be available at the Northwest Building's front counter beginning at 8:30 a.m., the day of the performance only. Tickets will also be available on the day of the performance beginning at noon Tuesdays through Sundays at the Carter Barron box office, or at the Shakespeare Theatre at 450 7th St., N.W. For more information, or to order tickets online, go to www.shakespearetheatre.org.

Say "Thanks Mom!"

Deadline is May 12

The Classified Department is running a special Mother's Day section on the front page of the Classifieds on Sunday, May 14. You can put a special photo of mom in the section, a four-line text message, or a longer text message with a big

icon at the top of the message to make it stand out on the page.

The rates are:

\$30 for 4 lines of text

\$55 for 5 lines of text + a large icon at the top to make it stand out on the page

\$125 for color photo of your mom and seven lines of text

The deadline for ordering a Mother's Day message is Friday, May 12, at 4 p.m. Employees can call x4-6200, or go to www.washingtonpostads.com to place your order.

ISO Weight Watchers Participants

The Northwest Health Center is looking for a few more employees interested in joining Weight Watchers. The "Post Watchers" class will meet on Tuesday, May 16 at 4 p.m. in the Fitness Center for registration and Q&A. Cost for the class is \$168 for 12 weeks, including program materials. If you are interested in attending the first class or joining "Post Watchers," call the Health Center at x4-7192 or send an e-mail to HealthCenterNW@washpost.com.

Marketplace

FOR SALE: Amazing collectors' item – life-size (six-foot tall) replica of Spider-Man custom made for the 2002 Spider-Man movie. Asking \$3,500 - \$3,000. Call Kenneth at (301) 868-6516.

FOR SALE: Canon Digital Rebel (300D) with 18-55 3.5/5.6 lens, \$850 (normally sells for \$900, never opened. Includes eight mega pixels, battery pack, battery charger, power cord and all cables, neck strap, warranty and instruction manual. If interested please contact Andrea Bruce at (202) 412-8930 or andrea@andreaandbruce.com.

FOR SALE: Two racing yellow Honda Mimimoto Maxii pocket bikes w/ 13-inch pneumatic tires for effortless cruising and an 18 mph speed limit. A larger size than your typical pocket bike for children ages 10 and up w/36 volt rechargeable battery. Weight 88 lbs., size approximately 50" x 32" x 17". These are not street legal but are great fun in the yard or large paved areas. Both are used, one has a broken windshield but they are really nifty looking and work fine. Originally purchased for \$225 each. Will sell for \$135 each or two for \$225. Call Dayna Smith at x4-6459, cell (202) 412-8926 cell, or home (703)849-8524.

FOR RENT: Last week in August, all of September, and May 27-June 3, in Corolla, on North Carolina's Outer Banks, a newly-renovated end-of-row townhouse. Three bedrooms, two baths, one loft, and a two-minute walk to the beach. Great ocean views, and surf sounds, from third-level covered deck. Access to tennis court and a small community pool. AC, wireless Internet, and all the rest. Price range: \$650 to \$495, depending on week. For more info call Mike Ruane, at x-4-7346, or ruanem@washpost.com.

FOR SALE: Great second car, exc. gas mileage. '97 White Camry LE; auto, A/C, dual front airbags, Va. inspection. Excellent condition, 75 K, orig owner. \$5,000/OBO. Call Sandy at x4-7391 or eves: (703) 765-9418.

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@washpost.com. Ads run two issues unless otherwise requested. One ad per employee, please.