

INVENTARIO DE EXCELENCIA EDITORIAL

¿Cómo se construye la calidad de su sala de redacción? Se puede sostener convincentemente que la calidad comienza por prestar atención a los detalles.

Esta herramienta de evaluación fue diseñada con ese ánimo. El análisis hecho por el Media Management Center de salas de redacción exitosas muestra que tienen el ánimo de mejorar, que constantemente están aprendiendo y construyendo para un futuro mejor. A esto lo llamamos buscar otro nivel de excelencia.

La investigación del MediaManagement Center sigue mostrando que una de las características distintivas en la selección de medios de comunicación en el futuro será la calidad. El marco que utiliza el Media Management Center para pensar en la calidad gira alrededor de cinco ideas telescópicas.

La primera es dominar lo fundamental
La segunda es desarrollar coherencia
La tercera es aprender de los errores
La cuarta es desarrollar acciones que se corrijan a sí mismas
La quinta idea es desarrollar una propuesta de valor

El MMC seleccionó 14 características universales de la calidad editorial. Iniciativas recientes de la industria del periódico que giran alrededor de la diversidad y la credibilidad muestran cuán interconectadas están estas características. Usted tal vez querrá utilizar los espacios en blanco para agregar características locales que contribuyen al éxito de su periódico.

LISTA DE FACTORES

PRECISIÓN

FUENTES

CONOCIMIENTOS DE LOS LECTORES

ENFOQUE EN LA COMUNIDAD

IDONEIDAD TÉCNICA/CONOCIMIENTO

GESTIÓN DEL DESEMPEÑO

CONTRATACIÓN

CAPACITACIÓN

INTEGRACIÓN DE LA INFORMACIÓN

INNOVACIÓN

OPORTUNIDAD

PLANIFICACIÓN ESTRATÉGICA Y
CONSCIENCIA

EVALUACIÓN DE LA CALIDAD

DESARROLLO DEL STAFF

COMO UTILIZAR ESTE FORMULARIO:

Lea cada descripción. Piense en su periódico como lo ve el lector: como un todo, no como una colección departamentos o secciones. Sea duro al calificar. Vuelva a escribir las descripciones si es necesario. Algunos de nuestros sitios de prueba han entregado este formulario a los lectores y les han pedido que califiquen al periódico. Aunque sus muestras no hayan sido científicas, los lectores dejaron ver cuán duros son como calificadores. Comparta la información ampliamente. Sostenga reuniones de lluvia de ideas sobre cómo pasar de un nivel al siguiente.

I N V E N T A R I O D E E X C E L E N C I A E D I T O R A L

C	B	A	Calificación
<p>PRECISION</p> <p>Las historias son precisas la mayor parte del tiempo; las correcciones se imprimen rápidamente.</p> <p>Los directores regularmente revisan por segunda vez los hechos antes de la publicación; las imprecisiones que han sido publicadas se investigan a consciencia; se llevan registros que se revisan periódicamente para una evaluación longitudinal regular de toda la sala de redacción y para las evaluaciones anuales del desempeño.</p> <p>Reporteros, directores y correctores por igual hacen énfasis en contar toda la historia, con precisión, completa con subtítulos y matices; hay una discusión periódica en toda la sala de redacción donde se señalan las historias que tuvieron éxito y aquellas que no lo alcanzaron; se contacta a las fuentes al azar después de la publicación para que éstas evalúen la precisión de la presentación.</p> <p>COMENTARIOS</p>			
<p>FUENTES</p> <p>Generalmente se utilizan fuentes apropiadas.</p> <p>Las fuentes son apropiadas a veces; no se cuenta demasiado con las fuentes comprobadas y fidedignas; los directores a veces cuestionan a los reporteros respecto a sus fuentes.</p> <p>Los directores y reporteros discuten a menudo posibles fuentes interesantes antes de comenzar el reportaje; se incluyen los sesgos de las fuentes y los detalles personales pertinentes en la historia; se incluyen múltiples fuentes con diversos puntos de vista.</p> <p>COMENTARIOS</p>			
<p>CONOCIMIENTO DE LOS LECTORES</p> <p>El periódico ha investigado los lectores y la investigación está a disposición de la sala de redacción</p> <p>La sala de redacción con frecuencia discute lo que ha encontrado la investigación del lector y aplica regularmente esos hallazgos para la selección y el abordaje de las historias.</p> <p>El conocimiento de los lectores se actualiza con frecuencia utilizando la investigación del periódico y de terceros así como las proyecciones para mantenerse al tanto de los cambios en la población local, la lectoría y el ambiente nacional; las historias se escriben para satisfacer lo que se conoce de la educación y sofisticación de los lectores; la sala de redacción celebra reuniones formales periódicas y grupos de foco para preguntar a los lectores sobre sí mismos, sobre el cubrimiento y lo que los lectores desean que se cubra.</p> <p>COMENTARIOS</p>			

E D I T O R I A L E X C E L L E N C E I N V E N T O R Y

C	B	A	Calificación
<p>ENFOQUE SOBRE LA COMUNIDAD</p> <p>Muchas de las historias son locales.</p> <p>Las noticias locales no solamente son locales sino relevantes e interesantes para los lectores; las ediciones por zonas se producen para satisfacer los intereses y necesidades de los lectores en dichas zonas.</p> <p>Encubrimiento intensamente local y un relevante se complementa con diversos programas de extensión que permiten la interacción entre la comunidad y el periódico; el periódico en sus empleados que están involucrados en la comunidad.</p> <p>COMENTARIOS</p>			
<p>IDONEIDAD TECNICA/CONOCIMIENTO</p> <p>Newsroom staff is familiar with and uses only the most rudimentary computer equipment and programs.</p> <p>Newsroom has a systematic program to regularly update equipment; periodic staff training is conducted to ensure staff maximizes the capabilities of all equipment.</p> <p>Newsroom culture regards technical advances as key to the newspaper's future; the expertise and advice of the technologically savvy staffers are systematically tapped; decisionmakers monitor the technology industry and the media for hints about future advances; training in cutting-edge use of technology is sought and offered.</p> <p>COMMENTS</p>			
<p>PERFORMANCE MANAGEMENT</p> <p>Newsroom has an uneven approach to performance management. Performance reviews are done sporadically if at all; performance-related rewards and sanctions are given irregularly.</p> <p>Newsroom is aware of the benefits of performance management and has a performance-measurement system. Performance-review forms are not job specific; reviews are not always sufficiently direct; managers are not trained in the basics of coaching and performance management.</p> <p>Newsroom has a job-category-specific performance-review system, and some of the headings are linked to the goals of the company; reviews are done in a timely and forthright fashion; managers have received performance-management training; immediate daily feedback is part of the culture; performance-review forms are examined and revised annually to coincide with emerging newsroom or company needs and goals.</p> <p>COMMENTS</p>			

E D I T O R I A L E X C E L L E N C E I N V E N T O R Y

C	B	A	Grade
<p>HIRING</p> <p>Interviewing and hiring are the sole domains of the department head and managing editor; the focus is on getting the best candidate for a specific job.</p> <p>COMMENTS</p>	<p>The interviewing process involves employees from all levels to gain their input on prospective employees; effectiveness-enhancing approaches such as behavioral interviewing, candidate testing or tryouts are employed.</p>	<p>Multi-employee input is sought; effectiveness-enhancing approaches are employed; emphasis is on hiring from appropriate applicant pools the person who will competently fill the existing position but who also demonstrates long-term potential and adaptability for other positions; effective attraction and retention schemes are presented.</p>	
<p>TRAINING</p> <p>Training is available sporadically to a limited number of employees.</p> <p>COMMENTS</p>	<p>Training is seen primarily as an off-site phenomenon and is offered to enhance a limited number of employees' performance in their current positions.</p>	<p>Training budget is adequate; training is a performance-enhancing growth opportunity for employees and is presented to improve performance and to prepare staff for future jobs or responsibilities; regular on-site training is augmented by off-site training; needs are continually reassessed and programs, content and methods are adapted accordingly; job swaps and reassignments are used as skillbuilding opportunities.</p>	
<p>INTEGRATING INFORMATION</p> <p>Newspaper functions as separate units with managers and editors making decisions alone; information is rarely passed to other departments or lower echelons.</p> <p>COMMENTS</p>	<p>Newspaper has developed ways to disseminate some information throughout the organization; some key decisions are not adequately communicated in a timely fashion.</p>	<p>All departments are committed to gathering input from other departments before making decisions and informing the entire organization once decisions are made; a formal network of transporting information has resulted in all levels of the organization being knowledgeable about issues, initiatives and decisions; employees are committed to receiving and passing information from readers and customers through formal lines.</p>	

E D I T O R I A L E X C E L L E N C E I N V E N T O R Y

C	B	A	Grade
<p>INNOVATION</p> <p>Innovation comes almost exclusively from top managers.</p> <p>COMMENTS</p>	<p>Top management encourages all levels to innovate, but the route is unclear or cumbersome; good ideas get stuck in the system; innovation efforts are regarded as department-specific, and useful ideas are not passed on or accepted inter-departmentally.</p>	<p>Innovation is regarded as a key responsibility of all employees; solid new ideas, styles or approaches are assessed and implemented with great speed; systems are in place to not only encourage innovation but to reward and celebrate it; regular sessions are held to seek solutions to newspaperwide problems or issues.</p>	
<p>TIMELINESS</p> <p>Stories that are relevant or important to the community are presented as soon as possible.</p> <p>COMMENTS</p>	<p>A formal futures budget and an emphasis on running stories before meetings and events ensures that readers learn about things while they can still participate or have an impact; some stories are over-covered, given prominent space long after readers have lost interest.</p>	<p>A formal futures budget is available for viewing by the staff for its input; artists and designers are brought into the process early to ensure the best possible packaging; the timing of publishing all aspects of the news product, including special sections, is regularly examined to determine whether modifications would better serve readers.</p>	
<p>STRATEGIC PLANNING & AWARENESS</p> <p>News staff reacts as promptly as possible to changes in the community.</p> <p>COMMENTS</p>	<p>News staff annually receives information about the newspaper's upcoming initiatives and often comes up with methods for facilitating those efforts; news staff regularly sets yearly goals.</p>	<p>Newsroom participates in defining and contributing to goals; newsroom has annual strategic plan based on what it sees as opportunities and challenges, as does each department within the newsroom; news managers and reporters constantly seek data from outside sources that will foretell changes in the demographics, economics and sociology of the community, and recast coverage immediately based on that data.</p>	

E D I T O R I A L E X C E L L E N C E I N V E N T O R Y

C	B	A	Grade
<p>QUALITY ASSESSMENT</p> <p>News managers do periodic content audits to pinpoint problem areas.</p> <p>News managers periodically assess the relative effectiveness of the beat structure, story approach and content.</p> <p>Newsroomwide discussions are conducted to examine content, pinpoint problems and arrive at solutions; the definition of quality extends to depth and breadth of story presentation; daily critiques provide immediate feedback; performance-improvement plans are developed for teams, departments or individuals who are not consistently providing quality work.</p> <p>COMMENTS</p>			
<p>STAFF DEVELOPMENT</p> <p>News staffers are usually given new jobs or roles when they become bored or their performance lags.</p> <p>Managers and employees talk regularly about current performance and future interests, and some effort is made to provide training or coaching to prepare employees for the next step.</p> <p>For each employee there is a written development plan -- agreed upon by each employee and his or her managers -- that includes future training options, job shifts or reassignments and other strategies seen as beneficial to professional growth; managers regard growth of their employees as a key function of their jobs; inexperienced staffers are given extra attention and mentoring.</p> <p>COMMENTS</p>			
<p>CONVERGENCE</p> <p>Publish stories when TV partners air them. Share story budgets.</p> <p>Share daily and long-term projects; editors and producers have face-to-face planning time; reporters are involved immediately; all refers are specific, complete and on time.</p> <p>Create a true team to report across all platforms; people have to understand they're part of a team; daily and long-term stories are shared throughout the news cycle; editors and producers work together with page designers, photographers and artists.</p> <p>COMMENTS</p>			