

ING 2021 Virtual Leadership Summit Expert Panel



Wednesday October 13, 2021
12:00 - 2:00 PM

Success Strategies for Attracting & Retaining Talent with Q&A

October 13, 2021

Platform graciously hosted by Editor & Publisher magazine. Program hosted by the International Newspaper Group "ING" in collaboration with Editor & Publisher magazine and America's Newspapers.

12:00 to 12:30 PM EDT

ING and E&P 2021 Operations All-Star Awards

- Presented by ING President Mark Hall and E&P Publisher Mike Blinder

12:30 to 2:00 PM EDT

ING Virtual Leadership Summit 2021 Expert Panel

- Welcome and Intro Led by Mark Hall, Postmedia, ING President

Success Strategies for Attracting & Retaining Talent with Q&A

Panel Host

- Richard Rinehart, McClatchy, incoming ING Vice President

Expert Panelists

- Sarah Kingsley, Gannett
- Marlon Medious, Chicago Tribune
- Jimmy Morton, The Dallas Morning News
- Andre Thomas, Hearst

ING Leadership, Transition of the Guard

- Led by Wayne Pelland, Gannett, incoming ING President

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News Execs attend for Free



www.internationalnewspapergroup.org/take-action/



Panel Facilitator



Richard Rinehart - Corporate VP of Operations, McClatchy

Richard has worked for McClatchy since 2005 when he was hired as the VP of Production at the News & Observer. He currently serves as the Corporate VP of Operations overseeing production, trucking and real estate matters. Prior to joining McClatchy, Richard worked for Gannett and Central Newspapers at the Indianapolis Star. He and his wife reside in Raleigh, North Carolina.

Expert Panelists



Sarah Kingsley - Senior Human Resources Director, Gannett

Sarah has worked for Gannett since 2005 and was hired to provide HR support for the Lansing State Journal and has progressively expanded her scope and responsibilities throughout her tenure. Sarah currently serves as the Sr. HR Director overseeing strategic HR support for Gannett Publishing Services (GPS) since 2015 along with the Consumer Services division. Sarah, her husband and two children reside in Okemos, Michigan.



Marlon Medious - Manufacturing Director, Chicago Tribune

Marlon has worked for the Chicago Tribune since 2004 coming in at the middle management level in its operations department. He currently serves as the Director of Manufacturing where he oversees all manufacturing operations including press, packaging, maintenance, engineering, planning, facilities/engineering, and receiving for its Freedom Center campus, which is the largest newspaper production facility in North America producing 11 daily and 37 weekly publications. He and his wife reside in Lynwood, Illinois, with their daughter not too far away at the University of Illinois at Urbana-Champaign.



Jimmy Morton - Senior Director of Operations, The Dallas Morning News

Jimmy has worked for TDMN since 1988 when he was hired as a part time platemaker. He currently oversees The Dallas Morning News production facility in Plano as well as solo mail operations in Phoenix, Arizona. He, along with his wife and two children, reside in Plano, Texas.



Andre Thomas - VP of Operations for Bay Area Production Services, Hearst

Andre has worked for Hearst since 2017 when he was hired as Pressroom Supervisor for the San Antonio Express News. In 2018, he moved to Bay Area Production Services in Fremont, Calif. where he first served as Packaging Manager and eventually became the outfit's VP of Operations. Prior to joining Hearst, Andre worked for the Tampa Bay Times and Transcontinental Northern California. Andre resides in Fremont, California.



International Newspaper Group

ING 2021 Leadership Summit

Talent Retention & Acquisition

Best in Class Ideas

- Signing bonus
- Retention bonus
- On-Site hiring events
- Key benefits beyond comp
- Market analysis driving rates at local level leading to significant wage increases to compete with Amazon, Tesla and fast food shops as well
- Flex schedule to accommodate family life
- Build internal talent to prepare for advancement
- Implement Mentoring programs
- Resource groups to enhance diversity/inclusion
- Align strategy via Town Halls and communications to engage and inform
- Recognize employees multiple times per year
- Weekly “Shout-Outs” to celebrate team members
- Build your case for compensation with data well in advance of budget cycle

Sarah Kingsley, Senior HR Director Gannett Co Inc.

- Partner with Senior leaders within Gannett Publishing Services, Consumer Services and the Technology divisions to effectively align our People strategy with the needs of the business.
 - Talent Management, Change Management, Labor Relations, Employee Relations, Leadership Development
- Oversee a team of 13 remote HR Professionals dispersed throughout the country to provide support to 5,100 employees.

Key Commercial Products: New York Times, Tucson Arizona Star, Cox Media Group, 21st Century Media, The Toledo Blade, Epoch Times, Dow Jones, AIM Media, Korea Times, Wall Street Journal

GANNETT SARAH KINGSLEY

Challenge Hiring and Retaining Talent



- Hiring competition nationwide:
- Amazon
- FedEx
- UPS
- Fast food chains such as McDonalds, White Castle, Chick-fil-A

Comparative Wage Rates:

Internal Average Hourly Wage	2017	2021	% Increase
Assembler	\$9.81	\$12.70	29%
Maintenance Technician	\$14.42	\$24.70	71%
Material Handler	\$12.85	\$14.79	15%
Press Operator	\$21.09	\$23.41	11%

Wage Increases



- Gannett and Gatehouse merged in 2019. Since the merger, we have not had a designated merit pool. Prior to the merger, legacy Gannett had annual merit pools (pay for performance) of about 2%.
- We have continued to reward high performing talent for taking on additional duties, promotions and have for retention purposes (specifically the blue-collar roles).
- We have a quarterly bonus plan for select roles – primarily Supervisor and above. Payout is based on goal measurements with defined metrics.

Ways to Retain Talent



- Competitive salaries at or above market value
- Catering food for employees (lunch/dinner)
- Emerging Leaders development program
- Mentoring Program
- Employee Recognition programs
- Ability to provide flexible shift options, scheduling
- Upskilling talent
- Diverse & Inclusive culture
 - Employee Resource Groups
- Transparency & Frequent Communication
 - Town Halls
 - Monthly Newsletters

GANNETT SARAH KINGSLEY

Getting Approval from Senior Management



- Be prepared to make a business case utilizing data driven metrics.
 - how can you save costs to make up for increase in payroll?
 - Temp costs
 - Overtime costs
 - Try to quantify the cost of turnover
 - utilize market data to see what the competition is paying
- Understand & communicate the risk to the business if you are unable to fill your roles.

Attracting Candidates



- Sign On Bonuses (spaced out in increments)
- Referral Bonuses
- Market Analysis: Increase wages for entry & skilled roles.
- Increasing mileage rate for driving roles. Also have had discussion about instituting car maintenance packages.

Recruiting Creativity

- **Advertising:**

- Banners
- Targeted Ad Campaigns: Night Owl campaign
- Social Media campaigns
- Targeted Campaigns related to pandemic & stimulus expiring
- Posting on military job boards
- Direct target marketing cards
- Print ads in Gannett publications, but also w/competing publications
- On site hiring events

- **Community Outreach Programs:**

- Establishing Partnerships with Diversity organizations, Trade Schools, Unemployment agencies, Veteran organizations.

GANNETT SARAH KINGSLEY

Ability to Flex Will be Key in 2022



Think outside the box:

- Inquiring with candidates about what they are looking for in a role or a company and trying to determine tangible perks that we can provide.
- Can we be more flexible with shift selections and scheduling?
- Provide driving roles with allowance for car maintenance

Marlon R. Medious

Manufacturing Director

Chicago Tribune

I have been with Chicago Tribune for 17 years, managing various departments in our production facility. Currently I oversee the entire manufacturing operation at our Freedom Center printing facility in Chicago, IL. Here are some details about our operation:

- Printing facility is 940,000 sq. ft. with 10 presses and 7 insert machines.
- We have 350+ employees, 100+ contractors
- Currently produce 11 daily and 37 weekly publications (i.e. NYT, WSJ, IBD, Chicago Sun-Times, Korea Times, La Raza, etc.)

Area Competitors for talent:

Hiring competition companies in Chicago and surrounding areas with competitive wages:

- Amazon
- Target
- Wal-Mart
- Staffing / Temp Agencies (Flexible schedules)
- Restaurants Fast food (McDonalds, Subway, Chick-fil-A, etc.)

Minimum Wage

- The city of Chicago has increased the minimum wage by \$1 for the last 3 years, and all entry level positions or employees below that wage were increased as well. Our current starting wage is \$15 per hour.
- We have experienced excessive turnover across multiple departments (i.e., pressroom, dock, etc.), but mostly in our Packaging department
- We have hired over 50 employees and less than 10 are currently present due to the workload, hours, and below market rate pay for these positions
- We currently have a weekly TMC program with 3mm copies, 30mm pieces, 225 average # of inserts, producing from Friday morning to Tuesday morning (24/7)

Retention Bonuses/Raises

- In an effort to retain, recruit, and reduce the “mass exodus” of employees working in “skilled” positions (i.e. palletizer operators, material handlers, technicians/machine operators) we have increased the hourly wage to \$17 (PO/MH) and \$19 (Tech/MO)
- We will be able to fund this by reducing our contract labor workforce since we are currently supplementing these skilled positions with contract labor employees with a 26% markup

Recruiting/Marketing

- We hope the new starting wage increase for our skilled positions will reduce the excessive turnover we have been experiencing in our hiring process.

Retention/Employee Engagement

- Competitive salaries in the market (Increase hourly wage for below market employees pay)
- Quarterly Employee recognition events
 - ✓ Annual Employee Recognition and Awards
 - ✓ Bi-annual Employee Cookouts
 - ✓ Departmental Lunches
 - ✓ Newsmaker awards, \$5 gift cards, Weekly Shout-outs
- Diverse and inclusive workplace
- Departmental Employee Engagement Meetings

Jimmy Morton

Sr. Director/Operations

The Dallas Morning News

I have been with TDMN for 33 years, managing various production departments over the years. Currently I oversee all building and production operations at our North Plant printing facility in Plano, TX as well as our solo mail operation in Phoenix, Arizona. Here are some details about our operation:

- Printing facility is 710,000 sq. ft. on 22 acres, five presses and five insert machines.
- We have 184 employees, 164 full-time, 20 part time
- In addition to our own products, we print Wall Street Journal, New York Times, USA Today, Ft. Worth Star Telegram, and the Denton Record Chronicle.

Area Competitors for talent:

Hiring competition companies in the Dallas Area with competitive wages.

1. Amazon.com.
2. Wal-Mart.
3. Staffing & Temp Agencies (Flexible schedules).
4. Restaurants Fast food (Chipotle, Chick-fil-A, In -N- Out Burger).
5. Bimbo Manufacturing

Minimum Wage

- In 2021 the Dallas Morning News increased minimum wage to \$16 per hour. Our previous starting wage was \$10.50 per hour. This is the only significant change in salary structure from 2017 to current.
- Prior to this increase we adjusted experienced employees who would have been below this new rate. We do not have union groups in production.
- Most of our turnover is in the Packaging department, as we lose a lot of employees to Amazon and on a lesser level, Wal-Mart
- Our employees average 54 years of age with 26 years experience.

Retention Bonuses/Raises

- For now we have identified persons in critical roles that could be eligible for retention bonuses. We have not discussed our timeline to implement these yet.
- We have given increase to some of these positions to make them more comparable to other industries. (mainly technical and IT support)

Recruiting/Marketing

- At TDMN we have not had any issues retaining positions to this point. We expect this to be more of an issue as we move forward. In Phoenix, where we still use temp. services, we are offering referral bonuses of \$300 if the employee lasts 90 days.

Retention/Employee Engagement

- Having competitive salaries in the market (Increase hourly wage for below market employees pay).
- Employee's recognition (Rewards & Cookouts).
- Leadership Development & Training programs provide by the company.
- Diverse and inclusive workplace.
- Flexible schedules, focus on work life balance
- We have been really proactive in giving key employees more opportunities to train in different areas. We feel this keeps them more engaged and hopeful in our declining market. One of things we offer in this training is allowing employees to work in areas that will help build their resume for future employment. This seems backwards for retention, but it gives our employees some empowerment in determining their future. We have employees that know they will not retire from here but are gaining skills and knowledge that they can take to other careers when the time comes.

Bay Area Production Services, Hearst

2021



Andre Thomas VP of Operations

- My role as VP of Operation at BAPS is to plan, direct, coordinate, and oversee print and inserting operations activities in the organization, ensuring development and implementation of efficient operations and cost-effective systems to meet current and future needs of the organization.
- I oversee the printing and inserting operation at BAPS.
- I oversee 108 BAPS employees.
- Major commercial products – New York Times, McClatchy (Sacramento Bee & Modesto Bee), Bay Area Newspaper Group (BANG), China Daily and Financial Times along with our newspaper San Francisco Chronicle.
- We have a total of 88 press starts a week.
- Our current facility was established in 2009 formerly Transcontinental. On April 15, 2018 Hearst took over the facility and BAPS was created.

Challenge Hiring and retaining talent

Hiring competition companies in the Bay Area with competitive wages.

1. Tesla – Electric Cars, Solar & Clean Energy.
2. Amazon.com.
3. Blue Diamond Almonds Company.
4. Staffing & Temp Agencies (Flexible schedules).
5. Restaurants Fast food (Chipotle, Chick-fil-A, In -N- Out Burger).
6. Zoox an American autonomous company (Ride-hailing) – Zoox is a rental tenant in our facility at BAPS.

Non-Exempt, Hourly Classifications	Exempt	FT/PT	Effective Date	Hourly Pay Rate		Increased Percentage
				2017	2021	Amount
Job Classifications						
Mailroom Employees						
Material Handlers	H	FT	3/1/2020	\$16.35	\$19.50	19.27%
Inserter Feeder	H	FT	3/1/2020	\$15.00	\$15.50	3.33%
Inserter Operator	H	FT	3/1/2020	\$16.35	\$26	59.02%
Palletizer/Stacker Operator	H	FT	3/1/2020	\$16.35	\$22	34.56%
Pressroom Employees						
Console 1/Folder Operator	H	FT	3/1/2020	\$16.35	\$26	59.02%
Console 2 Operator	H	FT	3/1/2020	\$16.35	\$25	52.90%
Reel Tender Operator	H	FT	3/1/2020	\$16.35	\$24	46.78%

Comparative wage rates (2017 vs 2021) Entry Level

Wage Increases

- Employee merit increase is based on job performance and behavior. The merit pool goal total is based on 108 employees at 2% per employee. Based on your overall performance and behavior assessment rating of Improvement Needed, Meets or Exceeds expectations an employee can earn upwards of 2% plus.
- We have an employee bonus program that gets paid out the 2nd week in December. The bonus program is an incentive program based on operational benchmarks of newsprint waste, Runability (Rolls per break) and Reliability (On time performance). The payout pool total is based on 2% per employee.

Non-Exempt, Hourly Classifications	Annual Salary	Annualized Salary	Meets		Exceeds		Consistently Exceeds	
Job Classifications			2%		4%		6%	
Console 1/Folder Operator	\$26.00	\$54,080.00	\$26.52	\$55,161.60	\$27.04	\$56,243.20	\$27.56	\$57,324.80
Material Handler	\$19.50	\$40,560.00	\$20.28	\$42,182.40	\$20.28	\$42,182.40	\$20.67	\$42,993.60

Merit Wage Increase Sample

Ways to Retain Talent

- Having competitive salaries in the market (Increase hourly wage for below market employees pay).
- Employee bonus program and Employee's recognition (Rewards & Cookouts).
- Cross training employees in different departments.
- Reward top performers (Provide incentives)
- Leadership Development & Training programs provide by the company.
- Diverse and inclusive workplace.
- Proper employee communication (Quarterly employee meetings with Q&A).
- 4 Days 10- hour shifts schedules. (With rotating schedules)

Getting approval from Senior management.

- Always bring Data + Numbers
- Consider what the approval would bring to the team in the coming year (and beyond).
- Come up with a real number. Know the salary landscape for the type of work you do and the geographic area.
- Pull all the positive praise your team received since the last review.
- Get on the calendar (Know your company's raise and budget cycles).