

# WICT Foundation PAR Initiative 2003

*Celebrate the Best Companies of 2003*

Supported by the Walter Kaitz Foundation

Executive Summary • Executive Report



WORKINGMOTHERMEDIA





<b>Executive Summary .....</b>	<b>5</b>
Overview and Statement of Purpose .....	5
Key Findings .....	6
Pay Equity .....	7
Advancement Opportunities .....	8
Resources for Work/Life Support.....	9
Further Research.....	10
<b>Executive Report .....</b>	<b>11</b>
Pay Equity .....	12
Advancement Opportunities .....	14
Women of Color .....	16
Retaining Women .....	23
Resources for Work/Life Support.....	25
Conclusions: A Chance to Lead by Example .....	27
A Business Case.....	28
About Working Mother Media .....	29
About the WICT Foundation .....	29
WICT Foundation Board of Trustees .....	30



The **WICT Foundation PAR Initiative** is a groundbreaking advocacy program, initially launched in 2002, to both measure and support the advancement of women in the cable and telecommunications industry in:

**P A R** Pay Equity  
Advancement Opportunities  
Resources for Work/Life Support

In March 2003, an intensive 64-question survey was sent to human resources directors in the cable and telecommunications industry. An independent research partner, Working Mother Media, confidentially collected the data, compiled it and presented the results found in this report.

The principal goal of the PAR Initiative is to help companies in our industry achieve the equality of women in the workplace by:

- measuring the progress of women in companies and throughout the industry as it relates to the pay equity, advancement opportunities, and resources for work/life support;
- providing resources and programs to support companies in achieving true equity;
- recognizing companies engaged in outstanding work to achieve true equity.

The survey results in this report reflect the participation of 28 companies, including cable operators that serve 74% of U.S. subscribers, according to the National Cable & Telecommunications Association (NCTA, 2003) and cable programmers that account for 9 of the top 20 channels (by number of subscribers).

## DEFINITIONS OF MANAGEMENT TITLES

**Manager**—Any employee with supervisory responsibility, from front-line managers to the top levels.

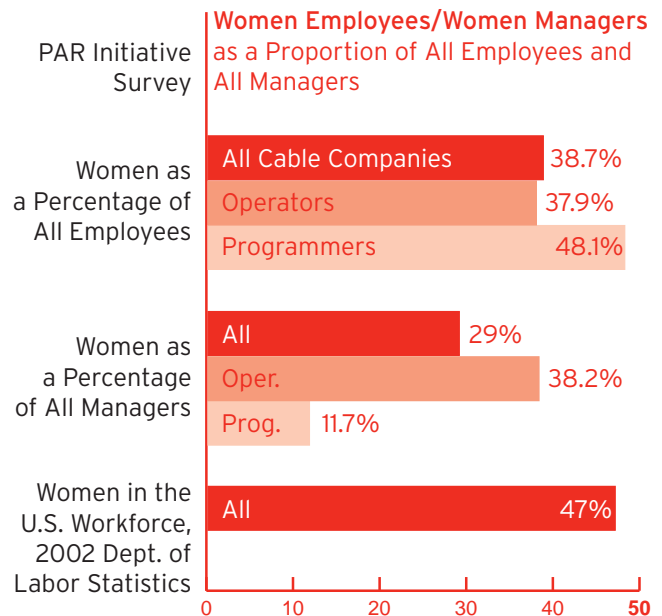
**Middle Managers**—Managers with responsibility for a line of business, a department, division, practice area, or region, who reports to vice presidents.

**Senior Executives**—Top managers who run major divisions and/or major components of the business. Typically, these titles start at executive vice president or senior vice president, and above.

**Director**—Member of the board of directors, with governance oversight of the company, but not day-to-day management responsibility.

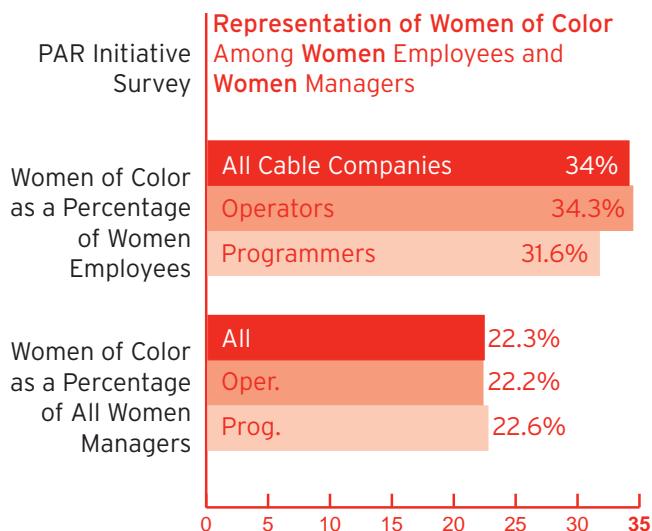
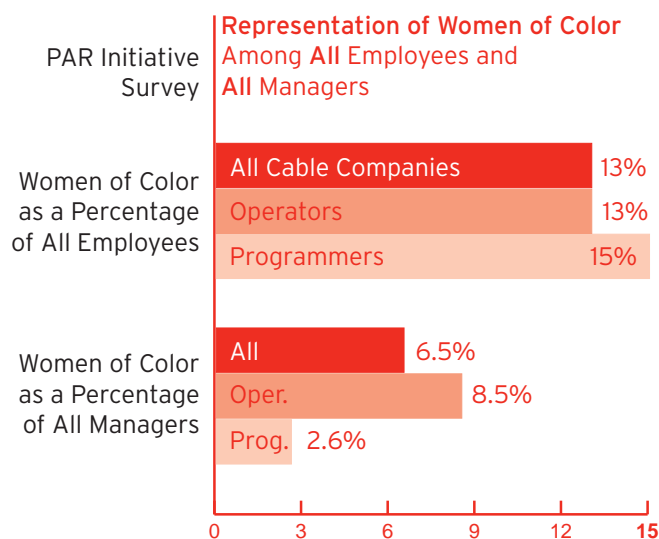
# Key Findings

- Women are under-represented in the cable industry’s workforce: 39 percent of cable employees are female, versus women’s 47 percent of the national workforce. Women fall further behind in the management ranks: 29% of managers; 20% of mid managers and 27% of senior executives.
- The U.S. Census Bureau reports that the overall percentage of women in management at U.S. companies is 42 percent. The overall percentage of women in management at cable companies is 29 percent.
- In the cable and telecommunications industry overall, all women are underrepresented in upper management ranks, as 27% of senior executives. Women of color are severely underrepresented, as 2.9% of all senior executives.
- Generally, operators have a better track record than programmers of promoting women into entry-level managerial jobs. Programmers’ relatively large share of female senior executives reflects the pioneering women who participated in the industry’s early growth. Yet the supply of women middle managers at operators and programmers prepared to replace these pioneers is small.



## Key Findings, Cont'd

- Women of color make up 13 percent of employees at the cable companies responding to the PAR Initiative Survey. But women of color are far less likely to advance into management than are white women or men and are almost entirely absent from senior management.
- Women do not continue to rise at operators; at the executive level, women are outnumbered four to one by men.

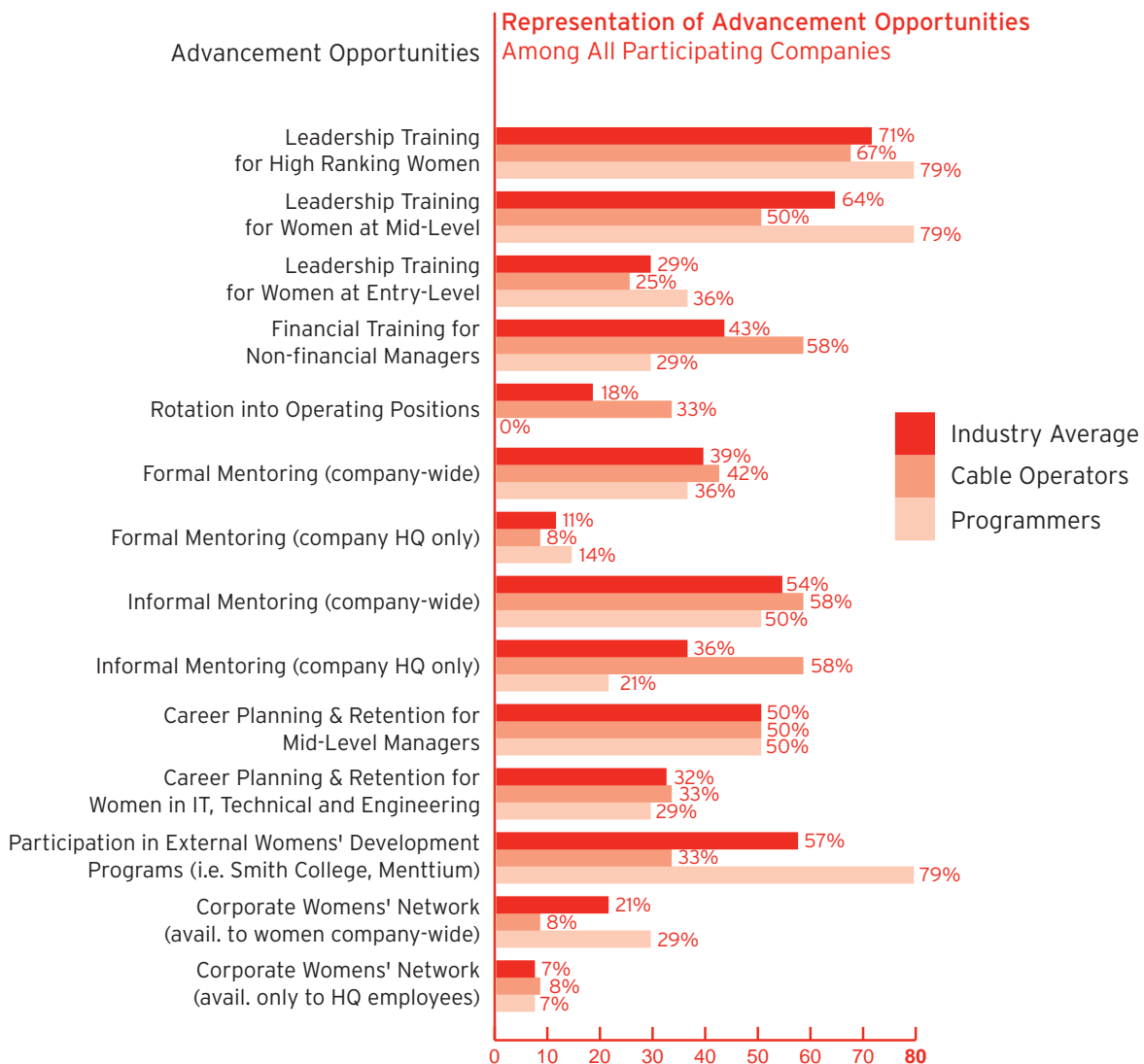


## Pay Equity

- The cable industry does not proactively monitor gender pay equity. Cable companies in the survey uniformly believe their pay is equitable-but fewer than one in five formally review their salaries to back up that claim.
- More than one-third of responding companies have policies that specifically dictate equal pay for equal work, and almost one-third have corrected pay inequities between men and women-usually on a case-by-case basis. But these two groups barely overlap; companies with pay-equity policies are not necessarily the ones that have corrected pay gaps.
- 36% of participating companies have gender pay-equity policies
- 32% of participating companies have identified and corrected gender pay inequities

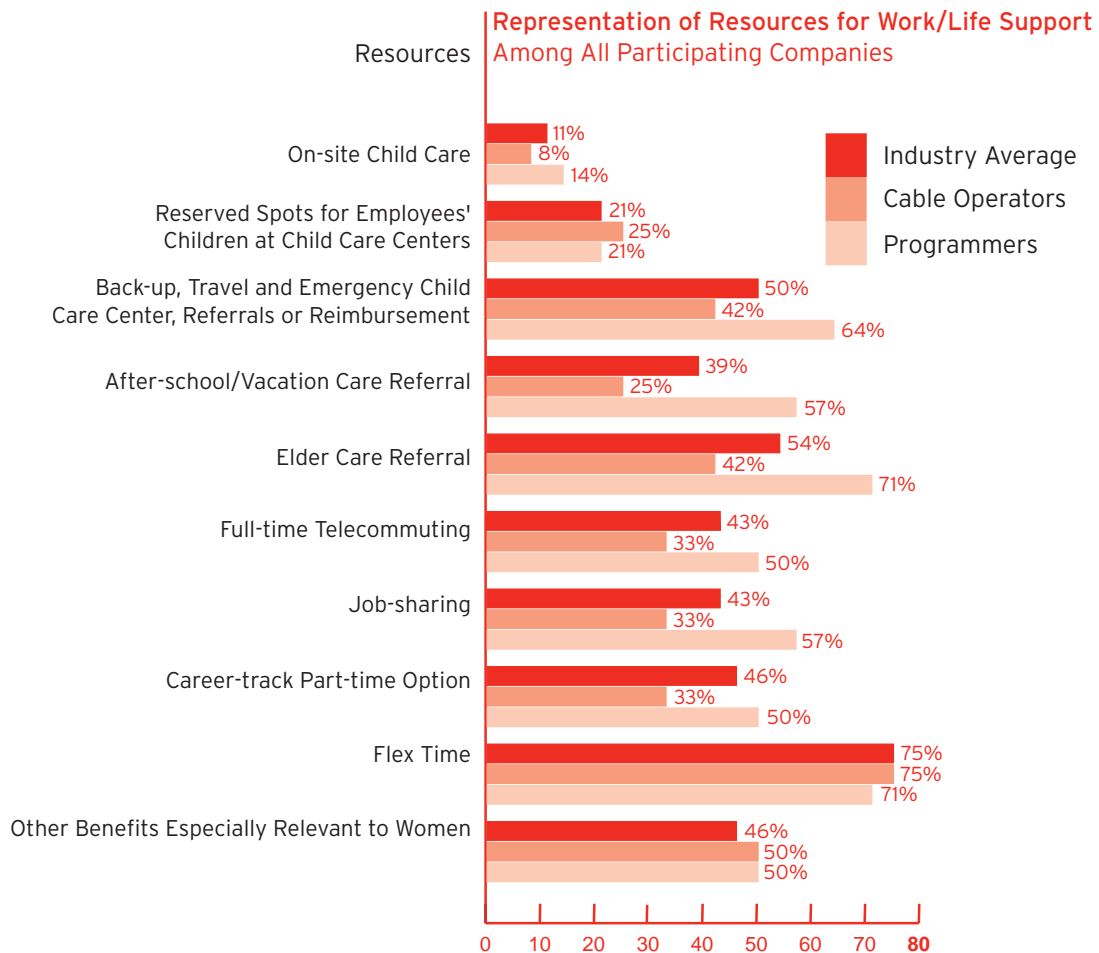
# Advancement Opportunities

- Many programs that support and promote women’s advancement are offered at a majority of respondent cable companies. The most common: leadership training, participation in external women’s development programs and informal mentoring.
- Companies do not always target their female employees’ greatest needs: Only 33 percent of operators, and no programmers, among survey respondents offer rotation into operating positions, a program that could address the No. 1 barrier to women’s advancement. Further, the cable industry has little systematic evidence to determine which advancement opportunity programs work and which fail.
- 71% have leadership training for senior-level women
- 64% have leadership training for mid-level women
- 29% have leadership training for entry-level women
- 39% have formal mentoring programs
- 25% measure the results of their leadership development programs



# Resources for Work/Life Support

- Many cable companies already offer the work/life benefit most effective in boosting productivity: alternative work arrangements, in the form of flexible scheduling, job sharing, and part-time career tracks.
- But cable companies lag in some work/life support areas-particularly on-site child care.
- 75% offer flex-time
- 50% offer back-up/travel/emergency dependent care
- 43% offer telecommuting



## Further Research

With the first PAR Initiative Survey, the WICT Foundation hopes to establish the current status of women in the industry to allow the industry to measure its growth and to provide it with a springboard from which it can initiate change. Annual surveys will give participating cable companies a chance to measure their progress each year. The WICT Foundation hopes that companies that did not participate will do so in the future, both to provide a more accurate picture of the cable industry as a whole and to chart their own growth. Materials for the second PAR Initiative will be mailed in spring of 2004. To ensure your participation in the PAR Initiative, please contact the WICT Foundation at [par@wict.org](mailto:par@wict.org).

<p><b>Best Operators for Women in Cable*</b></p> <p>Cable One Comcast Cable Communications, Inc. <i>Cox Communications, Inc.</i> Insight Communications Time Warner Cable</p>	<p><b>Best Companies for Women in Cable—2003</b></p>	<p><b>Best Programmers for Women in Cable*</b></p> <p>ABC Cable Networks Group Discovery Communications, Inc. Lifetime Television Turner Broadcasting System, Inc. <i>The Weather Channel</i></p>
<p><b>Pay Equity</b></p> <p>DirectTV, Inc. Discovery Communications, Inc. Starz Encore Group Turner Broadcasting System The Weather Channel</p>	<p><b>Advancement Opportunities</b></p> <p>Discovery Communications, Inc. Qwest Communications International, Inc. Starz Encore Group Turner Broadcasting System The Weather Channel</p>	<p><b>Resources for Work/Life Support</b></p> <p>Comcast Cable Communications, Inc. Discovery Communications, Inc. Lifetime Television Turner Broadcasting System, Inc. The Weather Channel</p>

*\*All lists are presented in alphabetical order. Order of appearance does not signify results of PAR Initiative. Cox Communications, Inc. is the 2003 Best Operator for Women in Cable. The Weather Channel is the 2003 Best Programmer for Women in Cable.*

The PAR Initiative Executive Report benchmarks the status of women in the cable and telecommunications industry in terms of pay equity practices, advancement opportunities designed to prepare women for—and move them into—key leadership positions, and resources for work/life support that provide practical solutions.

Women are under-represented in the cable industry's workforce: 39 percent of cable employees are female, versus women's 47 percent of the national workforce. Women fall further behind in the management ranks: 29% of managers; 20% of mid managers and 27% of senior executives.

Women of color represent 13 percent of all cable employees and 6.5 percent of managers. At the highest levels, women of color are barely present, at 2.9 percent of all senior executives.

## Methodology

Both cable programmers and cable operators were encouraged to participate in the PAR initiative survey. Programmers are companies that provide programming—shows, news, and other content—to distributors of cable content. Operators are companies that use technology to distribute content to cable and telecommunications subscribers. The technology employed includes cable, telephony and Internet-based services.

The PAR Initiative survey was conducted March thru July 2003 by mail from a total of 188 companies drawn from Women in Cable & Telecommunications (WICT) and the Cable and Telecommunications Human Resources Association (CTHRA). The effort yielded 28 useable responses.

The 28 companies that participated in the PAR initiative include those that are publicly held, privately held companies and nonprofits related to the cable industry. Operators/providers participating in the PAR Initiative account for over 74 percent of U.S. subscribers (as calculated by the National Cable & Telecommunications Association, December 2002.) Programmers participating in the PAR Initiative include nine of the top 20 channels, based on number of subscribers (according to NCTA, August 7, 2003).

The PAR Initiative research parameters were determined by analyzing the norms for all companies as outlined in the two national rankings produced annually by the WICT Foundation's research partner Working Mother Media (WMM); The 100 Best Companies for Working Mothers and the Top Companies for Executive Women. Combining this information with historical data gathered by the WICT Foundation, WMM determined norms for the media and telecommunications/cable companies based on its historic knowledge of these industry categories and used them to formulate a questionnaire tailored to the cable industry.

*The funding for this original research is supported by the WICT Foundation, WICT Chapters, and a grant from the Walter Kaitz Foundation.*

*The WICT Foundation partnered with Working Mother Media to conduct the research.*

PAR  
Pay Equity  
Advancement Opportunities  
Resources for Work/Life Support

## How One Programmer Factors In Pay Equity

One programmer that conducts pay equity surveys has an extensive process. First, it analyzes men's and women's salaries by job category as defined by the EEOC codes. Then, human resources executives factor out age, company service, and performance so that they are left only with race and gender as the variables. Finally, they examine the results for inequities that track with race and gender. The entire process is more than an academic exercise because human resources executives enter it with money already budgeted to eliminate any pay inequities they discover. ■

## How One Operator Corrected Gender Pay Inequity

The operator acquired the division several years ago, and the division subsequently made acquisitions of its own. It wasn't long before the top human resources executives realized that they had inherited a tangle of pay grades and pay criteria, especially for customer service positions.

"Customer service supervisors were dominated by women, and were paid a lot less. When we laid it all out on the table and compared (who was paid what), there was a glaring discrepancy," says an executive at the operator.

Human resources managers took the opportunity to completely overhaul the customer service compensation structure. They established criteria that reflected the fact that "it takes the same skills to be a supervisor in the office as in the field." That meant that women customer service managers would be paid in an equivalent manner to male supervisors of field work crews. The common denominator was the number of people that each supervisor managed. Pay for all supervisors was adjusted to reflect the new, consistent, scale. ■

## Methodology, cont'd

Participating companies were scored on the percentage of women in management compared to the percentage of female employees; the percentage of women of color in management compared both to the percentage of all managers and to all women managers; and the scope, thoroughness, and track record of programs aimed at identifying, recruiting, advancing, and retaining women at all levels: as employees, technical professionals, technical support staff, managers, professionals, and, where applicable, on boards of directors. The ideal score is a 50-50 balance of men and women in the employee pool and at all levels of management and governance.

Ideally, a company would have as many women in management at each level as it has women employees—in other words, women would be consistently represented at each level. Scoring on qualitative factors such as pay equity policies, leadership programs and work/life programs was based on formulas derived from WMM's proprietary research in these fields.

The PAR Initiative requested detailed current and historical information about programs aimed at pay equity, advancement opportunities, and resources for work/life support and assessed the status of these programs at each company.

The five top-scoring operators comprise the **Best Operators for Women in Cable** list. Likewise, the five top-scoring programmers determine the **Best Programmers for Women in Cable** list. The companies, operators and programmers, with the top scores for **P**, **A** and **R** comprise the top companies for each of these categories.

## Pay Equity

- Participating cable companies uniformly believe that they pay their female employees fairly. Yet, only 18 percent of the companies conduct internal surveys to determine whether their pay-equity policies are actually enacted. The PAR Initiative reveals that 32 percent of the participating companies have ever corrected a gender pay inequity, most typically on an individual, case-by-case basis.
- There is very little overlap between the companies that have formal policies and survey to ensure compliance with those policies and the companies that have corrected legitimate, gender-pay inequities. In other words, cable companies that have official, gender, pay-equity policies are unlikely to have moved to correct inequities; at the same time, companies that have had inequities drawn to their attention and have corrected them are not usually the same companies that have pay-equity policies.
- When companies have been faced with gender pay inequities, they report that they moved quickly and decisively to bring the woman's pay in line with prevailing market rates and that of male colleagues. The PAR Initiative found that the industry's own responses indicate that it does not proactively monitor gender pay equity.

- In 1998 and 1999, WICT Foundation's Pay Equity Initiative white papers revealed a gender pay gap of about 17 percent industry-wide. Most recently, the 2002 "A New Look through the Glass Ceiling: Where are the Women?" (conducted by the U.S. General Accounting Office), has shown that in seven of ten industries analyzed, the earnings gap between female and male managers actually widened between 1995 and 2000.
- 100 percent of the companies participating in the 2003 PAR Initiative claimed to have no systemic problems with gender pay equity. About 68 percent of the respondents replied that there neither is nor has there ever been any gender pay-inequity problem at their companies. The remainder states that there is no systemic problem but say that they have occasionally addressed individual gender pay inequities when they have been brought to management's attention. These problems have arisen and been addressed strictly on a case-by-case basis.
- 36 percent have pay-equity policies that specifically dictate equal pay for equal work. The most sophisticated companies, only 18 percent, have gender pay-equity policies and also conduct internal pay surveys at least annually to ensure that those policies are being enacted. These same companies also compare their pay scales for men and women to current industry norms every year.

## Interpretation

PAR Initiative respondents replied that the lack of complaints about pay inequity was a key indicator that there was no problem. Yet, employees at most companies are not offered a channel for inquiry or complaint other than the standard 'open door' at human resources.

Several companies now in the throes of post-merger consolidation report that they are seizing the chance to review all pay structures at all levels to make sure that they are in harmony. Gender pay inequities can be corrected along with other sorts of discrepancies so that everyone in the company is being paid consistently with the company's official policies.

## Recommendations

Considering the small number of women on the mid-management track, it is strongly recommended that the industry put in place some practices and standards for gender pay equity for managers. Otherwise, companies that have a high percentage of pioneering women in their top ranks may find that their default gender pay equity retires along with these women. There are no assurances that the next generation of women will inherit an equitable culture. They may find themselves fighting a gender pay battle at a point in their careers when the precedent should be well established at their companies.

## How DIRECTV Ensures Pay Equity

In the fall of 2002, DIRECTV, Inc. was randomly chosen for a review of recruitment, hiring, promotion, termination and compensation practices conducted by the Office of Federal Contract Compliance Programs (OFCCP). The OFCCP reviews the data by gender and ethnicity for indications of bias or discrimination. The agency focused the majority of its analysis on compensation. Because DIRECTV reviews pay equity for gender and racial bias during annual salary review periods, it believed that the audit would have a positive outcome for the company.

For each pay grade, the agency looked at male vs. female, minority vs. non-minority data and then compared the pay of every ethnic group against all others in that grade who did not belong to that ethnic group. The result: DIRECTV received a letter from the OFCCP stating that no systemic adverse impact or pay inequity issues were revealed in its study. The company explains that "It's a confirmation that we have been doing the right thing. The auditing that we have been doing over the years has been effective. At DIRECTV, we strive to maintain a corporate culture which values employees for their unique talents and to employ a diverse workforce. To succeed at this, we must support strategies of inclusion in our employment, pay, and performance management systems," says human resources executive Laura Kenyon-Rosenwald. ■

# Advancement Opportunities

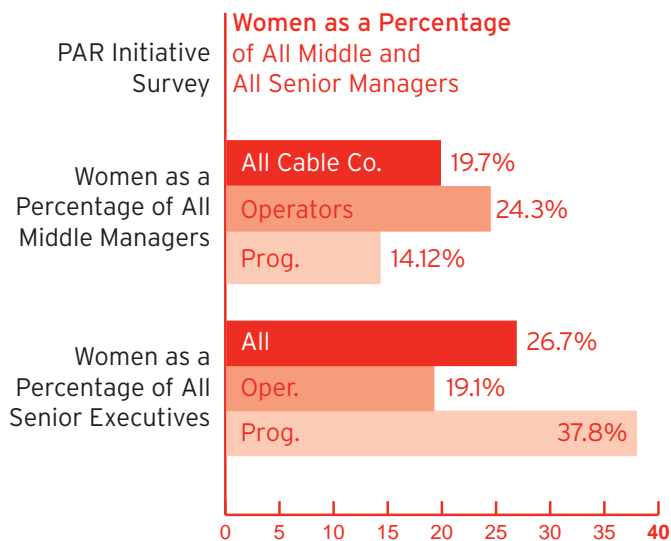
- The PAR Initiative found that women account for 15.6 percent of the board directors of all cable companies surveyed, including both public and private companies. This is almost identical to the percentage of women on the boards of Fortune 1000 companies as determined by Catalyst, a New York City research and advocacy group for women in business.
- Relatively few companies in the cable industry are publicly owned as stand-alone cable service providers. Of the publicly held companies, most have only one woman on their boards. This is consistent with the representation of women on corporate boards nationally. Among Fortune 500 companies, 87 percent have at least one woman director, but only 45 percent had two or more female board directors, according to the 2001 (and most recent) census of Fortune 1000 boards conducted by Catalyst, a womens' business advocacy group.

## How Day Care Helps Cox Retains Customer Care Reps

Back in 1998, Cox Communications opened a day care center intended to provide emergency care for customer care center employees' children. That mission has evolved considerably, but along the way, Cox has found that the day care center helps contribute to its lower than average industry turnover of 18% and retention of key talent. This center also helps contribute to work-life balance that only 33% of all other employers its size in San Diego provide. The center's original purpose is now fulfilled by the three 'sick rooms:' offices equipped with workstations for parents and cots for mildly sick children. With televisions, videos, and toys, the sick rooms enable parents to stay close to children suffering from the sniffles while meeting their own daily work goals. Parents don't feel guilty about staying home for a routine childhood illness and aren't forced to make no-win choices such as sending a slightly ill child to join the healthy children in the main center. Meanwhile, the center proved so attractive to employees that most of its space was converted to traditional day-care use shortly after it opened. Operated by Bright Horizons Family Solutions, the center serves Cox families at the customer care center and at another facility in San Diego about 12 miles away. ■

## Women in Management

The U.S. Census Bureau also reports that the overall percentage of women in management at U.S. companies is 42 percent. The overall percentage of women in management at cable companies is 29 percent. This aggregate number obscures an interesting divergence between operators and programmers.



## DEFINITIONS OF MANAGEMENT TITLES

**Manager**—Any employee with supervisory responsibility, from front-line managers to the top levels.

**Middle Managers**—Managers with responsibility for a line of business, a department, division, practice area, or region, who reports to vice presidents.

**Senior Executives**—Top managers who run major divisions and/or major components of the business. Typically, these titles start at executive vice president or senior vice president, and above.

**Director**—Member of the board of directors, with governance oversight of the company, but not day-to-day management responsibility.

## Operators

In the cable industry, operators follow a pyramid pattern; there is a smaller percentage of women in the top ranks than there is at the middle, and a smaller percentage of women in the middle than in management overall. In fact, among cable operators, there are just as many women in management overall—38 percent—as there are women employees—38 percent. This is a key indicator that means that operators are drawing an equal percentage of women and men from the employee pool into management ranks.

However, women do not continue to rise at operators; at the executive level, women are outnumbered four to one by men. This appears to be the case because operators do not retain women in mid-management. There are many well-established programs and strategies to boost mid-career retention rates and keep women in the industry, but they are not being used often enough or well enough to stem the loss of women in mid-career.

Overall, operators have higher percentages of female employees and female managers. They are within 10 percent of reaching the national norm, both for employees and managers.

Interviews with operators with high proportions of women managers revealed several successful strategies. They recruit aggressively and imaginatively with organizations such as women's engineering groups and women's technology groups. They make it a priority to construct and support women's affinity groups within the company so that women can find peers. They recruit women at mid- and upper-levels from a wide variety of sources, especially when recruiting women into IT and engineering positions.

Cable operators are also cultivating call-center management as a profit-and-loss managerial position to reflect the importance of customer retention and cross-selling services. As this traditionally has been a good place for women to rise in management at operators, the rising importance of the customer-contact function offers a major avenue for the promotion, retention, and development of women into executive ranks.

## Programmers

Programmers demonstrate an hourglass pattern of women in management. At programmers, women are outnumbered three to one in management overall and nearly three to one at the mid-management level. But at the top level, there are nearly as many women as men.

Women are well represented in the upper-levels of management at programmers, but the corps of women on course to be elevated to replace these women is dramatically smaller. Based on anecdotal evidence, part of this disparity is explained by the large numbers of female pioneers who entered programming when the industry was young. Today, there are relatively few women coming along behind them. Women who are recruited to

## How The Weather Channel Fosters Mentoring Relationships

Janice Bozzi had wanted to start a formal mentoring program at The Weather Channel (TWC) for years before she finally did in 2002.

It wasn't that it wasn't a priority. But Bozzi, vice president of organizational effectiveness, believes that mentoring with little or no context just doesn't make sense. "If you don't have development planning as a core requirement at all levels, why set up a mentoring program? You'd set people up and there would be no next step," she says. Only when TWC management had well established development tracks at every level did she turn to mentoring.

The program that Bozzi set up in spring 2003 isn't just a fuzzy-edged feel-good effort. Self-nominated mentees are carefully matched with mentors.

With an eye towards measuring results, she first held training sessions for senior executives. After they go through 'Mentoring 101' and a likely match pops up, Bozzi meets with the mentee to make sure that each has realistic expectations for the relationship.

"We start with an expectation around a particular area. I try to narrow the expectations—for example, if you want a mentor who will help you hone your strategic thinking skills, that's one thing. Or if they want a functional mentor, in their own department, that's another," says Bozzi.

With some 20 pairs matched up, Bozzi is moving the measurement pieces into place. Feedback from mentees is one aspect, but she is also setting up ways to track the impact of mentoring on retention and job satisfaction. 'I'm focusing on a very concrete, specific approach that focuses on discrete steps and results, to combat the vague image of mentoring,' she says. ■

# Women of Color

## Advancement Opportunities: Programmers, cont'd

programmers apparently stay at an even rate, but there are not enough being recruited at early and mid-career levels to maintain the high percentage of women currently in the executive ranks.

At programmers, 11.7 percent of managers are women. This number represents only one quarter of the national average for female managers.

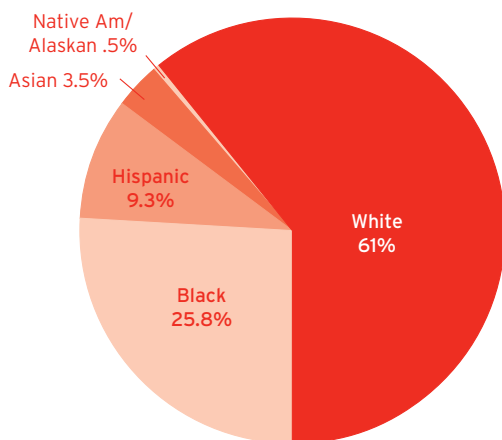
Conversely, at operators, 38 percent of all managers are women, representing 90 percent of the national average. Women account for nearly 39 percent of the population of cable-company employees, but 29 percent of all managers.

Why are women so underrepresented as managers at programming companies? A polarity exists among the responding companies; some had very high proportions of women and an equal amount had very few women. This is easy to understand considering that some programmers are specifically geared to women—and are dominated by women at all levels—and some are specifically geared to men—and dominated by men at all levels. If it is taken as truism that the employee makeup of a programmer should demographically reflect its target audience, this probably should not change. However, men also dominate programmers that offer gender-neutral content.

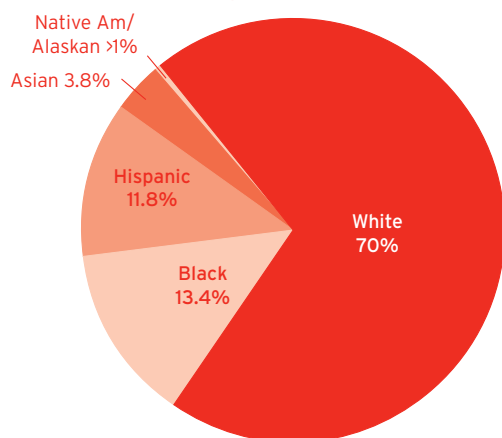
## Women of Color

There are both positives and negatives revealed in the statistics about women of color employed at cable companies. The overall racial distribution of women does not match cleanly with the overall racial distribution of women in the country, but in some cases it is close.

Comparison of Women Cable Employees with U.S. Women by Race

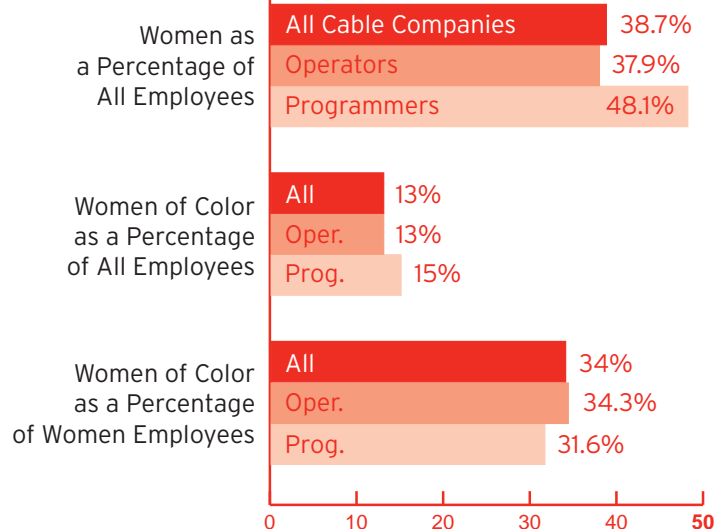


Population of U.S. Women by Race, 2000

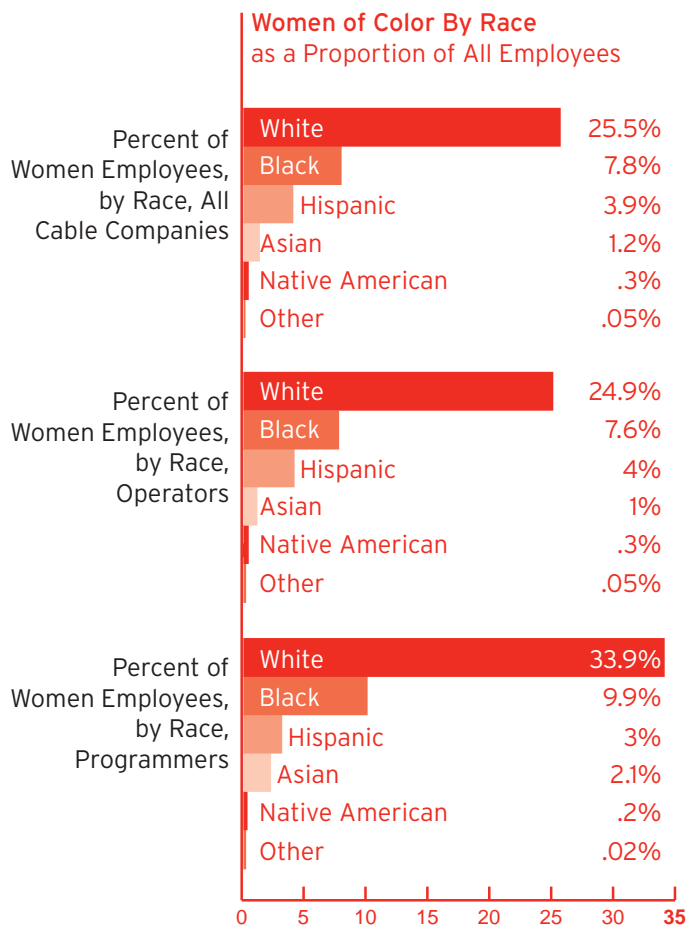


Source: PAR Initiative Survey; U.S. Bureau of the Census

PAR Initiative Survey  
Women of Color as a Proportion of Operators and Programmers



African-American women fare well at cable companies—the 26 percent of black female employees is nearly double the proportion of black women in the U.S. population overall (13 percent.) White women are underrepresented by about 10 percent compared to their presence in the general population (67 percent of women). Hispanic women are underrepresented by 22 percent and Asian women are underrepresented by 8 percent compared to their presence (13 and 4 percent, respectively) in the general population.



The proliferation of specialized channels with ever-narrower demographic and psychographic appeal is a core driver of the growth of the cable industry. Minority-owned-and-operated channels already represent an ‘entry portal’ of sorts for their own members to enter the industry and subsequently rotate into positions at ‘mainstream’ channels. This default recruitment tactic places an unfair burden on minority-oriented channels and complicates their attempts to retain their own homegrown talent.

## How Discovery Discovers New Ways to Develop Women

Though about 60 percent of Discovery’s employees and managers are women, Judy Donohue, SVP of Learning and Development is determined to help the organization achieve its goal of building a diverse pipeline of leadership talent.

In 2003, her priority is establishing leadership development programs that will ensure that there are plenty of women and minorities for the next generation of top leadership. “We’ve done a good job of moving women up” she says, “and we are continuing to focus on making sure that talented women at all levels have growth and leadership opportunities.”

The newly launched Women’s Leadership Group Initiative is intended to signal to ambitious managers that the company is providing more tools to help them achieve their potential. The mission of this initiative is to understand challenges faced by women in the Discovery workplace, and to create opportunities that are catalysts for empowerment and transformation. Its first event was an all-day 2003 leadership conference that features a *continued* ▶

# Women of Color

Some cable companies are rolling out innovative strategies to find and recruit women of color. The early success of these programs indicates that they may offer fresh ways to widen the front door of all cable companies to women of color. Successful programs include developing year-round relationships with student chapters of professional groups that extend beyond the recruiting system; partnering with professors on case studies, internships, and research projects to get to know women of color before they graduate from college; consistent sponsorship of professional organization events geared for women of color; cultivating relationships with the job-placement offices of social-service agencies, community colleges and technical schools; and matching women of color with mentors during internships of all durations.

## How Discovery Discovers New Ways to Develop Women

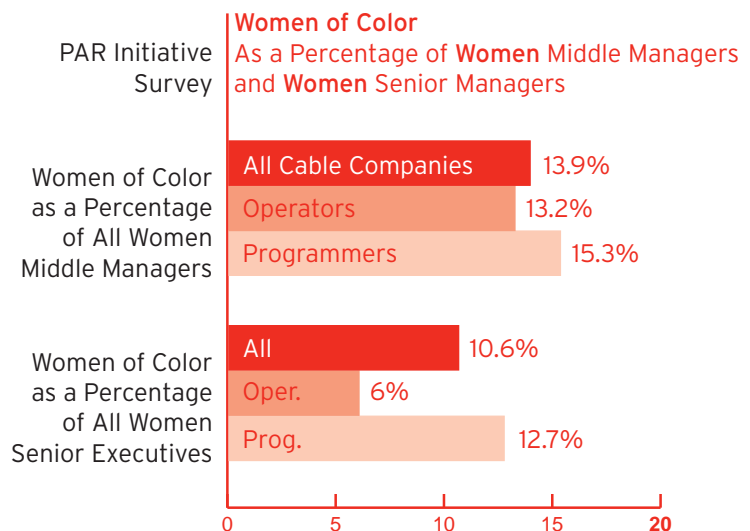
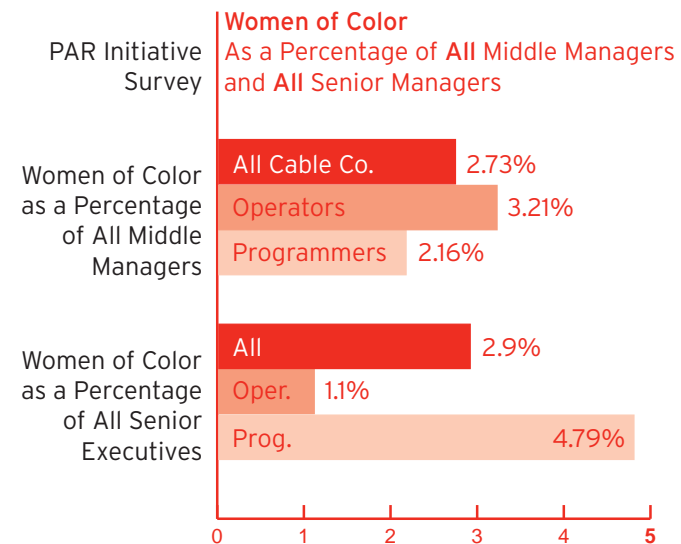
*continued from previous page*

mix of guest presenters, along with opportunities to engage each other in meaningful conversation that will explore leadership from different perspectives. There will also be many opportunities for Discovery colleagues to reconnect with others across departments, levels, and job functions.

Socially oriented events like the conference are balanced by nuts-and-bolts sessions that Discovery requires of mid-level managers.

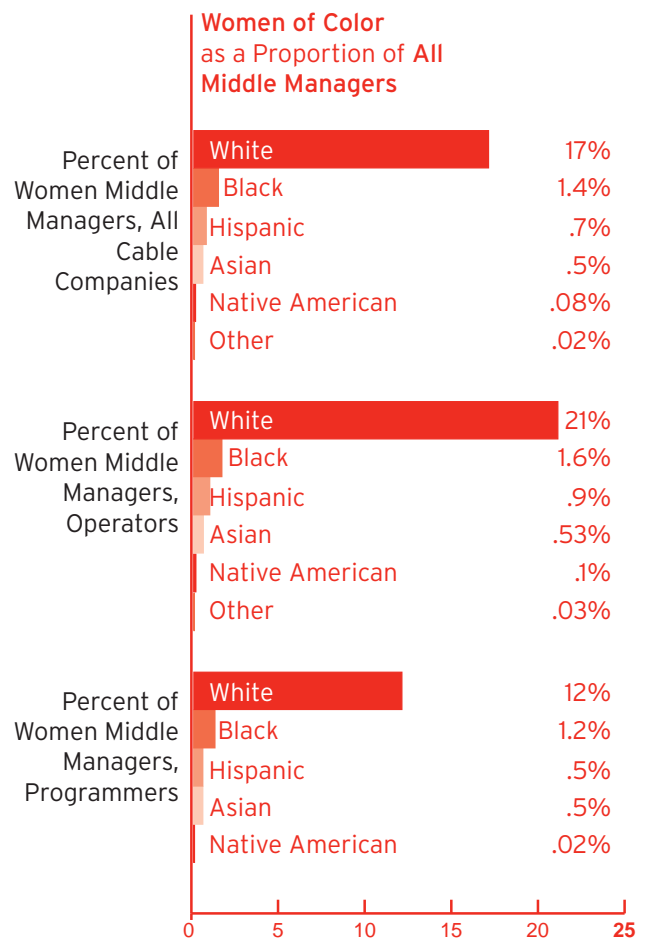
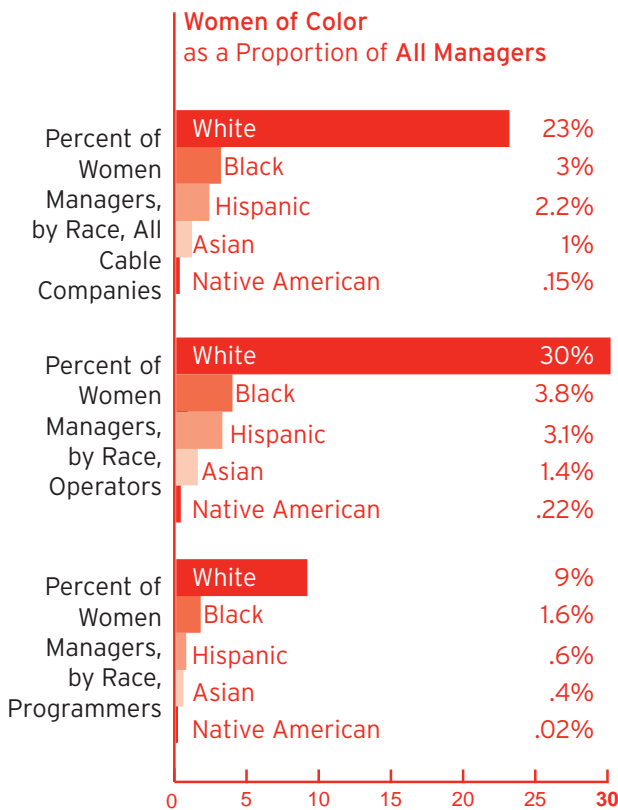
Financial training for non-financial managers, for instance, will be a required class for anyone taking on budgetary responsibilities. The training focuses on the finances of the organization to help managers understand the business model of the company.

As Discovery expands its brand with more shows, channels and its private-label retail chain, it's essential that its leaders reflect the women who watch the shows and buy the goods, says Donohue. ■



The percentage of women of color in American corporate management is minuscule. In this way, the cable industry is typical. Catalyst reported in 2002 that 1.6 percent of all corporate officers among the Fortune 500 were women of color.

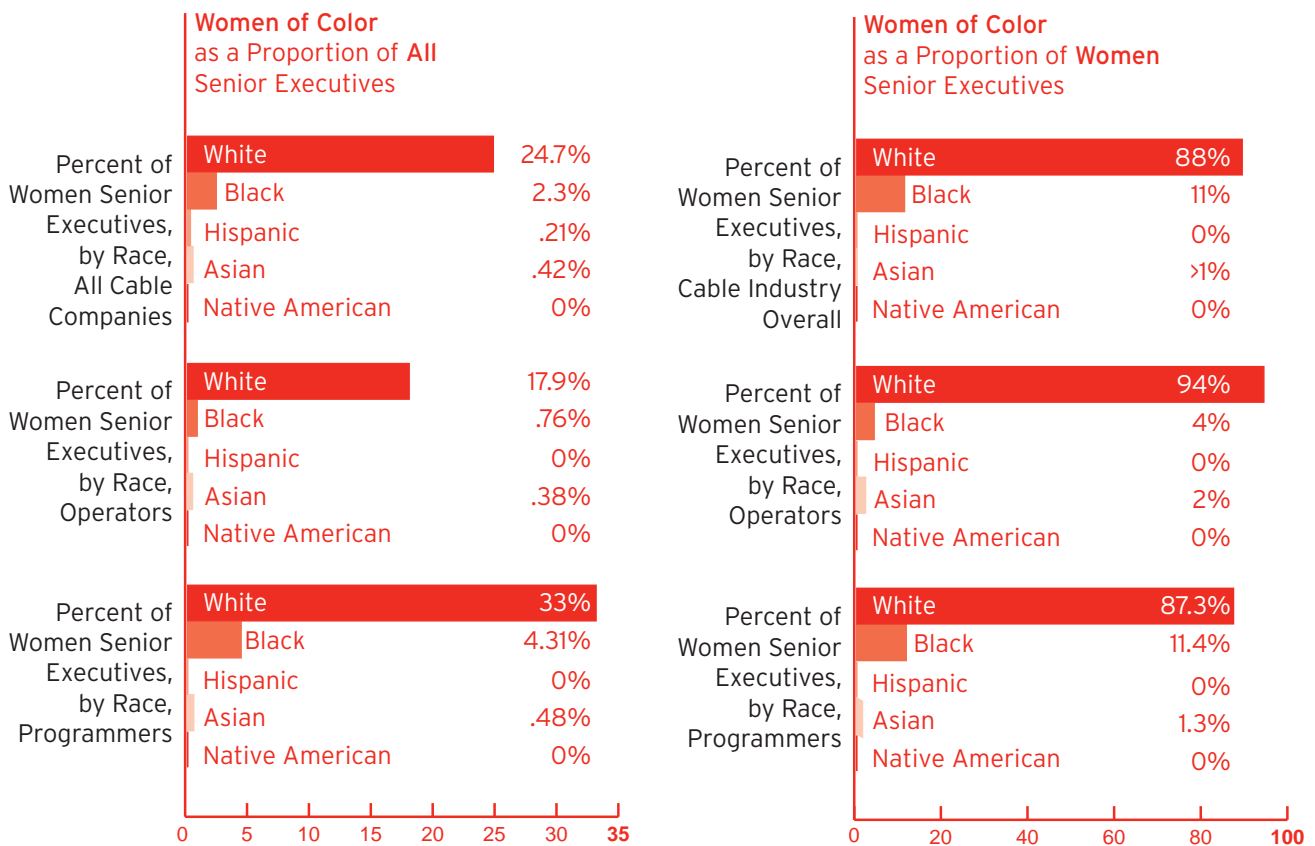
Overall, the percentage of women of color managers at cable companies compares evenly when lined up with the percentage of women of color managers overall in the United States. Women of color represent a fraction of all middle managers in the industry, accounting for only 7 percent of middle managers in the industry overall. At the senior level, programmers have twice as many senior executive women of color than operators. Senior executives are overwhelmingly white. At the “C”-level—chief executive officer, chief operating officer, chief technology officer, chief financial officer and other “chiefs”—there are very few African American, Hispanic, Asian, or Native American women in the ranks of the companies surveyed.



# Women of Color

The presence of women of color shrinks in the ranks of middle and upper management. The higher the rank, the lower the percentage of women of color found among the manager population. If African American women gain entrance to the industry, their upward rise quickly stalls. The percentage—10 percent—of African American women in management is well below half the percentage—26 percent—of African American women in the industry. Once African American women gain a foothold in management, however, they appear to move fairly smoothly through the pipeline.

Hispanic and Native American women, in particular, are sorely underrepresented in the industry overall, and particularly in management. Of all cable employees, women of color account for 34 percent of employees but only 12 percent of managers. Women as a whole are underrepresented in the upper management ranks, making up 28 percent of senior executives. However, women of color are more grossly underrepresented, making up only 2.9 percent of senior executives.

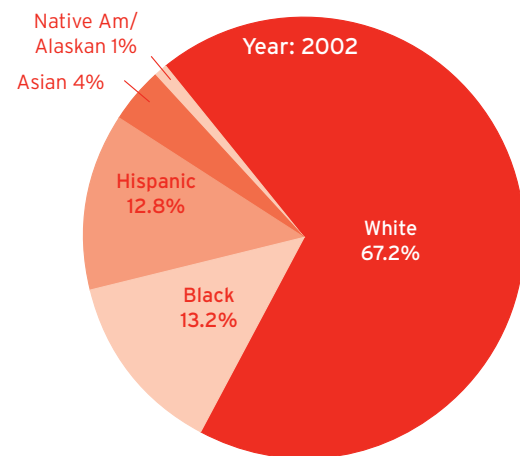
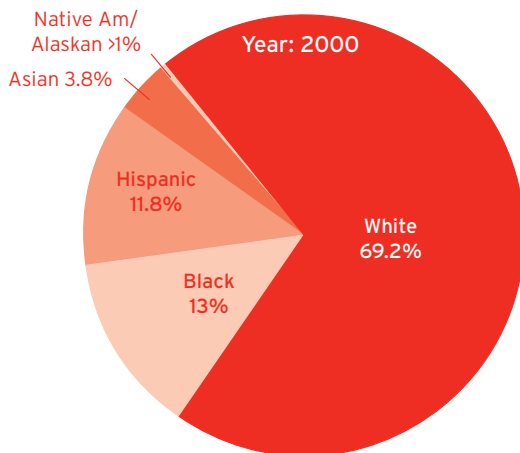


The greatest shift for Hispanics occurs in middle management, where the number of Latinas drops; they disappear from management altogether at the top level. Native American women experience a similar pattern, dropping from the picture at the mid-management level. At all but seven companies surveyed, 100 percent of the senior women executives are white.

The fastest growing demographic group in the country is Hispanic women. The industry faces the double challenge of not only bringing its current representation of women of color into line with current demographic norms, but also with finding ways to keep up with the growth of women of color.

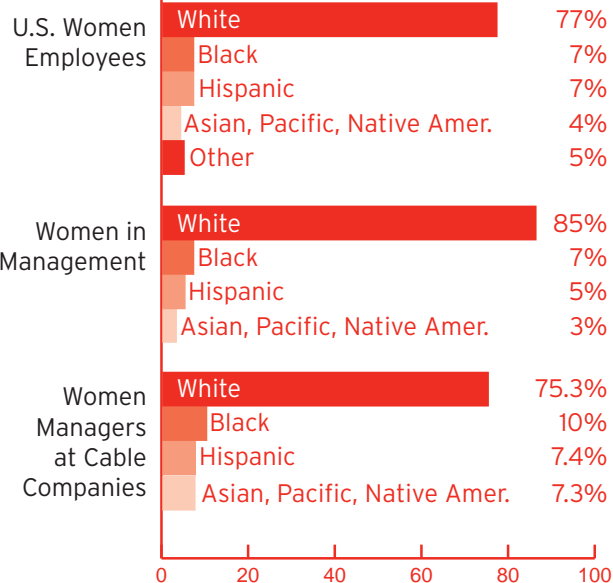
The industry is kinder to Asian women, who are generally represented in the employee pool in proportion to their presence in the American population overall, about 4 percent. While the percentage of Asian women does erode at senior management ranks, they lose less; instead of disappearing completely, they are more likely to represent 1 to 2 percent of the senior women.

Demographic Makeup of U.S. Women



Source: PAR Initiative Survey; U.S. Bureau of the Census

U.S. Women by Race as Employees and Managers

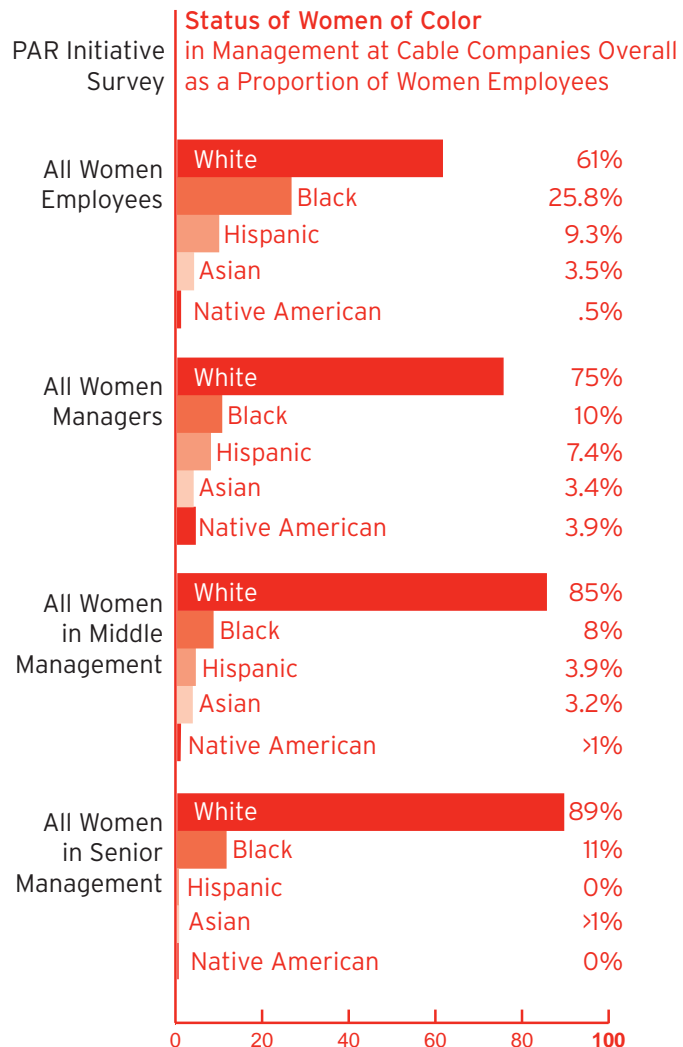


Source: PAR Initiative Survey; Catalyst

# Women of Color

One programmer has a college internship program specifically for minorities. In recent years, 80 percent of the participants have been women. This program feeds directly into the programmer’s management-track hiring. Both interns and new hires that are women of color are immediately assigned women of color to mentor them.

There is one situation where women of color can grasp a career advantage: at cable programmers that cater to their own ethnic groups. Ethnic-specific channels are proliferating. At least two companies have announced launches geared at the African- American market, new Asian and Asian-Indian programming and channels are ramping up, and Hispanic programmers and channels are already well established. These programmers offer an obvious and safe point of entry for industry newcomers who are eager to rise in the cable industry. When they are in a setting where most everyone is of the same ethnicity, they can largely assume that they will get ahead based on performance, skill, and merit.



The cable industry must find better ways to recruit and advance women of color and to retain all women in mid-career.

As the pioneering generation of women approaches retirement age, the companies they helped launch might not be able to carry on their tradition of gender presence in the executive suite. There simply are not enough women in the middle of the pipeline to step up to the next level and run operators and programmers.

Meanwhile, many cable companies are initiating programs aimed at identifying and developing high-potential employees and developing them for successive promotions. Because women are under-represented in the industry overall, these programs offer corporations the chance to balance their pipelines of leadership candidates. Thus, development programs are disproportionately important to women, even though the programs seek to include men and minorities as well.

Whether a company is investing in its own leadership programs or participating in those sponsored by universities, industry groups and professional associations, the expenditure of time, money, and effort is considerable. The majority of cable companies do have some kind of leadership-development programs but the majority of cable companies do not track results, which could be the subsequent career steps taken by program participants, the rate at which program participants are retained or the job performance of program participants.

The industry as a whole has a vague collective concept as to what kinds of leadership programs deliver the best results for women, never mind women of color and women in technology. Collective results cannot be compiled if individual companies do not collect the data. The inattention to program ROI hampers the entire industry's ability to develop its talent. As well, programs themselves will not evolve if companies are unable to collaborate with program sponsors with regard to what training tactics are most productive.

The industry is doing well by offering leadership training for its high-level women. All companies, but programmers in particular, need to recognize the deep desire of mid- and lower-level women in management for ways to develop their skills and become positioned for advancement and success.

The 2003 Women in U.S. Corporate Leadership report sponsored by Catalyst revealed that 55 percent of women aspire to top leadership in their industries. At the same time, 43 percent feel neutral about the career advancement opportunities afforded by their organizations.

Catalyst reports that both women and CEOs identify lack of significant general management/line experience as the number 1 barrier to the advancement of women. Currently, “Rotation into operating positions” is one of the programs least offered in the cable industry—available at only 33 percent of operators and at no programmers.

## Retaining Women

The second most important barrier cited by CEOs in the Catalyst study was “exclusion from informal networks.” Informal mentoring is part of the culture at 54 percent of cable companies, which translates to 58 percent of operators and 50 percent of programmers. Formal mentoring programs available to all employees company-wide are at 39 percent of cable companies: 42 percent of operators and 36 percent of programmers.

One way to build networking is through affinity groups—women’s interest groups that are sponsored by high-profile women executives and supported by donation of time and resources by the corporation. Currently, only 7 percent of cable companies—operators and programmers alike—sponsor internal affinity groups.

A few operators are examining ways that they can advance women in call-center management. Call centers are a common point of entry for women who come to work at operators. However, such jobs can become dead-ends if women are not provided enough flexibility in their schedules and enough training to advance.

As with flex work and telecommuting, cable operators have a special responsibility to recruit women into their technology and technician slots. Operators are gradually learning where to find women who are interested in this technology and technician jobs. Besides the military, some companies are finding success in recruiting through Women in Technology International (WITI) and similar groups at top engineering schools, and by advertising through local and school chapters of Women in Trades.

One operator and one programmer are launching online universities to support and host e-learning programs that complement supervisory and managerial certification programs presented in traditional classrooms. Online learning makes continuing education much more accessible to women, as it minimizes scheduling and work/family conflict. Some operators have found that leveraging their female installer/technicians as part-time recruiters is extremely effective. Operators send these employees to career fairs at local technical colleges, assign them to attend meetings of local women in technology association chapters and encourage them to network with community job-training and outreach-program coordinators.

### How Comcast Has Turned 24/7 Scheduling Into a Recruiting Advantage

At Comcast Cable Communications, recruiters have found that potential employees are actually enthusiastic about the chance to work nontraditional hours. Instead of downplaying that during the hiring process, Comcast has deliberately cultivated a strategy of emphasizing the potential for ‘create-your-own-hours,’ within the framework of business demands.

This mindset has changed the recruiting and retention culture at Comcast, say its executives. With flexibility as an asset, the company is pursuing people who will appreciate that, and finding that many new categories of recruits are responding.

“Whenever possible, Comcast seeks to leverage its 24/7 scheduling opportunities to attract candidates with non-traditional scheduling needs. These candidates include students, retirees, individuals seeking to work around childcare needs and others seeking unique schedules,” says Nancy Reardon, EVP of Human Resources. ■

## Resources for Work/Life Support

Many employees face inherent work/life conflicts. Even single employees have commitments to family and friends that occasionally force time off and workplace flexibility negotiations with supervisors and co-workers. These conflicts are even more acute for two-career families with children under 18, middle-aged workers who have daily responsibilities for aged dependents, and others who have pressing personal responsibilities.

Employees at cable programmers face these conflicts as routine aspect of corporate life. Interviews with cable executives reveal that advertising and creative employees who must travel extensively or in intensive bursts to get their jobs done must cope with an extra load of conflict.

Executives report that dependent-care programs that are most productive are those that provide back-up, travel, and sick child care so that employees can carry on with critical business functions despite unforeseen circumstances.

Though such programs are often used only by a small fraction of employees, those employees use the programs so often, and so many valuable hours are salvaged, that the return on the cost of the programs is extremely high.

Cable-operator employees are somewhat less likely to have heavy travel demands but that is more than counterbalanced by the demands of a 24/7 - customer-support function. The irony of a 24/7 operation is that it is precisely when the operation is under fire—solving a technical breakdown or handling a rush of complaints due to weather-induced interruption of service—that employees' own conflicts are most painful. Often, the same circumstances that precipitate the problem also complicate the home life of employees, making it tougher than ever to rise to the challenge of the job.

While most cable operators surveyed viewed their 24/7 operating schedule a challenge to staff, two operators, however, have chosen to position their 24/7 schedule as an opportunity for employees to self-select flexibility. With plenty of shifts to go around, employees at these companies have a great deal of personal choice as to when they work (within some parameters, of course, that keep the customer- service center staffed around the clock). Recruiters for these companies present the schedule flexibility as an attractive option for working parents who may want to work offset schedules so that one or the other is always home with the kids. This innovative approach is a fresh way to address the 24/7 scheduling demand that, if widely adopted in the industry, could position the industry as a leader in the customer-service arena, while helping fill jobs.

### How Company-Sponsored Child Care Enables Turner to Respond to Breaking News

The U.S. invasion of Iraq in March 2003 thrust Lisa Guthrie's family life into chaos.

As a senior copy editor for CNN, her job demanded that she essentially move into the newsroom during the first critical few days of war coverage. So did her husband, a senior news writer. That left the couple's two children, ages 5 and 2, in limbo - during a time of national dismay and worry.

Fortunately, the children were already familiar with Second Generation, the child care center near the CNN headquarters that Turner operates for its employees' children. The center is usually open from 6:30 a.m. to 7:30 p.m., and until 11:30 p.m. upon special request and on holidays. It also offers back-up care to pre-enrolled families.

That is exactly what Guthrie tapped into when she needed to provide care for her children while rising to the demands of war coverage. The typical \$250 that Turner usually provides annually for back-up care was increased to \$375 per family during the period of the war.

"When the war happened, we were expected, like everybody else, to work as required," says Guthrie. "We spoke with the director of our child care center and folks from HR to see how we could best work our situation. We needed care over the weekends. The very first weekend of the war we were expected to both work. We had no alternative but to ask for help. Otherwise, we would have had to bring our children to work, which was impossible, or ask for different schedules, which was also impossible."

*continued* ►

# Resources for Work/Life Support

## How Company-Sponsored Child Care Enables Turner to Respond to Breaking News

*continued from previous page*

Both children were already familiar with the Turner Second Generation center from prior visits. That made all the difference. “They were going into a place that was comfortable for them and where they have friends,” says Guthrie.

Using the center for the first week of the war gave the couple enough time to collaborate with their supervisors for staggered schedules for the duration of the high-intensity coverage that would enable one or other to be home with the children when they were not at the center at the regularly planned times.

“Everyone in that newsroom was pulling extra weight,” says Guthrie. “During the course of the war I worked five extra days...being able to rely on the center and call them and say, ‘I’m going to have to work just a little later, would you please tell the kids that I’ll be there...it was a very good situation for our family.’”

Guthrie sees a short, straight line between the Second Generation center and the success of CNN as a business. “If we can’t provide news, we haven’t got a business,” she says. “We had to strive to be the absolute best during this war. Our children got high quality care and we did what we had to do.” ■

On-site childcare is the least-offered work/life benefit at cable companies. Companies that do not offer childcare cite the expense, liability, and relatively small proportion of families that use it as a disincentive. At the same time, back-up childcare arrangements are anecdotally cited by all programmers and operators that offer it as an extremely valuable and productive work/life benefit. Back-up care, especially when subsidized by employers to cover expensive periods, such as overnight and weekends, might be considered ‘just in time’ childcare. It comes into play precisely when employees need it most, due to unexpected work demands or the failure of normally reliable childcare arrangements.

## Work/Life Support Offered by Cable Companies Surveyed

(categorized from most commonly offered programs to rarely offered programs)

Industry Average	Operators	Programmers
Flex time	Flex time	Elder care referral
Elder care referral	Other benefits for women*	Flex time
Backup child care	Elder care referral	Back-up care
Other benefits/ women*	Back up child care	After school care
Career track part time	Telecommuting	Job-sharing
Telecommuting	Job-sharing	Other benefit/ women*
Job sharing	Career-track part time	Career track part time
After School Care	After school care	Telecommuting
Reserved spots at child care centers	Reserved spots at child care centers	Reserved spots at child care centers
On-site child care	On site child care	On site child care

*\*Respondents were asked to attach specific examples of work/life support programs and the offerings vary from company to company, including concierge services, on-site health screenings, on-site health clubs, and online access to company’s subsidized college courses.*

## Conclusions: A Chance to Lead by Example

Women are making great strides in the cable industry. They are starting to fill the management ranks, especially at the bottom. As the industry transitions from delivering only programming to delivering a broad menu of services, it has a rare opportunity to reposition itself as the enabler of a high-tech, high-touch digital lifestyle that is very appealing to Americans—especially women—who desire workplace flexibility and more control over their time-pressed schedules.

To reflect the female demographic of its market, the industry must aggressively move more women into all levels of governance and management. A female-friendly culture can translate to a significant marketing advantage, but companies must take deliberate steps to codify and advance those cultures lest they lose them in the process of growth and industry consolidation.

Almost by definition, large companies and divisions of large companies tend to have rich arrays of development and work/life programs. Meanwhile, many entrepreneurial, fast-growing companies lack official programs but often do have cultures that informally but consistently foster leadership development and work/life balance. The results of these cultures show up in the high proportions of women in operating positions at these companies. They also tend to retain women all along the pipeline; their proportion of women in management at each level tends to mirror the overall percentage of women employees.

With the first PAR Initiative Survey, the WICT Foundation hopes to establish the current status of women in the industry to allow the industry to measure its growth and to provide it with a springboard from which it can initiate change. It is the hope of the WICT Foundation that those companies that participated in the first PAR Initiative will continue to do so to measure their progress each year.

The WICT Foundation also hopes that those companies that did not participate will do so in the future; both to chart their own growth and to provide a more accurate picture of the cable industry as a whole. Materials for the second PAR Initiative will be mailed in spring, 2004. To ensure your participation in the PAR Initiative, please contact the Women in Cable & Telecommunications Foundation.

## The Business Case

Today, the cable industry's most influential customer is arguably the American woman. Women purchase 82 percent of all household products and services, including cable and telecommunications services (Travel Industry Association). According to the Cable Television Advertising Bureau, women 18+ account for 42.3% of prime time cable viewers for the 2002-2003 season.

Daniel Simon, an assistant professor with the Cornell University Department of Applied Economics & Management, has correlated top ranking companies on the annual Working Mother list of Top 100 Companies for Working Mothers with greater market value and revenue growth. His research indicates that companies that earn a spot on the Working Mother list are worth about 3% to 6% more in terms of market value than companies that do not appear on the list. This translates to about \$12,000 per employee in greater firm value for those on the list. His conclusion is that companies 'reap substantial economic benefits from offering more generous work-life benefits.'

A solid business case for a workforce reflective of customer base was made when the American Management Association (AMA), with help from the Business and Professional Women's Foundation, conducted a survey of 1,000 companies.

According to the results of the survey, a company's bottom line and how much it increases is directly related to the number of women and people of color occupying top management positions. Those with a female majority of top managers saw increased sales of 22.9 percent compared to a 12.6 percent increase for firms with all male managers. Organizations with at least some people of color in the top offices saw a revenue increase of 20.2 percent while companies whose top managers are all white saw their bottom line increase by only 13.6 percent. ("Senior Management Teams: Profiles and Performance," American Management Association)

In order for our industry to better meet the needs of today's American woman, companies must commit to creating a corporate environment where the unique perspective of women leaders is not only valued, but expected. Not simply because it is a reflection of the market, but because it is good business strategy.

## WORKINGMOTHERMEDIA

### **About Working Mother Media**

Working Mother Media is a leading authority on women's issues whose research has become a benchmark for businesses learning to implement work/family initiatives. Working Mother Media has released the groundbreaking list of 100 Best Companies for Working Mothers for the past 18 years and the Best Companies for Executive Women List for the past five years. The WICT Foundation's collaboration with Working Mother Media ensures that the PAR Initiative survey findings will be valid, objective and confidential.



Women in Cable &  
Telecommunications<sup>sm</sup>

F O U N D A T I O N

### **About the WICT Foundation**

The Women in Cable & Telecommunications Foundation is a charitable organization. In partnership with WICT, the two organizations are mutually dedicated to advancing the status of women in the cable and telecommunications industry.

The WICT Foundation serves as a catalyst for industry change through research, development, advocacy and education. Its research initiatives on issues such as salary parity, diversity and work/life balance have inspired industry-wide advancements for women.

## Board of Trustees

### Executive Committee

#### Chair

**Ann Montgomery**  
Senior Vice President  
Southern Region, Mountain Division  
Comcast Cable Communications,  
Inc.

#### Secretary

**Amy Banse**  
Executive Vice President  
Programming Investments  
Comcast Corporation

#### Immediate Past Chair

**Kathleen A. Dore**  
President, Entertainment Services  
Rainbow Media Holdings, Inc.

#### Treasurer

**Rosa Marie Gatti**  
Senior Vice President, Communica-  
tions  
ESPN

#### Appointed

**Jillaina Wachendorf**  
Executive Vice President  
Affiliate Sales and Marketing  
Starz Encore Group, LLC

#### Appointed

**Jill Campbell**  
Senior Vice President—Operations  
Cox Communications

### Trustees

**Decker Anstrom**  
President & COO  
Landmark Communications, Inc.

**Thomas Baxter**  
President  
Time Warner Cable

**Mary Pat Blake**  
Chief Executive Officer  
Blake Strategic Consulting

**Erica Gruen**  
Principal  
Quantum Media Associates

**Kim D. Kelly**  
President & COO  
Insight Communications

**Geraldine B. Laybourne**  
Chairman & CEO  
Oxygen Media, Inc.

**Chris Moseley**  
Executive Vice President  
Worldwide Marketing & Brand  
Strategy  
Crown Media Holdings, Inc.

**Nancy Murphy**  
Vice President, Law and Public  
Policy  
Adelphia Cable Communications,  
Central Region

**Susan Packard**  
President  
Scripps Network New Ventures

**Anne Sweeney**  
President  
Disney Channel Worldwide  
ABC Cable Networks Group

**Rob Stoddard**  
Senior Vice President  
Communications & Public Affairs  
National Cable & Telecommunica-  
tions Association

the  $\mathbb{R}^n$ -valued function  $\mathbf{f}$  is a solution of the system (1) if and only if  $\mathbf{f}$  is a solution of the system (2).

Let us assume that  $\mathbf{f}$  is a solution of the system (2). Then, for any  $t \in \mathbb{R}$ , we have

$$\mathbf{f}(t) = \mathbf{f}(0) + \int_0^t \mathbf{f}'(s) ds = \mathbf{f}(0) + \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

Since  $\mathbf{f}$  is a solution of the system (2), we have  $\mathbf{f}(0) = \mathbf{0}$ . Therefore, we have

$$\mathbf{f}(t) = \int_0^t \mathbf{A}(s) \mathbf{f}(s) ds.$$

©2003 Women in Cable & Telecommunications Foundation

Women in Cable & Telecommunications Foundation  
14555 Avion Parkway, Suite 250  
Chantilly, VA 20151