

ING from page 9

Russ Newton

SVP Manufacturing, Tribune Publishing



N&T: What are “the Innovators” doing differently to lead/coach baby boomers and millennials alike?

I recently took over as GM at a new company for Hearst called Bay Area Production Services.

The company (Transcontinental Printing) we took over was printing the San Francisco Chronicle. The first thing I noticed was how young the vast majority of employees were. Seventy percent are under the age of 35. Anyone who’s running a newspaper production plant has undoubtedly had to reduce the size of their operation over the past 12 to 15 years. And while buyouts were used in some cases, the across-the-board layoffs many of us had to do led to reducing by seniority.

Leading a much younger workforce today has different challenges. Most of the millennial employees here really want more time off to pursue their passions, whatever they may be. One adjustment we were able to make to meet that need was making use of 10- and 12- hour schedules with odd start and off times to allow employees to have more days off and shorter commute times

by starting and ending shifts at low traffic-flow times. Living in the South Bay area is expensive and a mess with traffic. By using these schedules, we give our employees more options for days off and travel time to work.

N&T: How are you employing today’s formal coaching methodologies to empower your team?

We use front line supervisors as “Champions” of different processes. We have Champions for ink, plates, rollers, packaging supplies, etc. The Champions are meeting directly with suppliers, testing products and negotiating prices. This pushes the decision-making deep down into the organization and the Champions are encouraged to use employees in their process. They have to present to the senior team when they wish to make a change. But the suggestions are almost always approved. This serves a dual purpose for us. First, it pushes the decision-making down closer to the folks that are dealing with the reality of daily production. I know as a young press man, I had to run a press with complications caused by a poor vendor for one of the many key suppliers that it takes to run the press. The people making the decision often would make the choice on price. When our Champions suggest a higher cost vendor, they almost always prove to us the wisdom of the decision. Fewer stops or better quality quickly make

the higher priced product cost effective.

N&T: What has been your most effective cost savings solution (workforce excluded)?

We work with four employee press crews working 12 hours a day covering two presses. With 18 total employees, we cover 24 hours a day, four days a week and 12 hours a day the rest of the week and all vacations. Any work we can fit in the schedule doesn’t cost us any pressroom labor. And if we land another seven-day-a-week newspaper, we only have to add three employees in the pressroom to make that work.

N&T: The industry as a whole is involved in a daily battle, from aging equipment to revenue challenges. How could ING 2019 benefit folks in the industry?

They will have the chance to take with leaders from virtually every newspaper chain out there who have dealt with these challenges and can share with them the pros and cons of each idea. Some papers have added color capacity through used equipment, some papers run collect to reduce packages and improve deadlines for more sections, some papers have outsourced to operations with more current equipment. There are many more examples of good ideas for the attendees of ING 2019 to consider. ▲

ING continues on page 12



- Color control
- Dampening control
- Register control (incl. fan-out)
- Fault detection

I AM... ALL-IN-ONE



IDS-3D

The double sensors and build-in microprocessors make IDS-3D multifunctional in a revolutionary manner. A unique patented image based solution that combines color and register control in one camera and that can also be configured for detecting production failures. All functionalities are executed with joint intelligence and without the need for register marks or color bars.



www.qipc.com