

# WOMEN INITIATIVE

WICT 2011 EXECUTIVE REPORT



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# ABOUT THIS REPORT

In response to requests for a more streamlined process in gathering data related to workforce demographics, as well as diversity and inclusion practices in the cable telecommunications industry, the National Association for Multi-Ethnicity in Communications (NAMIC) and Women in Cable Telecommunications (WICT) combined their respective diversity surveys into one, the *2011 NAMIC AIM and WICT PAR Cable Telecommunications Industry Diversity Survey*. The Society for Human Resource Management (SHRM) conducted the survey as the NAMIC and WICT third-party expert. The Walter Kaitz Foundation and WICT Chapters nationwide funded this project.

Since 2003, the WICT PAR Initiative has measured the advancement of women in the cable telecommunications industry, providing objective benchmarks that create a more equitable, resourceful and thriving work environment. All participants in the WICT PAR survey received their results benchmarked against other participating cable telecommunications organizations. The accompanying list of *Best Companies for Women in Cable* was derived from scoring based on pre-determined quantitative metrics, as well as qualitative survey responses provided by participants. The innovative practices of the Best Companies for Women, along with highlights from this research, provide a glimpse into the state of diversity for women in the cable telecommunications industry.

Cable programmers, multiple system operators (MSOs) and related businesses contribute 369,300 jobs to the U.S. economy.<sup>1</sup> The 25 companies that responded to the survey represent 219,294 U.S. domestic full-time equivalent employees (FTEs), or approximately 54% of this workforce, making it a highly representative sample of the cable telecommunications industry. Fourteen of these companies were programmers, eight companies were MSOs, and three companies were either industry suppliers or nonprofits (labeled as “Other” in the 2011 Industry Scorecard).

To assess diversity at the highest leadership levels within the industry, this year’s survey measured four specific criteria: women in the 10% highest paid full-time employees; women executive/senior-level officials and managers; first/mid-level officials and managers; and, for the first time, women holding seats on corporate boards.

In addition, data for the status of women were benchmarked against Equal Employment Opportunity Commission (EEOC) data for all industries (“EEOC Comparison - All Industry”), as well as the telecommunications (“EEOC Comparison—Telecommunications Industry”), which is a subset of the information industry. The diversity and workplace flexibility practices used by cable telecommunications organizations examined in the “Advancement Opportunities” and “Resources for Work/Life Support” sections were benchmarked against “SHRM All Industry” and “SHRM Telecommunications Industry” comparison data, which are based on a random sample of SHRM’s members (HR professionals).

This year’s survey also included new questions that will augment the diversity picture of participating organizations (e.g., workforce demographics of advertising sales, creative and/or content development and regional management, etc.). As these are newly collected data for the WICT PAR Initiative, comparisons cannot be made to previous years.

Respondents were asked to report on 2010 workforce demographics, by gender and race/ethnicity, for a variety of job categories. Because the survey was conducted in 2011, the data included in this report are labeled as 2011 data (“2011 Industry Results”). This practice is consistent with how the surveys have historically been conducted.

<sup>1</sup> Bortz Media & Sports Group, Inc. (2010).  
*An analysis of the cable industry’s impact on the U.S. economy.*



THE NAMIC AIM



# EXECUTIVE SUMMARY

Organizations are continually developing strategies and methods aimed at broadening their talent base to recruit and retain the best and the brightest in the talent pool. Diversity and inclusion practices are crucial in this effort because they demonstrate organizational commitment to a variety of perspectives, thereby generating creativity and innovation. Gender diversity, according to a study by Catalyst, is the most commonly targeted aspect of diversity, according to 54% of the organizations surveyed.<sup>2</sup> Gender diversity thrives when organizations set clear goals, ensure top-management backing, have a point person who is held accountable for reaching these goals and offer leadership development programs specifically targeted to women.

Successes in gender diversity must be continual rather than one-off efforts. This reinforces the importance of regularly examining and benchmarking the representation of women in decision-making leadership positions as well as positions of key growth within individual organizations and across the cable telecommunications industry.

The impact of diversity initiatives, policies and practices is best revealed by examining the hard numbers and identifying areas where there has been movement in representation by women. Highlights of the percentage of women in leadership as well as select positions within the industry are examined in this section.

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<sup>2</sup> Catalyst. (2006). *Catalyst member benchmarking report*.



# KEY HIGHLIGHTS

In 2011, cable telecommunications organizations increased their representation of women in a number of positions including executives, boards of directors and new hires.

In fact, this year's data represents a new milestone for women in executive positions: 30% of cable telecommunications organizations had women in the executive ranks,<sup>3</sup> the highest percentage reported since the PAR Initiative began in 2003 (see Figure 1). The percentage of women executives was reported at 27% in 2003 through 2005, after which it hovered at 29% in 2006 and 28% in 2007. In 2008, the proportion of women executives dropped to 23% and since then it has been inching upwards to 25% in 2009 and to 30% in 2011.

The trend data for programmers reveals a pattern similar to the overall industry average. In 2003, programmers reported that 38% of executives were women; this percentage decreased to 32% in 2004. From 2005 to 2007, there were slight deviations in the percentage of women executives among programmers. In 2008, the percentage decreased to 26% and remained close to that in 2009 (27%). In 2011, this percentage increased to 31%.

The trend data for MSOs is below the industry average. MSOs reported only 19% of executives were women in 2003. From 2004 through 2008, the percentage of women executives remained in the range of 18% to 20%. In 2009, MSOs reported that 24% of executives were women and in 2011 this number increased to 25%, the highest since 2003.

Women held 20% of boards of directors' seats in cable telecommunications organizations, a figure that outpaced the percentage of women on boards of directors in Fortune 500 companies.<sup>4</sup> The number of new hires who were women increased to 46% this year, up from 40% in 2009. However, decreases did occur: the percentage of digital media employees who were women dropped five percentage points to 31%.

This report also contains several new positions that were examined for the first time in 2011 because they represent opportunities for women. Those positions were advertising sales, creative/content development (programmers only), and regional management.

Representation of women among full-time employees increased. Cable telecommunications organizations indicated 43% of their full-time employees were women in 2011. This represented a seven percentage point increase from WICT PAR survey findings of 36% in 2009, and reflects the highest percentage of women employees among cable telecommunications organizations since 2003, when the PAR Initiative began (see page 5, Figure 2). While the increase to 43% is notable, percentages were slightly higher for the Equal Employment Opportunity Commission (EEOC)<sup>5</sup> comparisons for both the telecommunications industry and all industries (45% and 48% respectively).

Since 2003, the proportion of women in the workforce among programmers has remained steady, establishing itself at 48% in 2003, then decreasing in 2004 to 47%. From 2005 through 2007, the percentage dipped further (44% in 2007) and then increased to 47% in 2008. In 2009, the percentage of women fell again to 45% and in 2011 it returned to 47%. MSOs have seen a decrease in the proportion of women from 2003 (38%) to 2011 (31%). Since 2005 (36%), the percentage of women employees in MSOs has been declining, and the decrease from 35% in 2009 to 31% in 2011 has been the largest drop.

<sup>3</sup> This category of employees was defined in the 2011 WICT PAR survey as executive/senior level officials and managers and includes chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents, executive vice presidents or senior vice presidents of functional areas or operating groups, chief information officers, chief human resources officers, chief marketing officers, chief legal officers, management directors and managing partners. For complete definition, please refer to the "Definition of Terms" section of the report.

<sup>4</sup> Alliance for Board Diversity (2010). *Missing Pieces: Women and Minorities on Fortune 500 Boards—2010 Alliance for Board Diversity Census*. Retrieved on September 13, 2011, from [http://theabd.org/ABD\\_report.pdf](http://theabd.org/ABD_report.pdf).

<sup>5</sup> Where applicable, 2011 WICT PAR data were benchmarked against Equal Employment Opportunity Commission (EEOC) data for all industries ("EEOC Comparison - All Industry"), as well as the telecommunications ("EEOC Comparison - Telecommunications Industry"), which is a subset of the information industry.

## KEY HIGHLIGHTS (CONTINUED)

The percentage of women on cable telecommunications organizations' Boards of Directors outpaced Fortune 500 organizations. In 2011, the percentage of women in the boardroom was 20% for cable telecommunications organizations, compared with 16% for Fortune 500 organizations.<sup>6</sup> MSOs reported 11% and programmers reported 20%. This was the first time that the PAR Initiative reported on women serving on the Board of Directors, therefore previous comparison data is not available.

There are more women in leadership positions. Representation of women in executive-level positions (executive/senior-level officials and managers) increased five percentage points, from 25% in 2009 to 30% in 2011, which represents the highest percentage reported since the PAR Initiative began. The findings for cable telecommunications organizations outpaced the numbers for the EEOC telecommunications industry comparison (21%) and the EEOC all-industry comparison (28%).

Nearly one-third of the top 10% highest paid employees were women. In 2011, among the 10% highest paid staff in cable telecommunications organizations, 30% were women. As this is newly collected data for WICT PAR, comparisons cannot be made to previous survey results. Programmers indicated that 32% of the 10% highest paid employees were women, compared with 25% for MSOs.

The number of women who were new hires showed gains. In 2011, the percentage of new hires who were women was 46% for cable telecommunications organizations, representing a six percentage point increase from 40% in 2009. Forty-eight percent of newly hired employees among programmers were women, showing no increase from 2009. The percentage of new hires who were women among MSOs decreased, however, from 39% in 2009 to 35% in 2011.



<sup>6</sup> Alliance for Board Diversity (2010). *Missing Pieces: Women and Minorities on Fortune 500 Boards—2010 Alliance for Board Diversity Census*. Retrieved on September 13, 2011, from [http://theabd.org/ABD\\_report.pdf](http://theabd.org/ABD_report.pdf).

**CABLE  
TELECOMMUNICATIONS  
ORGANIZATIONS  
INDICATED**

**43%**

**OF THEIR FULL-TIME  
EMPLOYEES WERE  
WOMEN IN 2011.**

FIGURE 1: PERCENTAGE OF WOMEN EXECUTIVES OVER TIME

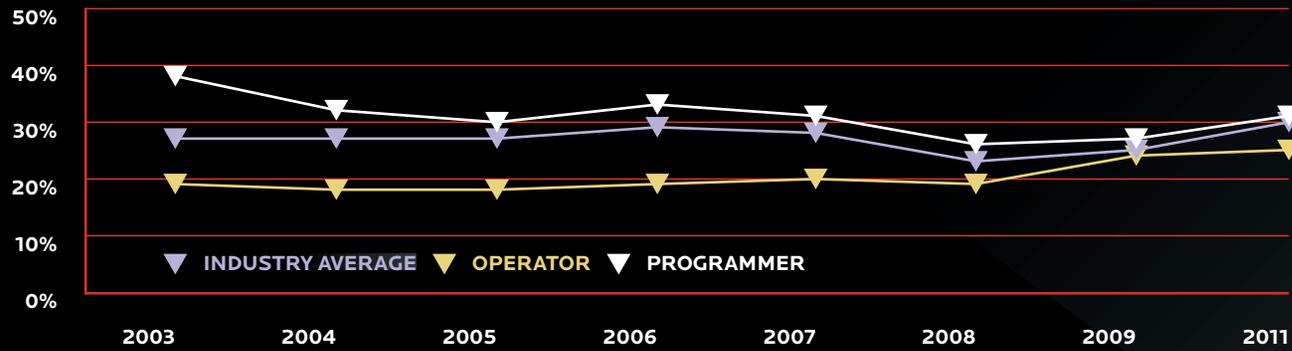


FIGURE 2: PERCENTAGE OF WOMEN EMPLOYEES OVER TIME



FIGURE 3: WORKFORCE DEMOGRAPHICS: PREVALENCE OF WOMEN IN CABLE TELECOMMUNICATIONS

		2011			
		FULL-TIME EMPLOYEES	FIRST/ MID-LEVEL OFFICIALS AND MANAGERS*	EXECUTIVE/ SENIOR-LEVEL OFFICIALS AND MANAGERS	
2011	INDUSTRY RESULTS	43%	41%		
	OPERATORS	31%	31%		
	PROGRAMMERS	47%	46%		
		2009			
		FULL-TIME EMPLOYEES	ALL MANAGERS	MIDDLE MANAGERS	SENIOR EXECUTIVES
2009	INDUSTRY RESULTS	36%	36%	35%	25%
	OPERATORS	35%	34%	31%	24%
	PROGRAMMERS	45%	44%	43%	27%
2008	INDUSTRY RESULTS	36%	37%	35%	23%
	OPERATORS	35%	34%	28%	19%
	PROGRAMMERS	47%	46%	43%	26%
2007	INDUSTRY RESULTS	36%	36%	38%	28%
	OPERATORS	35%	34%	37%	20%
	PROGRAMMERS	44%	44%	41%	31%
2006	INDUSTRY RESULTS	37%	37%	38%	29%
	OPERATORS	36%	34%	36%	19%
	PROGRAMMERS	45%	45%	42%	33%

\* The "first/mid-level officials and managers" category was first used in 2011. Corresponding data from previous WICT PAR surveys fall into two categories: all managers and middle managers. Percentages are rounded to the nearest whole number.

### PAY EQUITY

Pay equity has been a cornerstone of the WICT PAR Initiative since its inception in 2003. When asked specifically about pay practices, **32% of respondents indicated their organization has a pay equity practice in place to ensure internal pay equity reviews and management accountability.** One-half (50%) of organizations used some aspects of pay equity practices, where they applied competitive compensation practices using market-based salary surveys, although all measures were not specific to gender. Thirteen percent of organizations indicated they had basic compensation practices that include minimal to no aspects of pay equity. These categories were modified from the pay equity categories used in the 2009 WICT PAR Initiative. In 2009, 20% of cable telecommunications organizations had basic pay equity policies in place, 33% of organizations had good pay equity policies and 47% had no formal pay equity policies in place.

**FIGURE 4: PAY EQUITY POLICIES/PRACTICES**

Pay equity practice in place, internal pay equity reviews, management involved/held accountable in process. <i>All or almost all aspects of pay equity practices included.</i>	32%
Competitive compensation practice in place, market-based salary surveys used; however, measures used not specific to gender. <i>Some aspects of pay equity practices included.</i>	50%
Basic compensation practice in place, internal salary review and audits. <i>Minimal to no aspects of pay equity practices included.</i>	13%
No pay equity practice in place.	5%

Note: These data are based on descriptions provided by 2011 WICT PAR survey participants about their pay equity policies and/or practices. Percentages are rounded to the nearest whole number.

### ADVANCEMENT OPPORTUNITIES

Buoyed by their strong commitment to diversity and inclusion, cable telecommunications organizations provided a number of advancement opportunities for women in 2011. **In fact, 90% of cable telecommunications organizations offered leadership development programs to increase diversity in higher-level positions, compared with 44% of SHRM all-industry and 45% of SHRM telecommunications industry comparison data.** Programs that focus on developing women in leadership positions provide the support to help women advance their careers. Fifty-eight percent of cable telecommunications organizations have leadership development programs specifically tailored for diverse employees. The impact of such programs is cumulative when measured over time, as illustrated by the rise of women in the executive ranks to 30% in 2011, the highest proportion since the WICT PAR Initiative began.

**FIGURE 5: ADVANCEMENT OPPORTUNITIES**

2011 Industry Results	Industry Results	SHRM All Industry	SHRM Telecomm. Industry
Recruiting strategies are designed to help increase diversity within the organization	100%	65%	70%
Leadership development opportunities are designed to increase diversity in higher-level positions within the organization	90%	44%	45%
Leadership development opportunities are specifically tailored for diverse employees	58%	18%	17%
Organization aligns diversity with business goals and objectives	86%	52%	54%
Retention strategies are designed to help retain a diverse workforce	83%	40%	39%

# 90%

**OF CABLE TELECOMMUNICATIONS ORGANIZATIONS OFFERED LEADERSHIP DEVELOPMENT PROGRAMS TO INCREASE DIVERSITY IN HIGHER-LEVEL POSITIONS.**

### RESOURCES FOR WORK/LIFE SUPPORT

The use of flextime by cable telecommunications organizations has decreased steadily since 2009. In 2011, 76% of cable telecommunications organizations offered flextime as a benefit, down from 84% in 2009. Yet, despite the movement downward, cable telecommunications organizations offered this benefit at higher rates than the SHRM all-industry (53%) and SHRM telecommunications industry (57%) comparisons.

Full-time telecommuting is offered by 48% of cable telecommunications organizations, a decrease from 68% in 2009, although 92% offered telecommuting on an ad-hoc basis.

### WOMEN OF COLOR

In 2011, several metrics for women of color increased since the 2009 WICT PAR survey. Overall, full-time employees who were women of color stood at 17% in 2011 compared with 16% in 2009. MSOs reported that 11% of full-time employees were women of color in 2011, down from 16% in 2009. Among programmers, however, there was an increase among full-time women of color from 16% in 2009 to 21% in 2011. Women of color in the executive ranks rose to 8% in 2011 from 5% in 2009. New hires of women of color, however, decreased to 17% in 2011 from 20% in 2009.

The EEOC telecommunications industry and all-industry comparisons were 3% and 4%, respectively, indicating that cable telecommunications organizations are making strides in this area. Twelve percent of first/mid-level officials and managers,<sup>7</sup> a newly defined management category in the 2011 WICT PAR survey that corresponds to first-line managers and middle managers in previous WICT PAR data, were held by women of color.

Programmers reported 19% of new hires were women of color—the same as in 2009. Among MSOs, the proportion of new hires who were women of color decreased from 20% in 2009 to 15% in 2011.

**FIGURE 6: KEY RESOURCES FOR WORK/LIFE SUPPORT METRICS**

Industry Results	2008	2009	2011
Flextime <sup>A</sup>	88%	84%	76%
Full-Time Telecommuting	64%	68%	48%
Child Care Referral Service <sup>B</sup>	42%	29%	68%
Elder Care Referral Service <sup>B</sup>	58%	52%	72%

**A** Allowing employees to choose their work hours within limits established by the employer. **B** Program that provides employees with the names of providers (separate from or part of an EAP). Note: Percentages are rounded to the nearest whole number.

**FIGURE 7: KEY WOMEN OF COLOR METRICS**

Industry Results	2008	2009	2011
Full-Time Employees	15%	16%	17%
First/Mid-Level Officials and Managers*	Middle Managers: 7% First-Line Managers: 14%	Middle Managers: 7% First-Line Managers: 13%	12%
Executive/Senior-Level Officials and Managers	5%	5%	8%

Note: \*The "first/mid-level officials and managers" category was first used in 2011. Corresponding data from previous WICT PAR surveys fall into two categories: first-line managers and middle managers. Percentages are rounded to the nearest whole number.

**7** This category of employees was defined in the 2011 WICT PAR survey as vice presidents and directors, group, regional or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers. For complete definition, please refer to the definitions section of the report.

### WOMEN IN OPERATOR CALL CENTERS

In 2011, 46% of operator call center/customer support management staff<sup>8</sup> were women, compared with 56% in 2009. This drop may be attributed to the change in the definition for this job category in the 2011 WICT PAR survey. As defined in the 2009 WICT PAR survey, call center/customer support management included first-level supervisors through vice presidents. In 2011, the definition was broadened to include executive-level managers such as chiefs, executive vice-presidents, etc.). Overall, these findings were higher than the EEOC telecommunications industry and all-industry comparisons of 38% and 37%, respectively. The percentage of call center/customer support employees who were women decreased as well, from 59% in 2009 to 56% in 2011. The definition for this job category in 2011 was expanded to include customer support via billing, installation, cross-marketing and other communications directly with customers.

### WOMEN IN TECHNOLOGY

Twenty-one percent of technology management positions among cable telecommunications organizations were held by women. The EEOC telecommunications industry comparison revealed similar findings (22%). Technology management roles were held by 20% of women among programmer organizations and 23% among MSOs.

The percentage of women in digital media positions at cable telecommunications organizations decreased to 31% in 2011 from 36% in 2009 and 37% in 2008.<sup>9</sup> Cable telecommunications organizations had higher percentages of women than the EEOC telecommunications industry comparison, at 22% (the EEOC comparison for digital media employees is the job category of technician).<sup>10</sup> Among MSOs, the representation of women in digital media positions decreased from 35% in 2009 to 21% in 2011; programmers increased representation by three percentage points, from 37% in 2009 to 40% in 2011.

FIGURE 8: KEY WOMEN IN CALL CENTERS METRICS

Industry Results	2008	2009	2011
Call Center/Customer Support Employees*	60%	59%	56%
Call Center/Customer Support Management*	56%	56%	46%

Note: \*These job categories were newly defined in 2011. Percentages are rounded to the nearest whole number.

FIGURE 9: WOMEN IN TECHNOLOGY

Industry Results	Industry	Operators	Programmers
Full-time Digital Media Employees	31%	21%	40%
Technology Management Employees	21%	23%	20%

# 21%

OF TECHNOLOGY MANAGEMENT POSITIONS AMONG CABLE TELECOMMUNICATIONS ORGANIZATIONS WERE HELD BY WOMEN.

<sup>8</sup> Only MSOs were asked questions about call center/customer support employees and management.

This category of employees was defined in the 2011 WICT PAR survey as executive/senior-level officials and managers and first/mid-level officials and managers, as defined by the EEO-1 job classification guide, who provide customer-face support and manage billing, installation, cross marketing and other communications directly with customers via telephone, e-mail, web-based online chat, fax or other technologies.

<sup>9</sup> In previous WICT PAR surveys, this job category was referred to as "new media."

<sup>10</sup> Technicians are defined by the EEOC as occupations requiring a combination of basic scientific knowledge and manual skills that can be obtained through two years of post-high-school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training.

# 2011 INDUSTRY SCORECARD

## WOMEN EMPLOYEES

	2011 Industry Results	2011 Operators	2011 Programmers	2011 Other	2009 Industry Results	EEOC Comparison All Industry	EEOC Compari- son Telecom- munications
<b>Full-Time Employees</b>	43%	31%	47%	54%	36%	48%	45%
<b>New-Hire Full-Time Employees</b>	46%	35%	48%	67%	40%	—	—
<b>Full-Time Professionals</b>	41%	34%	45%	41%	—	54%	38%
<b>Full-Time Call Center/Customer Support Employees</b>	56%	56%	—	—	59%	77%	70%
<b>Full-Time Advertising Sales Employees</b>	58%	61%	53%	66%	—	55%	48%
<b>Full-Time Digital Media Employees</b>	31%	21%	40%	—	36%	50%	22%
<b>Full-Time Creative and/or Content Development Employees</b>	40%	—	40%	—	—	54%	38%

Note: A dash (—) indicates that data were not available. Percentages are rounded to the nearest whole number.

## WOMEN EMPLOYEES OF COLOR

	2011 Industry Results	2011 Operators	2011 Programmers	2011 Other	2009 Industry Results	EEOC Comparison All Industry	EEOC Compari- son Telecom- munications
<b>Full-Time Employees</b>	17%	11%	21%	18%	16%	17%	19%
<b>New-Hire Full-Time Employees</b>	17%	15%	19%	17%	20%	—	—
<b>Full-Time Professionals</b>	15%	9%	19%	14%	—	14%	13%
<b>Full-Time Call Center/Customer Support Employees</b>	26%	26%	—	—	34%	26%	34%
<b>Full-Time Advertising Sales Employees</b>	13%	7%	18%	12%	—	18%	21%
<b>Full-Time Digital Media Employees</b>	12%	5%	17%	—	8%	16%	8%
<b>Full-Time Creative and/or Content Development Employees</b>	14%	—	14%	—	—	14%	13%

Note: A dash (—) indicates that data were not available. Percentages are rounded to the nearest whole number.

## WOMEN MANAGERS

	2011 Industry Results	2011 Operators	2011 Programmers	2011 Other	2009 Industry Results	EEOC Comparison All Industry	EEOC Compari- son Telecom- munications
<b>First/Mid-Level Officials and Managers</b>	41%	31%	46%	48%	34%	38%	39%
<b>Call Center/Customer Support Management</b>	46%	46%	—	—	56%	37%	38%
<b>Regional Management Employees</b>	34%	25%	45%	—	—	37%	38%
<b>Technology Management Employees</b>	21%	23%	20%	17%	—	--	22%
<b>10% Highest-Paid Full-Time Employees</b>	30%	25%	32%	33%	—	—	—
<b>Executive/Senior-Level Officials and Managers</b>	30%	25%	31%	40%	25%	28%	21%
<b>Board of Directors</b>	20%	11%	20%	36%	—	—	—

Note: A dash (—) indicates that data were not available. Percentages are rounded to the nearest whole number.

## WOMEN MANAGERS OF COLOR

	2011 Industry Results	2011 Operators	2011 Programmers	2011 Other	2009 Industry Results	EEOC Comparison All Industry	EEOC Compari- son Telecom- munications
<b>First/Mid-Level Officials and Managers</b>	12%	7%	16%	11%	12%	8%	11%
<b>Call Center/Customer Support Management</b>	18%	18%	—	—	26%	8%	10%
<b>Regional Management Employees</b>	13%	6%	20%	—	—	8%	10%
<b>Technology Management Employees</b>	6%	4%	9%	1%	—	--	8%
<b>10% Highest-Paid Full-Time Employees</b>	7%	4%	9%	3%	—	—	—
<b>Executive/Senior-Level Officials and Managers</b>	8%	4%	9%	14%	5%	4%	3%
<b>Board of Directors</b>	5%	2%	6%	7%	—	—	—

Note: A dash (—) indicates that data were not available. Percentages are rounded to the nearest whole number.

# 2011 INDUSTRY SCORECARD

## ADVANCEMENT OPPORTUNITIES

	2011 Industry Results (n = 21 - 25)	2011 Operators (n = 6 - 8)	2011 Programmers (n = 10 - 14)	2011 Other (n = 2 - 3)	SHRM All Industry (n = 674)	SHRM Telecom Industry (n = 71)	SHRM Small-sized Organizations (n = 471)	SHRM Medium-sized Organizations (n = 93)	SHRM Large-sized Organizations (n = 110)
Recruiting strategies are designed to help increase diversity within the organization	100%	100%	100%	100%	65%	70%	59%	76%	81%
Community outreach is related to diversity (e.g., links between organization and educational institutions, government)	92%	88%	93%	100%	56%	60%	51%	55%	80%
Leadership development opportunities are designed to increase diversity in higher-level positions within the organization (e.g., mentoring, coaching)	90%	83%	92%	100%	44%	45%	38%	49%	61%
Organization's employee attitude/satisfaction/engagement survey includes items that relate to organizational diversity	86%	88%	100%	33%	42%	41%	34%	44%	70%
The organization aligns diversity with business goals and objectives	86%	75%	92%	100%	52%	54%	46%	52%	76%
Retention strategies are designed to help retain a diverse workforce	83%	71%	92%	67%	40%	39%	39%	37%	46%
Diversity awareness is celebrated in the form of different cultural events (e.g., Black History Month, Hispanic Heritage Month)	78%	100%	85%	0%	33%	27%	25%	32%	67%
The organization develops strategies to ensure diversity in its suppliers, contractors, etc.	78%	88%	85%	0%	35%	40%	27%	39%	65%
The organization collects measurements/metrics on diversity-related practices	71%	75%	69%	67%	45%	43%	36%	54%	73%
People managers are held accountable for diversity-related tasks or outcomes in the performance management process	61%	75%	62%	0%	37%	38%	34%	33%	53%
Employee affinity groups exist in the organization (e.g., employee resource networks, which are groups formed around an aspect of diversity)	59%	67%	69%	0%	18%	14%	11%	24%	41%
Leadership development opportunities are specifically tailored for diverse employees	58%	75%	54%	33%	18%	17%	16%	16%	29%
Programs with a focus on global/international diversity exist in the organization	44%	25%	58%	0%	26%	31%	19%	19%	57%
Incentive pay for management is linked to the achievement of organizational diversity goals	33%	38%	38%	0%	4%	6%	1%	4%	17%

Note: "Not sure" and "not applicable" responses were excluded from this analysis. Totals do not equal 100% due to multiple response options. Percentages are rounded to the nearest whole number.

## RESOURCES FOR WORK/LIFE SUPPORT – FLEXIBLE WORK ARRANGEMENTS

	2011 Industry Results (n = 25)	2011 Operators (n = 8)	2011 Programmers (n = 14)	2011 Other (n = 3)	SHRM All Industry (n = 3,625)	SHRM Tele- communica- tions Industry (n = 209)	SHRM Small-sized Organizations (n = 3,122)	SHRM Medium-sized Organizations (n = 388)	SHRM Large-sized Organizations (n = 115)
Telecommuting on an Ad-Hoc Basis <sup>A</sup>	92%	100%	86%	100%	45%	55%	43%	54%	66%
Flextime <sup>B</sup>	76%	88%	71%	67%	53%	57%	52%	57%	73%
Compressed Workweek <sup>C</sup>	72%	100%	64%	33%	33%	34%	30%	46%	60%
Telecommuting on a Part-Time Basis	68%	100%	57%	33%	32%	45%	30%	46%	57%
Shift Flexibility <sup>D</sup>	60%	100%	43%	33%	19%	24%	17%	30%	38%
Telecommuting on a Full-Time Basis	48%	75%	43%	0%	18%	31%	16%	32%	46%
Alternating Location Arrangements <sup>E</sup>	12%	25%	7%	0%	4%	5%	4%	6%	12%
Results-Only Work Environment (Rowe) <sup>F</sup>	4%	13%	0%	0%	3%	6%	3%	3%	8%

A Telecommuting on an ad-hoc basis is defined as situations that may occur intermittently throughout the year or as a one-time event.

B Allowing employees to choose their work hours within limits established by the employer.

C Allowing full-time employees to work longer days for part of the week or pay period in exchange for shorter days or a day off each week or pay period.

D Allowing employees to coordinate with co-workers to adjust their schedules by trading, dropping or picking up shifts.

E Employees work part-year in one location and part-year in a second location (e.g., "snowbirds").

F Allowing employees to work wherever and whenever they wish as long as projects are completed.

Note: Percentages are rounded to the nearest whole number.

# 2011 INDUSTRY SCORECARD

## RESOURCES FOR WORK/LIFE SUPPORT – BENEFITS

	2011 Industry Results (n = 25)	2011 Operators (n = 8)	2011 Programmers (n = 14)	2011 Other (n = 3)	SHRM All Industry (n = 3,625)	SHRM Telecommunications Industry (n = 209)	SHRM Small-sized Organizations (n = 3,122)	SHRM Medium-sized Organizations (n = 388)	SHRM Large-sized Organizations (n = 115)
On-Site Lactation/Mother's Room <sup>A</sup>	80%	100%	79%	33%	26%	29%	23%	45%	51%
Adoption Assistance	72%	75%	79%	33%	8%	16%	6%	19%	31%
Domestic Partner Benefits for Same-Sex Partners <sup>B</sup>	72%	63%	79%	67%	14%	20%	13%	20%	31%
Elder Care Referral Service <sup>C</sup>	72%	100%	71%	0%	8%	10%	7%	14%	22%
Child Care Referral Service <sup>C</sup>	68%	88%	71%	0%	13%	17%	11%	22%	37%
Domestic Partner Benefits for Opposite-Sex Partners <sup>B</sup>	60%	50%	64%	67%	13%	14%	11%	17%	27%
Lactation Support Services <sup>D</sup>	56%	75%	57%	0%	6%	7%	4%	20%	24%
Access to Backup Elder Care Services <sup>E</sup>	48%	38%	64%	0%	1%	1%	1%	3%	8%
Access to Backup Child Care Services <sup>E</sup>	44%	38%	57%	0%	3%	5%	2%	8%	20%
Bring a Child to Work in an Emergency	44%	13%	57%	67%	28%	31%	29%	17%	15%
529 Plan <sup>F</sup>	42%	0%	62%	67%	12%	18%	10%	24%	25%
Geriatric Counseling <sup>G</sup>	40%	50%	43%	0%	2%	5%	1%	3%	10%
Parenting Workplace Seminars	40%	75%	29%	0%	3%	4%	2%	6%	15%
Foster Care Assistance	24%	25%	29%	0%	1%	3%	1%	3%	4%
On-Site Elder Care Fairs <sup>H</sup>	24%	13%	36%	0%	1%	2%	1%	2%	8%
Subsidized Child Care Center <sup>I</sup>	24%	0%	43%	0%	3%	4%	2%	9%	13%
Elder Care Assisted Living Assessments	21%	25%	23%	0%	1%	1%	0%	1%	8%
Elder Care In-Home Assessments <sup>J</sup>	20%	25%	21%	0%	1%	*	1%	1%	6%
On-Ramping Programs for Parents Re-Entering the Workforce	16%	13%	21%	0%	1%	2%	1%	2%	4%
Consortium Child Care Center <sup>K</sup>	8%	13%	7%	0%	1%	*	1%	1%	3%
Nonsubsidized Child Care Center <sup>I</sup>	8%	0%	14%	0%	3%	3%	2%	6%	17%
On-Ramping Programs for Family Members Dealing with Elder Care Issues	8%	0%	14%	0%	2%	4%	1%	2%	5%
Babies at Work <sup>L</sup>	4%	0%	7%	0%	2%	2%	2%	1%	*
On-Site Vaccinations for Infants/Children	4%	0%	7%	0%	3%	5%	2%	6%	7%

**A** This is a separate room that goes above and beyond the PPACA law requiring that employees be "shielded from view" and "free from intrusion" during their break.  
**B** Not including health care coverage.  
**C** Program that provides employees with the names of providers (separate from or part of an EAP).

**D** Lactation consulting and education.  
**E** For an unexpected event.  
**F** Tax-advantaged savings plan designed to encourage saving for future college costs.  
**G** Provides counseling services to seniors and their families.

**H** Provides an opportunity for employees to speak directly with elder care experts about the many types of elder care services.  
**I** An on-site or near-site center.  
**J** Provides families with appraisals to determine care needs.

**K** An on-site or near-site center sharing the costs and responsibilities with several companies.  
**L** Children under one year of age are allowed to come to work with a parent on a regular basis.  
 Note: An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

# WOMEN IN CABLE TELECOMMUNICATIONS: CONSUMERS, EMPLOYEES, LEADERS

Throughout the past decade women have gained influence as both consumers and members of the U.S. workforce. Compared with many other industries, the cable telecommunications field has done well in hiring, developing and promoting women. With women representing a growing share of the consumer market for cable telecommunications programming and services, it is to the industry's advantage to continue to build on its strengths in developing women leaders to better reflect its customer base and society in general.



### WOMEN AS U.S. CONSUMERS

While cable telecommunications is hardly recession-proof, it has performed well during the recent economic downturn and subsequent slow-growth recovery period. Cable system revenues grew from \$78.6 billion in 2007 to \$94.4 billion in 2010, and advertising revenues for programming networks increased from \$19.9 billion in 2007 to \$23 billion in 2010, according to a 2010 study by Bortz Media & Sports Group.<sup>11</sup>

From an economic standpoint, women have a significant amount of purchasing power overall, and they are just as likely as men to channel that spending into technology and telecommunications. A 2009 study by Boston Consulting Group said women control \$12 trillion of the overall \$18.4 trillion in global consumer spending, either through direct purchasing or through their role in the decision process on household spending.<sup>12</sup> Separately, a 2011 Nielsen survey showed that U.S. women aged 18-34 are just as likely to purchase high-definition television sets as are men aged 35 and over.<sup>13</sup> The same survey showed that women used voice technology 28% more frequently and texted 14% more than men do every month.

Because women's purchasing power is on the rise, they figure prominently in advertisers' strategies for divvying up the estimated \$60 billion spent annually on cable advertising. Unsurprisingly, trends or changes in the viewing habits of women are a key area of interest to Madison Avenue. Cable companies that have a pulse on these trends have a growing advantage in the marketplace. They have a bottom-line interest in attracting and holding onto female viewers. This adds even more strength to the argument for gender diversity at all levels of the cable telecommunications industry, and may be one reason it has outperformed many other industries in promoting and developing women leaders.

### WOMEN IN THE U.S. WORKFORCE

Like industries across the economy, cable telecommunications has been transformed over time by the growing participation of women at all levels of its workforce. In the U.S. overall, women today represent a greater proportion of the workforce than in the past, and female-dominated industries are among the largest growth areas for jobs in the next several years. According to the U.S. Department of Education, women also enroll in college and earn undergraduate and graduate degrees more frequently than men. And yet, research shows that career development is lacking for women in the workplace, they are not well-represented in corporate leadership roles, and in general, they still bring home smaller paychecks than their male counterparts.<sup>14</sup>

Compared with many other industries, the cable telecommunications industry has provided more opportunities for advancement and access to high-paying jobs for many women. Women held 30% of executive positions in cable telecommunications in 2011, up from 25% in 2009, according to results from this year's WICT PAR Initiative. They also represented 30% of the top 10% paid employees. Cable telecommunications organizations reported that 41% of first/mid-level officials and manager positions were held by women, which is higher than the EEOC telecommunications (39%) and all industry (38%) comparisons. Women accounted for 51% of workers in what the U.S. Department of Labor defined as "high-paying management, professional and related occupations" in 2010.<sup>15</sup> In 2011, 43% of full-time employees were women, which reflected an increase of seven percentage points from 2009 data. In 2011, the percentage of new hires who were women was 46%. This reflects an increase of six percentage points over 2009, and suggests that the number of women entering the cable telecommunications industry is nearing the levels of men.

<sup>11</sup> Bortz Media & Sports Group, Inc. (2010). *An analysis of the cable industry's impact on the U.S. economy*.

<sup>12</sup> Boston Consulting Group. (2009, August). *Global inquiry into women and consumerism* [press release]. Retrieved on September 16, 2011, from <http://www.bcg.com/media/PressReleaseDetails.aspx?id=tcm:12-24864>.

<sup>13</sup> The Nielsen Company. (2011, April). *Digital and very social: American women and technology adoption*. Retrieved on September 16, 2011, from <http://blog.nielsen.com/nielsenwire/consumer/digital-and-very-social-american-women-and-technology-adoption>.

<sup>14</sup> Quick Stats on Women Workers. (2010) U.S. Department of Labor. Retrieved on September 16, 2011, from <http://www.dol.gov/wb/factsheets/QS-womenwork2010.htm>.

<sup>15</sup> Quick Stats on Women Workers. (2010) U.S. Department of Labor. Retrieved on September 16, 2011, from <http://www.dol.gov/wb/factsheets/QS-womenwork2010.htm>.

According to federal data, women on average earn about 80% of men’s salaries, but a separate analysis of U.S. Census Bureau data uncovered some positive trends in new entrants to the labor force. For example, it showed that **single women in their 20s earn 105% of what their male counterparts earn in the average U.S. metropolitan market. That percentage was closer to 120% in cities with a “heavily knowledge-driven employment base,”** according to the 2010 study by research firm Reach Advisors.<sup>16</sup> This is likely due to women’s higher rates of educational attainment among younger generational cohorts.

In contrast, another interesting trend in the labor market has been that in the current down economy men are finding employment faster than women are. In the first two years of the economic recovery, roughly from June 2009 to May 2011, the unemployment rate for men fell from 10.6% to 9.5%; for women, while still lower overall, it actually increased slightly, from 8.3% to 8.5%.<sup>17</sup>

Unfortunately, as long as the U.S. economy’s uneven recovery continues, job opportunities will be limited for all members of the workforce. But despite those troublesome circumstances, there are demographic and education-related trends that bode well for women’s job prospects in the future. Simply by sheer numbers, women today make up a larger proportion of the business sector. In 2009, 59% of working-age women in the United States were a part of the labor force—either holding jobs or seeking employment. That is up from 43% in 1969, according to the Bureau of Labor Statistics (BLS).<sup>18</sup>

Perhaps of greater consequence is the future composition of the labor force, and that is also tilting in favor of women, based in part on educational requirements for new jobs. Occupations that typically require a post-secondary degree are expected to account for nearly half of all new jobs from 2008 to 2018—and one-third of total job openings during that time—according to the BLS.<sup>19</sup>

Other research finds that women are also more likely to obtain college degrees. In 2009, women represented 57% of undergraduate enrollment in the United States, according to the Department of Education. Enrollment for women was expected to reach 11.5 million students in 2020, compared with 8.1 million for men. More women than men have also enrolled in post-graduate degree programs every year since 1988. In 2020, post-baccalaureate enrollment is expected to increase to a total of 2.1 million women (61%) and 1.3 million men (39%).<sup>20</sup>

Current economic conditions are clearly affecting opportunities for work and education, and they cannot be discounted when projecting in the near term. While wage discrepancies are pervasive and leadership opportunities are still limited for women in today’s business world, the future trends in U.S. demographics, the makeup of the labor force and the rates of educational attainment are moving slowly in their favor.

**OCCUPATIONS THAT TYPICALLY REQUIRE A POST-SECONDARY DEGREE ARE EXPECTED TO ACCOUNT FOR NEARLY HALF OF ALL NEW JOBS FROM 2008 TO 2018—AND ONE-THIRD OF TOTAL JOB OPENINGS DURING THAT TIME.**

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- 16** Women Power: The Rise of the Sheconomy. (November 2010). Time. Retrieved on September 16, 2011 from <http://www.time.com/time/magazine/article/0,9171,2030913,00.html>.
  - 17** Pew Research Center. (2011, July). In two years of economic recovery, women lost jobs, men found them. Retrieved on September 16, 2011, from <http://pewresearch.org/pubs/2049/unemployment-jobs-gender-recession-economic-recovery>.
  - 18** U.S. Bureau of Labor Statistics. (2011, March). BLS spotlight on statistics: Women at work. Retrieved on September 16, 2011, from <http://www.bls.gov/spotlight/2011/women/>.
  - 19** U.S. Bureau of Labor Statistics. (2009, December). Employment projections: 2008-2018. Retrieved on September 16, 2011.
  - 20** National Center for Education Statistics. (2011, May). The condition of education. Retrieved on September 16, 2011, from <http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2011033>.

# BEST COMPANIES FOR WOMEN IN CABLE TELECOMMUNICATIONS

A subset of the quantitative as well as the qualitative responses from the 2011 WICT PAR survey were examined and used in the scoring of the Best Companies for Women. A top five list for operators and a top five list for programmers were compiled. These lists, along with an introduction of the overall 2011 WICT PAR survey findings by operator and by programmer, follow.

WICT PAR's Best Operators and Best Programmers have a high percentage of women employees, managers and senior leaders as well as a portfolio of proven pay equity standards, advancement opportunities, and effective work/life solutions. The WICT "Best" companies have strategically integrated **P**, **A** and **R** programs into their corporate cultures and, as demonstrated by the support for and use of these programs by senior executives and company employees, respectively, have done so successfully. Their approaches to attracting, retaining and cultivating top female talent are as diverse as the markets and audiences they serve. Nevertheless, they have a shared recognition that women are integral to their businesses' growth. These are the companies that lead the cable telecommunications industry.

## BEST OPERATORS

- ▶ Time Warner Cable
- ▶ Cox Communications
- ▶ Comcast
- ▶ Bright House Networks
- ▶ Suddenlink Communications

## BEST PROGRAMMERS

- ▶ NBCUniversal
- ▶ Turner Broadcasting System, Inc.
- ▶ Scripps Networks Interactive
- ▶ Discovery Communications
- ▶ ESPN

# KEY FINDINGS FOR OPERATORS

In 2011, there were no major gains in women's representation on a number of measures for MSOs. They reported 11% of boards of directors' seats were held by women in 2011, and the proportion of women in top executive positions (i.e., executive/senior-level officials and managers) was 25% (compared with 24% in 2009). Meanwhile, of the 10% highest paid MSO employees—who generally fall in the senior executive ranks of any organization—25% were women executives. Thirty-one percent of first/mid-level officials and managers among MSOs were women. There was a decrease in the percentage of women full-time employees among MSOs, from 35% in 2009 to 31% in 2011.

In 2011, the percentage of new hires that were women for the cable telecommunications was 46%, representing a six percentage point increase from findings of 40% in 2009. However, the percentage of new hires who were women among MSOs decreased from 39% in 2009 to 35% in 2011. Nearly two-thirds of MSOs reported that they have internal groups that focus on diversity (63%); 56% of cable telecommunications organizations reported having such groups. In terms of providing resources for work/life support in the area flexible work arrangements, MSOs are more likely than programmers to offer flexible work arrangements to their employees. In fact, MSOs outperformed programmers in all of the eight flexible work arrangement categories, such as telecommuting on a part-time basis (100% for MSOs and 57% for programmers) shift-flexibility (100% for MSOs and 43% for programmers) and flextime (88% for MSOs and 71% for programmers).

The percentage of women of color executives among MSOs in 2011 remained at 4%, the same percentage as in 2009. Women of color accounted for 7% of the 10% highest paid employees in 2011; MSOs reported 4%. Seven percent of first/mid-level officials and managers among MSOs were women of color. MSOs also reported decreases in women of color full-time employees from the 2009 findings of 16% to 11% in 2011. Among MSOs, the proportion of new hires who were women of color decreased from 20% in 2009 to 15% in 2011.



# 2011 BEST OPERATORS



With a customer footprint that is arguably one of the most multicultural in the country, it is no surprise that **Time Warner Cable** (TWC) has made diversity and inclusion an integral part of its operations.

The company's service areas are home to 30% of the country's African-American population and more than 40% of U.S. Hispanics and Asians.

Internally at TWC, the company has 25 fully certified Diversity & Inclusion facilitators to train employees, and courses are offered every month at all levels of the organization. Nearly 12,000 of TWC's employees have completed diversity & inclusion training in one of three forms: an eight-hour in-class session, a four-hour in-class session or an e-learning exercise.

Formal mentoring programs exist throughout TWC. Where formal programs do not exist, mentoring is still offered through industry organizations like NAMIC and WICT. Another program TWC has piloted is the *EQmentor* online program which focuses on employees at manager and director levels. Several employees have completed an online mentoring pilot with *EQmentor*; another group started the process in 2011. In some TWC locations, where one-on-one mentoring is a challenge due to the number of potential mentees to mentors, mentoring groups have developed. Essentially there are 4-5 mentees to one mentor, and the group provides a safe mentoring culture when everyone has the advantage of developing through the process. The concept of *Circle Mentoring* has been used often by PAR Best Companies. In 2010, over 150 mentoring pairs were involved in formal one-on-one mentoring programs throughout the organization.

TWC's efforts to develop leaders who are women to fill its executive positions have produced tangible results. TWC has grown the percentage of executives who are women from 18% in 2007 to 32% in 2011.



# 32%

**TIME WARNER  
CABLE HAS GROWN  
THE PERCENTAGE  
OF EXECUTIVES  
WHO ARE WOMEN  
FROM 18% IN 2007  
TO 32% IN 2011.**



**Cox Communications** has often been recognized for its use of diversity practices within the organization, but this emphasis on multiculturalism extends far beyond its internal operations. The company offers dozens of recruiting and development programs, including leadership and executive development training, diversity and inclusiveness training, and mentoring programs.

Cox's corporate diversity council is composed of senior leaders who work throughout the company, and Cox has created smaller versions of the council in each of its 14 markets to create a tailored approach to diversity and inclusion in local areas. Since Cox began offering a variety of formal diversity training courses in 1998, almost 10,000 employees have participated.

Beyond Cox's internal operations, the Atlanta-based company has been a member of the Georgia Minority Supplier Development Council since 1981 and has been recognized by the council as a company that "publicly demonstrates a commitment to minority business development through aggressive programs and the perpetuation of procurement opportunities." That is evidenced by the nearly \$351 million that Cox spends annually with minority-owned and women-owned suppliers.

Numbers matter in this economic cycle as never before. Cox equips all its managers to take responsibility for financial metrics through its *Drive Results: Finance Matters* one-day crash course in business finance for non-financial managers. Participants learn how their decisions affect the company's overall financial performance and become conversant in concepts such as the lifetime value of customers. The program was created based on the company's realization that there was a need for financial and business acumen at all levels. Women comprise 39% of the 1,500 managers who have taken the course since its inception in 2007. The prerequisite

for "Finance Matters" is a web-based course that introduces new managers to key finance metrics and terms.

Similar to the financial program, Cox offers a half day 'Telecom 101' program. This hands-on program allows employees to learn more about the industry. It is targeted for any new Cox employee at all levels so that they can feel knowledgeable about the technology and become excited about the industry.

A longstanding matrix of leadership development programs pushes new and rising managers on all fronts, and Cox closely monitors the mix of participants. For example, women comprise 32% of the participants in the Executive Foundation program. Meanwhile, Cox tracks promotions quarterly to ensure that women are consistently in the mix of candidates and those promoted.

Team projects and lateral rotations have emerged as a powerful tool for "growing in place." This trend was already underway at cable employers when the 2008/2009 recession hit. In the 2009 PAR Initiative cycle, 35.5% of employers reported programs to rotate employees through digital projects; 29%, through new product launch teams; 19.3%, through digital ad sales positions; and 16%, through mobile ad sales.



**Comcast** has three high potential programs, the *Executive Leadership Forum (ELF)*, *Fundamentals of Leadership (FOL)*, and *Linked to Leadership (L2L)*. Each program is uniquely designed to train and develop a talent pool of leaders for succession planning within the company. The *Executive Leadership Forum* grooms high-potential leaders for executive roles throughout Comcast. The most recent class is made up of 44% women leaders. Women leaders also represent 31% of the most recent class of Comcast's *Fundamentals of Leadership* program, which focuses on creating bench-strength at the senior manager and director levels.



Comcast selects leaders from across the company to participate in ELF. The selection process is highly competitive, and nominees are chosen based on performance, assessment of high potential leadership and key succession needs identified through the national Talent Review process. The program is successful as a result of strong leadership support and executive sponsorship.

Comcast's newest high potential development program, *Linked to Leadership* (L2L), is a six-month training program where participants are challenged to develop their business acumen, leadership presence and cross functional knowledge. Participants shadow leaders at Comcast, engage in leadership classes and take part in experiential learning opportunities. In addition to the learning components, each L2L participant is also assigned a cross-functional learning project and a mentor.



**Bright House Networks**, the Syracuse, New York-based cable television operator, exceeds industry averages for women's employment on a number of levels. An example of some of the programs that make this operator stand out is its broad-based benefits package and an extensive women's leadership development program.

The Bright House *Women's Leadership Circle* offers participants extensive exposure to new functional areas of the business, as well as access to senior management mentors and senior operations executives to prepare them for future leadership opportunities at the company. The company provides a comprehensive benefits package to attract and retain a diverse workforce. Among its offerings are domestic partner benefits and a bilingual pay incentive for customer-facing employees who speak Spanish regularly in the course of their jobs.

Bright House also administers an "online university" of courses that are free to employees and offer opportunities to grow within

the company. Some of the course material is designed to enhance Bright House management's skills in sensitivity to and working with employees of all cultural backgrounds.

Company officials say that diversity is "best appreciated with direct, on-site efforts." Those include events to commemorate Black History Month at Bright House's call centers and a Spanish club at one facility, created to appreciate and experience the Spanish language.



In order to maintain a multicultural workforce, **Suddenlink Communications** does not have to look very far to fill its ranks. The company partners with more than 60 diversity-based job recruitment sites when it seeks new talent. The St. Louis-based company has only been in business for five years, but has quickly become one of the industry's leaders in diversity and inclusion.

After company officials determined that there was room to improve on the number of women that held technical roles with the company, Suddenlink designed its primary recruitment video to target women.

In 2010, several of Suddenlink's women employees achieved development goals with nationally recognized programs. One worker participated in WICT's Betsy Magness Leadership Institute, a top leadership development program for women in the cable telecommunications industry, and three other Suddenlink employees completed the Rising Star program, sponsored by the YWCA's Academy of Career Women of Achievement and designed to mentor and support women ages 25 to 40 in pursuit of excellence in their careers.

With a philosophy that is centered on "developing employees in order to retain them," Suddenlink provides company funds for employee development programs that are administered by NAMIC, WICT and the Society of Cable Telecommunications Engineers.



## KEY FINDINGS FOR PROGRAMMERS

In 2011, programmers saw gains in several areas: women executives, women of color in executive positions, women as full-time employees and women of color as full-time employees. Programmers performed better than Fortune 500 organizations with respect to the percentage of women holding seats on boards.<sup>21</sup> Twenty percent of programmers' Board of Directors' members were women in 2011, as compared to 16% in Fortune 500 organizations.

The percentage of women executive/senior-level officials and managers among programmer organizations increased from 27% in 2009 to 31% in 2011, outpacing results for the EEOC telecommunications and EEOC all-industry comparisons, which reported women executives at 21% and 28%, respectively.

Programmers noted that 32% of their 10% highest paid employees were women. The proportion of women first/mid-level officials and managers among programmers was 46%, somewhat higher than in the EEOC telecommunications industry comparison (39%) and for the EEOC all industry comparison (38%). In 2011, programmers reported 47% of full-time employees were women, a two percentage point increase over 2009 findings. Forty-eight percent of new-hire employees among programmers were women—the same percentage as in 2009. Internal groups that focus on diversity existed in 57% of programmer organizations.

Programmers generally outperformed MSOs on many of the areas covered in the 2011 WICT PAR survey. The percentages for women full-time employees, new hires, professionals and digital media were higher among programmers than MSOs. In addition, programmers reported higher representation of women in five of the six management positions including executives and boards of directors.

Overall, both programmer and MSOs performed well in areas related to strategies for increasing advancement opportunities, indicating that both programmers and MSOs are investing in strategies to increase diversity by advancing women. However, programmers still came out ahead of MSOs in many areas, such as aligning diversity with business goals and objectives (92% for programmers and 75% for MSOs) and retention strategies designed to retain a diverse workforce (92% for programmers and 71% for MSOs).

Resources for work/life support resulted in mixed results for programmers. Although MSOs performed better in the area of flexible work arrangements, programmers surpassed MSOs in select benefits, such as access to backup child care services (57% for programmers and 38% for MSOs) and on-ramping programs for parents re-entering the workforce (21% for programmers and 13% for MSOs).

Programmers had a four percentage point increase in women of color holding executive positions, from 5% in 2009 to 9% in 2011. Women of color accounted for 9% of the 10% highest paid employees among programmer organizations. Programmers reported 16% of first/mid-level officials and managers were women of color. There was a five percentage point increase in the percentage of women of color among programmer organizations, from 16% in 2009 to 21% in 2011. Programmers also reported 19% of new hires in 2011 were women of color—the same percentage as 2009.

<sup>21</sup> Alliance for Board Diversity (2010). *Missing Pieces: Women and Minorities on Fortune 500 Boards—2010 Alliance for Board Diversity Census*. Retrieved on September 13, 2011, from [http://theabd.org/ABD\\_report.pdf](http://theabd.org/ABD_report.pdf).



# 2011 BEST PROGRAMMERS

## NBCUniversal

**NBCUniversal** aligns diversity with business goals and objectives. People managers are held accountable for diversity-related tasks or outcomes in the performance management process. Leadership development opportunities are designed to increase diversity in higher-level positions within the organization and are specifically tailored for diverse employees. The organization collects measurements/metrics on diversity-related practices and integrates diversity efforts into many different activities. Staffing strategies in particular are closely aligned with diversity goals: recruiting strategies are designed to help increase diversity within the organization, while retention strategies are designed to help retain a diverse workforce. While 52% of NBCU's workforce are women, NBCU's increased recruiting strategies yielded 56% of new hires as women in 2011.

The organization's employee attitude/satisfaction/engagement survey includes items that relate to diversity. All of these practices are in place to support business goals and objectives. NBCUniversal's six affinity groups (Asian Pacific American, Black, Hispanic, LGBT, Veterans and Women) have had a tremendous impact both within the company and in the communities where NBCUniversal is located. These groups are open to all employees and attract a wide array of employees. Each of these groups develops a range of events. In addition, NBCUniversal has held four Diversity Summits (two on each coast) to provide affinity group members and functional representatives an opportunity to brainstorm ways to move the diversity needle in the company. Strategies identified in these summits were presented to executive management teams and then translated into action steps within the various business areas.

At NBCUniversal, top executives and their HR teams oversee an enterprise-wide annual talent review process focused on succession planning and talent development. An important facet of this review is identifying diverse high-potential leaders and ensuring they are receiving the necessary development, executive exposure and advancement opportunities. Promotions and new hires at the senior level are reviewed for diversity, both of the candidates interviewed and the ultimate hires. This level of scrutiny also applies to leadership development nominations and other key talent management processes. In fact, two of NBCUniversal's largest cable organizations are led by female executives. In addition, 33% of NBCU's Board of Directors are women and 51% of NBCU's executive/senior-level officials and managers are women in 2011.

NBCUniversal carries out a number of assessments of progress, such as the percentage of participants who have been promoted or have had an expansion in responsibilities; the diversity of the leaders who are currently in development programs; and the retention rates of leadership program participants as compared with the general NBCUniversal population. This information is shared with senior executives on a regular basis and is used to evaluate the success of current programs and to assess the nomination and selection process for future programs.

# 33%

**OF NBCU'S BOARD OF DIRECTORS ARE WOMEN AND 51% OF NBCU'S EXECUTIVE/SENIOR-LEVEL OFFICIALS AND MANAGERS ARE WOMEN IN 2011.**



**Turner Broadcasting System, Inc.’s** CEO sets overarching companywide goals to reach multicultural markets, therefore, growing audience and revenue opportunities. The CEO also incorporates a companywide Diversity Action Planning process which allows for each division to align and create its own diversity action plans specific to its businesses. Incorporated within each of these plans are the activities, events and practices that fall within Turner’s workplace, workforce and marketplace business priorities. In 2010, Turner rolled out open enrollment and division-specific training efforts to raise awareness of Turner’s commitment to investing in women- and minority-owned businesses and to introduce employees to best practices in supplier diversity.

Turner has realized tremendous value in leveraging its Steering Council, Divisional Diversity Councils and Business Resource Groups (BRGs) to provide thought leadership on key business strategies and decisions as well as to educate its workforce on the importance of inclusive leadership. Approximately one-third of Turner’s employees are members of one of the company’s nine sponsored BRGs located in Atlanta, New York and Los Angeles. The BRGs have remained a highly visible part of the diversity infrastructure and have helped influence Turner’s corporate culture by fostering inclusion, partnering with the business to serve as an internal focus group for the constituencies they represent, and expanding the scope and reach of existing developmental programs and talent acquisition process. Additionally, Turner’s BRGs continue to be an important way to develop leaders and improve retention. Individuals identified for BRG leadership roles are selected through Turner’s succession planning efforts as opportunities to further develop their leadership skills and increase their exposure across the organization. These BRGs lead a number of initiatives. For example, the *Turner*

*Women Today* chapters in New York, Los Angeles and Atlanta hosted a panel titled “A Woman’s Nation” to discuss the results of the Shriver Report, a national study highlighting the state of women in the U.S. *Turner Women Today* Los Angeles featured a “Women in Content” panel of executive producers and creators of several Turner Entertainment Network original series. These programs highlight the way diversity-focused groups impact key business strategies and decisions at Turner.



The representation of women in the workplace is clearly a priority at Scripps. Fifty-three percent of **Scripps Networks Interactive’s** managers are women, forty percent of their senior vice presidents are women and women lead two of Scripps’ six networks (Food and Travel Channel) and its Finance and Digital groups.

Scripps embraces diversity through inclusion—this concept drives its behaviors and success in the workforce, workplace and marketplace. The goal is to remain a major participant in the competitive world of media and to accurately reflect the multicultural makeup of current and future audiences. As the first cable company to measure its on-air diversity, part of Scripps’ overall strategy is to develop programming that reflects its viewers and the diversity of the country as a whole. The focus is evident in the diversification of Scripps’ management teams. Women comprise 56% of the workforce and remain in the majority of three important metrics: women as a proportion of employees, of managers and of mid-managers.

Transparency in pay practices is another notable example of Scripps’ inclusion ethos. Quarterly pay equity audits ensure that salary levels are consistent with other companies that have innovative pay equity practices. These practices represent a commitment to women in the workforce.



Scripps' Executive Diversity Committee, co-chaired by its chairman, president & CEO and the president of Scripps Networks, drives the strategy and policies, allocates resources and establishes diversity performance goals. The realignment of the Diversity Committee was an innovation driver to leverage diversity throughout the organization. With the Executive Committee driving the process and strategy, the Diversity Council has been more impactful by providing a platform for all function areas to engage on the topic of diversity and inclusion on more levels, with its employees, vendors and business partners.



**Discovery Communications'** diversity and inclusion strategy focuses on three central pillars: recruitment, retention and engagement. Recruiting efforts attract talented, diverse candidates, while their focus on retention and engagement helps employees achieve their potential in an inclusive environment anchored by an appreciation for differing points of view. Discovery views talent and potential through new lenses aimed at having the workforce resemble the audiences of its global networks. The pinnacles of Discovery's diversity practices are its Employee Resource Groups (ERGs). These include the Women's Leadership Network, priDe (GLBT community), MultiCultural Alliance, Veterans Group, Generation Discovery, Working Families Group and more. Spearheaded by employee volunteers, ERGs boast 80% workforce participation for all sponsored activities annually.

One of the most impactful groups is the Women's Leadership Network (WLN). Its mission is to support the growth of its members while enhancing corporate goals by focusing on recruitment, professional development, well-being and community outreach. More than 50% of Discovery's women employees globally participate in WLN-sponsored initiatives, and 75% of Discovery's female executives have

participated in WLN career panels. Considering 54% of Discovery's global workforce and 38% of its senior-level executives are women, the WLN's influence and impact cannot be understated. The WLN partners with women-focused organizations like WICT and Women in Film and Video to provide career development opportunities for executive career panels, focused mentorships, and internal and external networking events and seminars. In collaboration with Discovery's on-site wellness centers, the WLN actively encourages healthy lifestyles for women and working mothers. The WLN's involvement in community outreach includes efforts to increase breast cancer awareness, promote community involvement at Discovery's annual day of global service and much more.

Discovery Points of View is a companywide initiative that supports innovation at Discovery through inclusion of the broadest range of perspectives—those of its valued employees. Discovery has a history of outreach and a focus on diversity, expressed by employee-driven groups. Discovery Points of View is an evolution of these groups.



Diversity efforts at **ESPN** are mainly directed through eight Employee Resource Groups (ERGs), which were launched in 2008. The groups are for Women, People with Disabilities, Asians, Latinos, African-Americans, and Gay, Lesbian, Bisexual and Transgender, Families, and Young Professionals. Under the direction of the company's Diversity & Inclusion Office, the ERGs are voluntarily run by employees and are based on either a shared interest or similar dimension of diversity. Educating and promoting cultural diversity, networking and learning from others, developing professional skill sets, adding value to the business, expanding the recruitment base, enhancing retention initiatives and tapping into underutilized resources are the areas of focus



for these groups. Participants in the ERGs are put in positions to drive projects and initiatives that are vital for ESPN's evolution into a truly diverse workforce.

ESPN uses employee opinion surveys and diversity audits to measure its progress in building a diverse workforce that reflects its global viewership. These assessments focus on both recruitment and retention and have been used to improve ongoing diversity and inclusion training, inform recruitment practices, direct community outreach and charitable giving, and focus employee development and increase engagement.

ESPN offers a number of family-friendly benefits. Its areas of focus for such benefits are its subsidized on-site child care center, parenting workplace seminars, and backup child care and elder care. The on-site child care and backup care for children and the elderly have been particularly effective as a retention tool.

ESPN offers multiple flexible work benefits. The flex benefits that are most important are flextime (allowing employees to choose their work hours within limits established by the employer), telecommuting on an ad-hoc basis (telecommuting intermittently throughout the year or as a one-time event) and on-ramping programs for parents re-entering the workforce. These and other benefits have been viewed as having a valuable bottom-line return on investment because of the reduction in both lost time on the job and employee stress.



# PAY EQUITY

For years, the WICT PAR Initiative has maintained that the development and adoption of a pay equity policy is the cornerstone to a bias-free compensation system. Studies show that one year after college graduation, a woman earns only 80% as much as her male counterpart. This disparity continues 10 years after graduation with women falling further behind, earning only 69% of their male counterparts' earnings.<sup>22</sup>

Although almost one-third (32%) of cable telecommunications organizations have pay equity practices, some organizations lag behind. Organizations responding to the WICT PAR Survey utilized a number of compensation strategies to ensure pay equity. Such strategies included the use of internal compensation committees to review and address pay disparities based on gender and ethnicity, and also monitoring compensation levels against external salary benchmarks.

The focus of equal pay laws is also gaining a national audience. In his January 2010 State of the Union address, President Obama announced his Administration's focus on equal pay for women. To ensure compliance, the National Equal Pay Enforcement Task was established.

There has been a significant increase in activity in the last two years by federal agencies that oversee pay discrimination, and record monetary damages for victims of discrimination were obtained. In addition, workforce reductions and pay decisions made in response to the economic downturn have inadvertently, in some cases, opened up the potential for pay inequities claims. This environment introduces both challenges and opportunities for the cable telecommunications industry.

Since WICT started the PAR Initiative, cable telecommunication companies have been working to adopt compensation practices that promote gender equity.



**Cox Communications** ties pay equity to long-term succession and career planning. Its career framework approach integrates multiple considerations into pay equity analysis and decisions, including developmental lateral moves and technical accomplishments.

Cox utilizes pay equity analysis in the process of hiring to ensure that new employee salaries are aligned with the existing career framework and benchmarks. Proposed base pay and bonuses are evaluated and monitored for equity, ensuring new-hire compensation offers are not inadvertently inequitable when compared to the salaries of current Cox employees.

The company's continually evolving compensation practices stem from its best-in-class pay equity policy, which states in part, "Equity in pay is critical to the realization of overall equity in employment. Any employee who Cox Communications determines is unjustifiably paid less than a similarly-situated co-worker or is paid less than warranted by the job grade, is eligible for a pay adjustment." Eligibility entails an opportunity for further examination of metrics that play into compensation decisions. Such metrics include the employee's credential, work performance, technical skills, and overall business experience.

<sup>22</sup> 2007. AAUW Educational Foundation. *Behind the Pay Gap*. American Association of University Women Educational Foundation: Washington, DC.



A recessionary year seems an unlikely time to introduce striking innovation in pay practices, yet **ESPN** broke through this past year with multifaceted pipeline, promotion and pay analysis tools that equip managers to see the immediate and long-term impact of their decisions. These advanced software programs evaluate a constellation of factors, from performance to merit raises. ESPN staff and managers use the diversity scorecard tool to anticipate where women and people of color are positioned in the pipeline. The pay metrics report shows the corresponding compensation trends. Together, the two reports equip line managers, HR staff and executives to get ahead of emerging trends—both to make course corrections and to concentrate resources where needed.

An essential component of the program is the semi-annual diversity scorecard that reports emerging promotion and pay patterns, companywide. The scorecards reflect representation of women and people of color by department, benchmarked against company metrics. The scorecards incorporate statistical snapshots and color-coded trend lines to reflect variances from managers' set goals. ESPN also analyzes new hires and departures, transitions that can be early indicators of significant statistical shifts. The pay metrics reports illustrate the cumulative effect of individual compensation decisions and have proven to be an eye-opener for department managers. The result has been more productive coaching sessions about equitable pay and significantly more consistent application of the company's pay equity policy.



**Suddenlink Communications** has a team of seven human resources directors that help ensure pay equity by tracking salary and merit increase. They also ensure compensation is fair and equitable between departments and use a variety of tools and resources such as AAIM Employers' Association and Economic Research Institute. All salaries are reviewed once a year by the Vice President of Human Resources and Vice President of Compliance, along with the CEO, CFO and COO, and performance reviews are tracked to ensure that every employee has a review to match a merit increase. Suddenlink also voluntarily reports gender compensation information to the Bureau of Labor Statistics on a monthly basis. Salaries are not increased at Suddenlink without formal reviews, this ensures that a salary coincides with performance and industry/market pricing. The company uses information from other compensation benchmark studies to ensure that salaries are benchmarked against market-based information.

**SUDDENLINK HAS A TEAM OF SEVEN HUMAN RESOURCES DIRECTORS THAT HELP ENSURE PAY EQUITY BY TRACKING SALARY AND MERIT INCREASE.**





The Equal Opportunity Policy Statement is applied to all employment actions, including compensation. **Turner Broadcasting System Inc.'s** performance management system holds managers at all levels responsible for helping the company further its diversity efforts. Turner's Executive Incentive Plan for vice president-level and above employees includes a leadership measurement to reward participants on their demonstrated support of diversity efforts. Turner also has a broad-based annual incentive program for all benefits-eligible employees. This bonus program pays an annual incentive based on both the company's and the individual's performance during the plan year. These programs continue to support Turner's compensation philosophy of providing competitive pay levels to all employees. The company continues to emphasize a pay-for-performance environment by having one common merit review award date. This practice allows it to conduct equity reviews in a consistent manner, assuring that pay increases are truly based on performance, market rates and company budgets, and merit award within the same time frame. The merit increase date corresponds with the annual bonus payments, allowing for a holistic review of pay equity.

The compensation team consults with and provides support directly to the HR generalists for all types of compensation-related situations, including performance reviews, promotions, salary offers and equity issues that may arise. Regarding promotional increases, the compensation department establishes guidelines for HR generalists and employee managers to use to ensure competitive and equitable promotional increases. The HR generalists work directly with the managers in their client groups to review promotions and performance reviews and to educate managers about our compensation policies and guidelines. The dedicated support that the compensation department provides to the HR generalists ensures adherence to company guidelines and promotes equity across all employee levels.

Additionally, the compensation department provides individual and group training opportunities for managers and employees. Each training class is dedicated to increasing the understanding of a) the company's compensation philosophy, b) how the company utilizes salary surveys and other tools to determine competitive rates of pay for each job position within the company, c) how the company administers its compensation programs, and d) the company's pay-for-performance initiatives. The goal is to create employee understanding about the company's pay programs and ensure consistent and appropriate application of compensation tools available to managers in supervising their departments.

**TURNER  
BROADCASTING  
SYSTEM'S  
PERFORMANCE  
MANAGEMENT  
SYSTEM HOLDS  
MANAGERS AT  
ALL LEVELS  
RESPONSIBLE FOR  
HELPING THE  
COMPANY FURTHER  
ITS DIVERSITY  
EFFORTS.**

# ADVANCEMENT OPPORTUNITIES

Advancement opportunities for women are often part of an organization's broader effort to help it compete in a global economy with culturally diverse markets, employees and customers.

Women accounted for 43% percent of the promotions that occurred in cable telecommunications organizations and for 52% of the internal transfers. Yet, when internal transfers occurred, 72% indicated that the majority of transfers that occurred within their organizations provided growth and advancement of existing skill sets of the promoted employees. More than one-quarter of cable telecommunications organizations (27%) reported that the majority of transfers were physical moves only (from one location to another) which did not lead to career growth or advancement.

There are indications that women, in general, are not being groomed for higher positions on the corporate ladder and the corresponding bigger paychecks. According to a 2010 study by management consulting firm McKinsey & Co., women represent 53% of new hires at companies,<sup>23</sup> but at the first step of career advancement—when individual contributors are promoted to managerial positions—that number drops to 37%.<sup>24</sup> Going further up the chain, only 26% of vice presidents and senior executives are female and just 14% of executive committee members are female.

However, this year's WICT PAR findings revealed that the cable and telecommunications industry is performing slightly better with 30% of executive positions held by women. A 2010 study by the Alliance for Board Diversity found that women hold just 16% of board of directors' seats at Fortune 500 companies<sup>25</sup> but here too, the cable telecommunications industry is performing better than other industries. According to this year's WICT PAR data, 20% of board seats were held by women in the cable industry.

One reason women may be making slower gains than their labor market representation and educational attainment rates may be the lack of a targeted training and career development strategy for women in many companies. A September 2010 study by the consulting company Mercer found that 70% of companies do not have a clearly defined strategy or philosophy for development of women into leadership roles. Only 5% of the survey's respondents said they have a "robust" program for development of women leaders, and another 4% said they plan to add related programs and activities in the future.<sup>26</sup>

Issues such as access to high-influence mentors and sponsors also may play a role. One Catalyst study found that women are actually more likely than men to receive mentoring, yet mentoring does not appear to provide the same career benefits to women as it does to men. Key factors thought to be behind this discrepancy are that fewer women have senior executives as their mentors and that men are more actively "sponsored" by their mentors than are women. Sponsorship can be defined as a mentoring relationship where the sponsor goes beyond giving advice and counsel to actively advocating for the promotion and career progression of his or her mentee.<sup>27</sup>

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- 23** Among cable telecommunications organizations, according to the 2011 WICT PAR survey, 46% of new hires were women.
  - 24** McKinsey & Co. (2011, April). *Unlocking the full potential of women in the U.S. economy*. Retrieved on September 16, 2011, from [http://www.mckinseyquarterly.com/How\\_women\\_can\\_contribute\\_more\\_to\\_the\\_US\\_economy\\_2784](http://www.mckinseyquarterly.com/How_women_can_contribute_more_to_the_US_economy_2784).
  - 25** Alliance for Board Diversity. (2011, July). Missing pieces: Women and minorities on Fortune 500 boards. Retrieved on September 16, 2011, from <http://theabd.org/>.
  - 26** Mercer. (2010, October). Women's leadership development survey. Retrieved on September 16, 2011, from <http://www.mercer.com/press-releases/1398000>.
  - 27** Ibarra, H. Carter, N., & Silva, C. (2010, September). Why men still get more promotions than women. *Harvard Business Review*, 88(9).

Another Catalyst report on the importance of sponsorship shows that formal mentoring programs seem to be more effective at improving promotion rates of women than informal mentoring relationships brokered by individual employees. It also indicates that sponsoring relationships are not only beneficial to those being sponsored but also provide benefits to sponsors, such as feedback, enhanced skills and increased company knowledge, leading to direct and indirect benefits to organizations.<sup>28</sup>

With the continuation of efforts like these, along with market pressures, demographic and education trends, diversity strategies are likely to continue to drive up women's representation at all levels of employment within the cable telecommunications industry.

#### CAREER DEVELOPMENT PRACTICES BY CABLE TELECOMMUNICATIONS ORGANIZATIONS

Today's successful organizations use a diverse workforce as a means to help achieve their business-related objectives. Diversity practices are important to organizations. Diversity practices are also important to employees. In fact, employees from organizations that had diversity-related policies or practices in place were significantly more likely to perceive their organizations more positively than were employees from organizations without such policies and practices.<sup>29</sup> Practices that organizations use to support advancement opportunities for their diverse workforce help increase diversity in leadership ranks. In fact, nine of the ten PAR best companies reported offering women employees specific leadership programs that were tailored to develop women in the cable telecommunications industry.

The WICT PAR survey asked cable telecommunications organizations a series of questions about organizational practices and policies that support advancement opportunities and diversity practices. These data are compared with a response from a random sample of 674 SHRM members who completed the *2011 SHRM Workplace Diversity Practices Survey*, conducted in June 2011, for the purpose of providing comparative data for the 2011 WICT PAR survey. Comparisons are made by SHRM all-industry, SHRM telecommunications industry and SHRM organizational staff size data findings. See "Advancement Opportunities" table in the "2011 Industry Scorecard" section.

Generally, the organizations that participated in this year's survey scored better on key diversity practices compared with SHRM telecommunications industry comparison data. However, when cable telecommunications organizations were compared with similarly sized organizations in SHRM's all-industry comparison data, responses were similar, suggesting that organizational staff size plays a critical role in the scale and sophistication of diversity practices that organizations may employ.

The top five diversity practices employed by cable telecommunications organizations in the WICT PAR survey, listed in order, are as follows:

- 1) Recruitment strategies designed to help increase diversity within organizations.
- 2) Community outreach tied to diversity, such as links between organizations and educational institutions, government entities, etc.
- 3) Leadership development opportunities (e.g., mentoring, coaching) designed to increase diversity in higher-level positions.
- 4) Employee attitude surveys that include items related to organizational diversity.
- 5) Alignment of diversity with business goals and objectives.

<sup>28</sup> Foust-Cummings, H., Dinolfo, S., & Kohler J. (2011, August). *Sponsoring women to success*. Full report available at [http://catalyst.org/file/497/sponsoring\\_women\\_to\\_success.pdf](http://catalyst.org/file/497/sponsoring_women_to_success.pdf).

<sup>29</sup> Society for Human Resource Management. (2006). 2006 SHRM workplace diversity and changes to the EEO-1 survey report.

**NINE OF THE TEN PAR BEST COMPANIES REPORTED OFFERING WOMEN EMPLOYEES SPECIFIC LEADERSHIP PROGRAMS THAT WERE TAILORED TO DEVELOP WOMEN IN THE CABLE TELECOMMUNICATIONS INDUSTRY.**

In another study conducted by McKinsey and Company in 2010,<sup>30</sup> organizations that listed gender diversity as one of their highest-priority goals undertook the top three measures to retain, promote and develop women, which included providing: options for flexible working conditions; support programs to reconcile work and family life; and performance evaluation systems that neutralize the impact of parental leave and flexible work arrangements. **The McKinsey study also notes that practices which have the greatest impact on diversity in an organization are: 1) visible monitoring of gender diversity practices by the CEO and executive team; 2) providing skill building programs targeted specifically at women; and 3) mandating or encouraging senior executives to mentor women that are junior to them.** The diversity best practices highlighted below are areas that are deemed to have a considerable impact on improving the likelihood that organizations will succeed in promulgating a culture that augments gender diversity in a cross-section of positions and job levels.

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## Comcast

**Comcast** has three high potential programs designed to create a talent pool of leaders for succession planning within the company: *Executive Leadership Forum (ELF)*, *Fundamentals of Leadership (FOL)*, and *Linked to Leadership (L2L)*. Comcast has successfully run ELF since 1999 and more than 450 graduates have completed the program. FOL was launched in 2002 and in less than a decade, more than 400 employees have completed the program. L2L, Comcast's newest leadership development program, will launch in Q1 of 2012. Over the years, Comcast's high potential programs have been upgraded and enhanced to include world-renowned faculty from Wharton School of Business, and key executives from Comcast. Project goals, curriculum and assignments are also upgraded to align with new business strategies and the evolving demands and expectations of the company's leaders.




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<sup>30</sup> 2010. McKinsey & Company, *Women Matter*. Retrieved: [http://www.mckinsey.com/locations/swiss/newspublications/pdf/women\\_matter\\_2010](http://www.mckinsey.com/locations/swiss/newspublications/pdf/women_matter_2010).



**Scripps Networks Interactive** understands the important role mentors play in building a successful career. Developed in 2009, the *Mentoring Experience* (ME) is an internal learning and development program designed to grow the talents of our employees, deepen relationships across departments and reinforce our core values and culture.

Through the ME program, employees gain a better understanding of Scripps Networks Interactive's business strategies and a broader perspective of the organization and its future. The program incorporates a variety of activities to foster the developmental and cross-functional mentoring relationship. Individually, participants apply what they learn during the course of the Mentoring Experience to align their roles and personal goals with the company's strategic goals.

As a baseline of the Mentoring Experience, Human Resources facilitates an initial assessment of the mentee's current career goals, developmental needs and business knowledge. The mentor and mentee then develop the success metrics for their partnership which include periodic assessments of each pairing's relationship.

Throughout the year, meetings are hosted in a variety of formats including one-on-ones, conference calls, group webinars and group sessions. Mentors and mentees meet at least once a month in-person or by phone. At the end of the one year program, Human Resources administers another survey to measure overall results of the mentoring experience for the mentee and mentor.

Unlike most companies, Scripps has taken mentorship development to the next level. Graduates from the Mentoring Experience are encouraged to continue to give back and help others. Scripps employees were key leaders in establishing a mentorship program with the WICT Southeast Chapter and the University of Tennessee School of Communications. This mentorship program was started in 2009 with 24 mentor-mentee relationships has now expanded to include Pellissippi State Community College. Similar to the ME program, it provides academic long development for college students.

Scripps continues to make a difference and is a definite best practice company with developing future leaders for our industry. The internal and external outreach efforts from all levels continues to make Scripps a PAR leader.



In 2010, **Time Warner Cable** women executives collaborated with the Center for Creative Leadership to launch *Step Forward*, an internal leadership program for women vice presidents. All women executive vice presidents and the two women directors on the TWC board participate in the program. In addition, women executive vice presidents mentor high-potential women vice presidents each year in a formal development program. TWC has also created an internal selection committee (comprised of four Executive Vice Presidents, the Chief Learning Office, and a few ELDP and BMLI alumni) and a process to select high-potential leaders of color and women to participate in each of the WICT, NAMIC, CTAM, and SCTE/Tuck leadership programs.



# RESOURCES FOR WORK/LIFE SUPPORT

Employees who work in organizations that provide a high level of workplace flexibility and effectiveness<sup>31</sup> were more likely to be highly engaged in their work than employees whose organizations provided a low level of flexibility. In addition, these employees are more likely to be in better health: 38% of employees in highly effective and flexible workplaces report excellent health, compared with 19% of employees who work at organizations that that provided a low level of effectiveness and flexibility.<sup>32</sup>

Flexible work benefits are a cost-effective way to help employees balance their work and personal lives. According to the 2011 SHRM Employee Job Satisfaction Research Report, 38% of employees cited flexibility to balance work/life issues as a “very important” aspect of job satisfaction and another 48% viewed it as “important.” Flexible work arrangements help organizations attract and retain high-quality talent and are especially important to women employees, according to SHRM’s job satisfaction research.

The 2011 WICT PAR data were compared with responses from a random sample of 3,635 SHRM members who completed the 2011 SHRM Employee Benefits Survey, conducted in February 2011. Comparisons are made by SHRM all-industry, SHRM telecommunications industry and SHRM organizational staff size data findings. See the tables “Resources for Work/Life Support” in the “2011 Industry Scorecard” section.

According to a national research study, slightly more than one out of four U.S. households have members involved in the care of an elderly adult or children with special needs.<sup>33</sup> The majority of these caretakers are women and part of the “sandwich generation”—caring for young children and older relatives.

The prevalence of elder care referral services shot up from 52% in 2009 to 72% in 2011 for all cable telecommunications organizations. Elder care referral increased to 100% among MSOs and 71% among programmers -- from 64% and 53% in 2009, respectively. Results from cable telecommunications organizations were substantially higher than from organizations in the SHRM small- (7%), medium-, (14%) and large-staff-sized (22%) organization comparison data. SHRM all-industry (8%) and SHRM telecommunications (10%) benchmarks also were at much lower levels. These findings demonstrate that cable telecommunications organizations are on the cutting edge in this practice and they clearly see the value of elder care referral services as a mechanism for supporting their employees.

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- 31** According to the Flexible Workplace Institute, high level of effectiveness includes the following six factors: job challenge and learning; autonomy; work-life fit; supervisor task support; climate of respect and trust; and economic security.
- 32** Flexible Work place Institute. 2010. *Effective Workplace Dimensions*.
- 33** National Alliance for Caregiving and AARP (2009). Caregiving in the U.S. Retrieved April 1, 2011, from [www.caregiving.org/data/CaregivingUSAAllAgesExecSum.pdf](http://www.caregiving.org/data/CaregivingUSAAllAgesExecSum.pdf).



**Bright House Networks** knows flexible work arrangements are a key component of recruiting and retaining talent. The company focuses on three specific priorities in this area: telecommuting, flextime and shift flexibility. The telecommuting program for qualifying customer service representatives allows the company to meet the needs of its customers at various hours while allowing its employees the opportunity to work from home. This flextime program allows employees some flexibility in their start and end times as long as they are working during the core business hours to meet the needs of their department. In the company's field operation, they allow flexibility in employees switching "on call" shifts to be able to be there for family activities and other personal obligations.

Offering various schedules and allowing some flexibility have been very effective in supporting BHN's efforts in recruiting and retention. With the high cost of gas in the last year, their telecommuting program has helped employees save money while maintaining staffing during the peak times for customer calls.



Now in its third year of operation, Discovery Kids Place (DKP), the onsite childcare center at One Discovery Place, remains full. Operated by Bright Horizons, the world's leading provider of employer-sponsored childcare, DKP is the home-away-from-home for over 100 Crikeys, which is what the kids are known as to **Discovery Communications** employees. For families who choose not to use DKP, a consultant from Caring Matters offers employees a complementary customized childcare search to help ease the long and often frustrating process. Discovery's Backup Care Advantage (BUCA) program is designed with every employee and every member of their family in mind — because everyone is a caregiver to someone. Building on Discovery's partnership with Bright Horizons, the two companies launched BUCA to all U.S. employees to help them make emergency or short-notice care arrangements for their child, adult and elder care needs. In fact, this care can even be used by the employees themselves for needed care after a medical procedure.

The Wellness Center at One Discovery Place is another employee favorite, and offered its sixth year of free service to Discovery employees in 2010. Whether stopping in for an annual check-up or needing attention for a sudden illness, employees have come to regard the Wellness Center's in-house doctor and nurse practitioner as staples in their quests for healthy living. With over 30 patients visiting the Wellness Center every day, its value to employees cannot be overstated. Its success in Silver Spring was one of the key factors that led to Discovery opening two additional Wellness Centers in its Miami and New York locations. Additionally, Discovery employs a registered dietician who provides complementary individual counseling and group instruction to employees as part of its preventive care measures intended to help them better understand the impact of nutrition on health.



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## NBCUniversal

**NBCUniversal** reports one of the industry's highest ratios of women leaders. Through NBCU's "Women's Network," for example, female employees gain exposure to high-level leaders through structured mentoring and networking opportunities. Network leaders have ongoing interaction with senior leaders and managers are rewarded when their direct reports become affinity group leaders.

By maintaining an in-house database of volunteer options, it strategically connects employees with opportunities that complement the skills they are honing at NBCU. This adds breadth and depth to a participant's toolbox without requiring a career move and aligns well with the Millennial generation's focus on social responsibility.

In addition to providing traditional maternity leave, NBCU addresses the needs of new-parent employees by providing two additional weeks of paid leave, at full salary, to bond with their newborn child(ren).

NBCU leverages tuition reimbursement as a powerful tool in its arsenal for recruitment and retention.

When offered to new hires who are recently out of high school or college, this human capital investment can significantly decrease turnover while increasing the value of employees' skills and knowledge. Even part-time NBCU employees can receive up to \$5,000 in tuition reimbursement. Full-time employees have no cap to their reimbursement benefits.



# CONCLUSIONS

WICT's PAR Initiative measured significant gains for women in 2011. Thirty percent of executives were women, as reported by cable telecommunications organizations—a record since the PAR Initiative began in 2003. While the percentage of women in digital media positions fell by five percentage points in 2011, the number of full-time women employees increased by seven percentage points.

WICT's PAR Initiative closely monitors the status of women in pay equity, advancement opportunities, and resources for work/life support. In 2011, thirty-two percent of cable telecommunications organizations had pay equity policies and practices. Advancement opportunities for women in cable telecommunications organizations revealed that while most organizations have leadership development opportunities to increase diversity in higher-level positions in the organization, only 58% have programs tailored for diverse employees. Cable telecommunications organizations also provided resources for work/life support at higher levels than organizations in the SHRM comparison data, although flextime and full-time telecommuting have dropped since the 2009 WICT PAR survey. Support for child care and elder care referral services, however, did increase since 2009. As the industry evolves, WICT's PAR Initiative will also evolve so that the data collected around pay equity, advancement opportunities and resources for work/life support is relevant. For the first time in 2011, data were collected on advertising sales, creative/content development and regional management data to monitor women representation in these positions.

Cable telecommunications organizations value the contributions made by women to their organizations' success and reflect that interest through participation in the PAR Initiative and their engagement with WICT. WICT celebrates cable telecommunications organizations by highlighting the best companies for women—by MSOs and programmers—that promote gender diversity and include women in key leadership positions.

WICT's commitment to the development of women in the cable telecommunications industry endures. Its focus on PAR—pay equity, advancement opportunities, and resources for work/life support—is the industry standard for the career advancement of women in the cable telecommunications industry.

# PAR

# SURVEY METHODOLOGY

The primary research methodology for this study was a census survey of cable telecommunications organizations. The survey consisted of 83 quantitative and qualitative questions. In March 2011, an e-mail invitation that included a hyperlink to the survey was sent to 70 companies. The survey was accessible for eight weeks, with reminders sent to non-respondents. These efforts resulted in 25 companies that completed the survey. With a sample size of 25, the response of one participant can affect the overall results considerably; this should be noted when making interpretations of the data, particularly when interpreting small percentage differences.

Cable programmers and MSOs and related businesses contribute 369,300 jobs to the U.S. economy. The 25 companies that responded to the survey represent 219,294 U.S. domestic full-time equivalent employees (FTEs), or approximately 54% of this workforce, making it a highly representative sample of the cable telecommunications industry. Fourteen of these companies were programmers, eight companies were MSOs, and three companies were either industry suppliers or nonprofits (labeled as “Other” in the 2011 Industry Scorecard).

To assess diversity at the highest leadership levels within the industry, this year’s survey measured four specific criteria: women in the 10% highest paid full-time employees; women executive/senior-level officials and managers; first/mid-level officials and managers; and, for the first time, women holding seats on corporate boards.

In addition, data for the status of women were benchmarked against Equal Employment Opportunity Commission (EEOC) data for all industries (“EEOC Comparison — All Industry”), as well as the telecommunications (“EEOC Comparison — Telecommunications Industry”), which is a subset of the information industry. The diversity and workplace flexibility practices used by cable telecommunications organizations examined in the “Advancement Opportunities” and “Resources for Work/Life Support” sections were benchmarked against

“SHRM All Industry” and “SHRM Telecommunications Industry” comparison data, which are based on a random sample of SHRM’s members (HR professionals).

This year’s survey also included new questions that will augment the diversity picture of participating organizations (e.g., workforce demographics of advertising sales, creative and/or content development and regional management, etc.). As these are newly collected data for the WICT PAR Initiative, comparisons cannot be made to previous years.

Respondents were asked to report on 2010 workforce demographics, by gender and race/ethnicity, for a variety of job categories. Because the survey was conducted in 2011, the data included in this report are labeled as 2011 data (“2011 Industry Results”). This practice is consistent with how the surveys have historically been conducted.

Workforce demographic data for women by race/ethnicity are included in the Appendix.

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34 Bortz Media & Sports Group, Inc. (2010).  
*An analysis of the cable industry's impact  
on the U.S. economy.*

# COMPARISON DATA

- Throughout the report, the cable telecommunications organizations' survey results, when applicable, were compared by programmers and MSOs and by previous WICT PAR data. Responses from participants that were either industry suppliers and/or nonprofits (identified as "other" in the survey instrument) were included in the "2011 Industry Results" calculations; however, their responses are not broken out in this report as a separate category.
- Every effort was made to use past WICT PAR data to the fullest extent possible while maximizing the utility of the *2011 NAMIC AIM* and *WICT PAR Cable Telecommunications Industry Diversity Survey*. This report provides direct comparisons to many of WICT PAR's previous job categories (e.g., full-time employees, entry-level employees, call center/customer support management). There are differences in the definitions for some of the job categories used in the 2011 and the previous WICT PAR surveys; therefore, it is important to keep these differences in mind when making comparisons.

## EEOC (EQUAL EMPLOYMENT OPPORTUNITY COMMISSION) COMPARISON DATA

- EEOC comparisons provide informational benchmarks for participating organizations so that they can understand how they measure up against the broader telecommunications industry and all industries in the United States. Industry classifications were based on the North American Industry Classification System (NAICS), the standard used by federal statistical agencies in classifying business establishments. The EEOC data are from the 2009 EEO-1 National Aggregate Report or EEO-1 National Aggregate Report by NAICS-3. The "EEOC Comparison - All Industry" includes data from all industries collected by the EEOC. The "EEOC Comparison - Telecommunications Industry" is a subsector of the NAICS information industry, which is defined as establishments providing telecommunications and the services related to that activity and primarily engaged in operating, maintaining and/or providing access to facilities for the transmission of voice, data, text, sound and video. A transmission facility may be based on a single technology or a combination of technologies. Examples of industries included in this subsector are satellite, telecommunications and mobile companies.
- In order to allow for comparisons to EEOC data, several of the previous WICT PAR management level categories have been modified into the EEOC categories of executive/senior-level officials and managers and first/mid-level officials and managers; this makes it possible for participant data to be examined against the national aggregate for all industries and the telecommunication industry. A complete list of definitions used in the 2011 WICT PAR survey is listed in the "Definition of Terms" section of the report.
- When comparisons were made to 2009 WICT PAR data ("2009 Industry Results"), in some cases two categories were combined (e.g., first-line managers and middle managers were combined for comparison with this year's new job category "first/mid-level officials and managers"). Differences between 2009 and 2011 data for several job categories should be evaluated with this information in mind; such distinctions are noted within the report. In addition, in some cases, job category data from this year's survey may be compared with similar but not the exact EEOC job category (e.g., advertising sales employees are compared with the

EEOC job category of sales workers); these instances are also noted throughout the report.

## SHRM COMPARISON DATA

- The "SHRM All Industry" and "SHRM Telecommunications Industry" comparisons for the organizational diversity practice data in the "Advancement Opportunities" section are derived from 674 SHRM members who were randomly selected to participate in the *2011 SHRM Workplace Diversity Practices Survey*. This survey was conducted in June 2011. The organizations in the telecommunications comparisons include cable, satellite, telecommunications and mobile companies, as well as other organizations in the NAICS information industry.
- The "SHRM All Industry" and "SHRM Telecommunications Industry" comparisons for the workplace flexibility practices in the "Resources for Work/Life Support" section are derived from the 2011 SHRM Employee Benefits Survey. Conducted in February 2011, this survey yielded 3,625 responses from randomly selected SHRM members.
- The analysis by organization staff size for the SHRM data comparisons is based on total number of U.S. domestic full-time equivalent employees (FTEs): SHRM small-sized organizations (1 to 999 FTEs), medium-sized organizations (1,000 to 4,999 FTEs) and large-sized organizations (5,000 or more FTEs). Overall, cable telecommunications organizations that participated in this year's WICT PAR survey averaged 9,535 FTEs. Programmers had an average of 2,035 FTEs, making these organizations comparable to the SHRM medium-sized organizations. MSOs had an average of 23,830 FTEs and therefore are best compared with SHRM large-sized organizations.

## ABOUT WICT

For over thirty years, Women in Cable Telecommunications (WICT) has partnered with cable telecommunications leaders to provide professional development programs, research, and services that help advance women in cable media. With over 9,000 members, WICT is the oldest and largest professional association serving women in the cable telecommunications industry.

Since 2003, the WICT PAR Initiative has measured the status of women employees in the cable industry based on three criteria: Pay Equity, Advancement Opportunities and Resources for Work/Life Support. A comprehensive advocacy program helping companies to set goals, institutionalize practices, measure progress and achieve results, the PAR Initiative showcases best practices regarding company policy and procedures that positively impact the opportunities for women in the industry. Each year, the PAR Initiative grows more valuable as a resource for measuring and supporting the advancement of women in the cable telecommunications industry and has been supported by WICT's local chapters nationwide, as well as The Walter Kaitz Foundation and the industry at large.



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## ABOUT SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM at [www.shrm.org](http://www.shrm.org).

SHRM has been conducting research on HR-related matters for more than 60 years in the service of its member, client and partner needs. This research is conducted in accordance with professional research standards to ensure reliable, valid and accurate results. Only time-tested and scientifically rigorous methods are used by a highly trained and experienced staff of researchers.



# DEFINITION OF TERMS

Many of the job categories used in the 2011 WICT PAR survey were substantially modified from the 2009 survey. Instances in which the job category definition has been changed are indicated below. Job categories that were asked for the first time in the 2011 survey are also noted.

**Advertising sales employees** – Includes employees in traditional and digital sales. This job category was included for the first time in 2011.

**Annual average retention rate (for the purposes of completing this survey)** – The percentage of employees who remain at the company during the calendar year. Retention rate is not the turnover rate. The retention rate will need to be completed for each diversity category below and therefore it is possible to have retention rates of 90% or more for several diversity categories at the same time. A 100% annual average retention rate means that all employees from a specific diversity category were retained.

**Board of Directors** – A group of individuals that is elected by stockholders at publicly held companies (or elected by members at some nonprofits) and has governance responsibility for the organization.

**Call center/customer support management** – Includes executive/senior-level officials and managers and first/mid-level officials and managers, as defined by the EEO-1 job classification guide, who provide customer-face support and manage billing, installation, cross marketing and other communications directly with customers via telephone, e-mail, web-based online chat, fax or other technologies. This job category was newly defined in 2011.

**Call center/customer support employees** – These employees include those who provide customer-face support and manage billing, installation, cross-marketing and other communications directly with customers via telephone, e-mail, web-based online chat, fax or other technologies. This job category was newly defined in 2011.

**Creative and/or content development employees** – Employees who develop and oversee the creation of content, including on-air promotion and production. This job category was included for the first time in 2011.

**Digital media employees** – Employees who develop and operate new content delivery platforms and services, including designing customer interface and running technology that supports new business, such as websites and distributed content platforms. There may be overlap between this category and IT project management and project development. This job category was referred to as “new media” in previous WICT PAR surveys.

**Diversity training** – Employee training that contains managing multicultural teams and addressing clients’ multicultural business needs.

**Entry-level employees** – Employees at the most elementary level in a given business function and those who usually require only basic education, training and experience to perform to standard. Examples might be workers in call centers or field installers. This might also include recruits directly from college to the company.

**Executive/senior-level officials and managers as defined by the EEO-1 Job Classification Guide** – Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. Examples of these kinds of managers are chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents, executive vice presidents or senior vice presidents of functional areas or operating groups, chief information officers, chief human resource officers, chief marketing officers, chief legal officers, management directors, and managing partners. This job category was newly defined in 2011.

**Exempt employees** – Employees who meet one of the Fair Labor Standards Act (FLSA) exemption tests. These employees are paid on a fixed salary basis and are not entitled to overtime.

**First/mid-level officials and managers as defined by the EEO-1 Job Classification Guide** – Individuals who serve as managers, other than those who serve as executive/senior-level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the executive/senior-level management and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within the parameters set by executive/senior-level management. Examples of these kinds of managers are vice presidents and directors; group, regional or divisional controllers; treasurers; human resources, information systems, marketing and operations managers. First/mid-level officials and managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises/organizations, conveying the directions of higher-level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and nonexempt personnel. Examples of these kinds of managers are first-line managers; team managers; unit managers; operations and production managers; branch managers; administrative services managers; purchasing

and transportation managers; storage and distribution managers; call center or customer service managers; technical support managers; and brand or product managers. This job category was newly defined in 2011.

**Nonexempt employees** – Employees who do not meet any one of the FLSA exemption tests. They are paid on either an hourly or salary basis and are covered by wage and hour laws regarding hours worked, overtime pay, etc.

**Professionals as defined by the EEO-1 Job Classification Guide** – Most of these jobs require bachelor and graduate degrees and/or professional certification. In some instances, comparable experience may establish a person's qualifications. Examples of these kinds of positions include accountants and auditors; computer programmers; designers; editors; engineers; lawyers; and registered nurses. This job category was newly defined in 2011.

**Promotion** – An appointment of an internal employee to a new position in a higher salary grade or range than the one to which the employee was assigned. Most promotions will occur as a result of advancement to a position that requires performing responsibilities of significantly increased complexity and accountability.

**Regional management employees** – This includes executive/senior-level officials and managers and first/mid-level officials and managers as defined by the EEO-1 job classification guide. These employees work in the organization's regional or divisional offices. This job category was included for the first time in 2011.

**Technology management employees** – Includes executive/senior-level officials and managers and first/mid-level officials and managers, as defined by the EEO-1 job classification guide, who are involved in the integrated planning, design, optimization and operation of technological products, processes and services.

**Transfer** – Reassignment of an internal employee to a new position in the same salary grade or range as the employee's previous position (i.e., a lateral move). The transfer may or may not provide the employee with the opportunity to advance his or her skill set.

## APPENDIX

FIGURE A1: FEMALE RACE/ETHNICITY: BOARD OF DIRECTORS

Race/Ethnicity Female	2011 Industry Results (n = 17)	2011 Operators (n = 5)	2011 Programmers (n = 9)
Asian/Pacific Islander	1%	*	1%
Black/African American	3%	2%	3%
Caucasian	16%	9%	15%
Hispanic/Latino	1%	0%	1%
Native American /Alaska Native	*	0%	*
Multiple Ethnicity	0%	0%	0%

An asterisk (\*) indicates >1%. Percentages are rounded to the nearest whole number.

FIGURE A2: FEMALE RACE/ETHNICITY: EXECUTIVE/SENIOR-LEVEL OFFICIALS AND MANAGERS

Race/Ethnicity Female	2011 Industry Results (n = 23)	2011 Operators (n = 8)	2011 Programmers (n = 12)	2009 Industry Results	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	2%	1%	1%	1%	1%	1%
Black/African American	4%	3%	6%	3%	1%	1%
Caucasian	22%	21%	22%	21%	24%	18%
Hispanic/Latino	2%	*	1%	1%	1%	1%
Native American/Alaska Native	0%	*	0%	0%	*	*
Multiple Ethnicity	*	*	*	—	*	*

Note: These data are compared with EEOC job category "executive/senior-level officials and managers." A dash (—) indicates that comparison data were not available.

An asterisk (\*) indicates >1%. Percentages are rounded to the nearest whole number.

## APPENDIX

**FIGURE A3: FEMALE RACE/ETHNICITY: 10% HIGHEST PAID FULL-TIME EMPLOYEES**

Race/Ethnicity Female	2011 Industry Results (n = 23)	2011 Multi-System Operators (n = 8)	2011 Programmers (n = 12)
Asian/Pacific Islander	1%	1%	1%
Black/African American	4%	2%	6%
Caucasian	23%	21%	23%
Hispanic/Latino	1%	1%	1%
Native American /Alaska Native	*	*	*
Multiple Ethnicity	1%	1%	1%

Note: A dash (—) indicates that comparison data were not available. An asterisk (\*) indicates >1%. Percentages are rounded to the nearest whole number.

**FIGURE A4: FEMALE RACE/ETHNICITY: FIRST/MID-LEVEL OFFICIALS AND MANAGERS**

Race/Ethnicity Female	2011 Industry Results (n = 23)	2011 Multi-System Operators (n = 8)	2011 Programmers (n = 12)	2009 Industry Results	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	2%	1%	3%	1%	2%	2%
Black/African American	7%	4%	9%	7%	3%	6%
Caucasian	29%	24%	30%	22%	30%	28%
Hispanic/Latino	3%	2%	4%	3%	2%	3%
Native American /Alaska Native	*	*	*	0%	*	*
Multiple Ethnicity	*	*	*	—	*	*

Note: These data are compared with EEOC job category "first/mid-level officials and managers."The "2009 Industry Results" is an average of the first-line managers and middle managers categories used in the 2009 WICT PAR survey. An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

## APPENDIX

FIGURE A5: FEMALE RACE/ETHNICITY: FULL-TIME EMPLOYEES

Race/Ethnicity Female	2011 Industry Results (n = 23)	2011 Multi-System Operators (n = 8)	2011 Programmers (n = 12)	2009 Industry Results	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	3%	1%	3%	1%	3%	2%
Black/African American	10%	7%	13%	10%	8%	12%
Caucasian	25%	20%	26%	20%	31%	26%
Hispanic/Latino	4%	3%	4%	4%	6%	5%
Native American /Alaska Native	*	*	*	0%	*	*
Multiple Ethnicity	1%	*	1%	—	*	*

Note: These data are compared with EEOC category "total employment." A dash (—) indicates that comparison data were not available. An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

FIGURE A6: FEMALE RACE/ETHNICITY: NEW HIRES

Race/Ethnicity Female	2011 Industry Results (n = 23)	2011 Multi-System Operators (n = 8)	2011 Programmers (n = 12)	2009 Industry Results
Asian/Pacific Islander	2%	1%	4%	1%
Black/African American	8%	9%	10%	12%
Caucasian	29%	20%	29%	20%
Hispanic/Latino	5%	3%	4%	5%
Native American /Alaska Native	*	1%	*	*
Multiple Ethnicity	1%	1%	1%	—

Note: A dash (—) indicates that comparison data were not available. An asterisk (\*) indicates >1%. Percentages are rounded to the nearest whole number.

## APPENDIX

FIGURE A7: FEMALE RACE/ETHNICITY – TECHNOLOGY MANAGEMENT EMPLOYEES

Race/Ethnicity Female	2011 Industry Results (n = 21)	2011 Multi-System Operators (n = 8)	2011 Programmers (n = 11)	EEOC Comparison All Industry*	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	1%	1%	2%	3%	1%
Black/African American	4%	2%	5%	8%	5%
Caucasian	15%	19%	12%	34%	14%
Hispanic/Latino	1%	1%	2%	4%	2%
Native American /Alaska Native	*	*	*	*	*
Multiple Ethnicity	*	*	*	*	*

Note: These data are compared with EEOC job category "technicians." An asterisk (\*) indicates >1%. Percentages are rounded to the nearest whole number.

FIGURE A8: FEMALE RACE/ETHNICITY – DIGITAL MEDIA EMPLOYEES

Race/Ethnicity Female	All Survey Respondents (n = 18)	Multi-System Operators (n = 6)	Programmers (n = 11)	2009 Industry Results	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	3%	2%	4%	3%	3%	1%
Black/African American	7%	2%	10%	4%	8%	5%
Caucasian	19%	16%	23%	28%	34%	14%
Hispanic/Latino	1%	1%	2%	2%	4%	2%
Native American /Alaska Native	*	0%	<1%	0%	*	*
Multiple Ethnicity	1%	1%	1%	—	*	*

Note: These data are compared with EEOC job category "technicians." An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

## APPENDIX

FIGURE A9: FEMALE RACE/ETHNICITY: FULL-TIME ADVERTISING SALES EMPLOYEES

Race/Ethnicity Female	2011 Industry Results (n =19)	2011 Multi-System Operators (n = 8)	2011 Programmers (n = 11)	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	2%	1%	4%	2%	1%
Black/African American	5%	3%	8%	8%	13%
Caucasian	45%	54%	35%	37%	27%
Hispanic/Latino	4%	3%	4%	7%	5%
Native American /Alaska Native	*	*	*	*	*
Multiple Ethnicity	2%	*	3%	1%	*

Note: These data are compared with EEOC job category "sales workers." An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

FIGURE A10: FEMALE RACE/ETHNICITY: FULL-TIME CREATIVE AND/OR CONTENT DEVELOPMENT EMPLOYEES

Race/Ethnicity Female	2011 Programmers (n = 8)	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	3%	2%	4%
Black/African American	6%	3%	6%
Caucasian	27%	30%	26%
Hispanic/Latino	4%	2%	2%
Native American /Alaska Native	*	*	*
Multiple Ethnicity	*	*	*

Note: These data are compared with EEOC job category "professionals." Only those who indicated their primary business type is programmer were included in this analysis. An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

## APPENDIX

FIGURE A11: FEMALE RACE/ETHNICITY – CALL CENTER/CUSTOMER SUPPORT MANAGEMENT

Race/Ethnicity Female	2011 Multi-System Operators (n = 8)	2009 Industry Results	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	1%	1%	2%	2%
Black/African American	12%	19%	3%	6%
Caucasian	29%	30%	29%	27%
Hispanic/Latino	4%	6%	2%	3%
Native American /Alaska Native	*	0%	*	*
Multiple Ethnicity	1%	—	*	*

Note: These data are compared with EEOC job categories of “executive/senior-level officials and managers” and “first/mid-level officials and managers,” which are combined in this comparison. Only those who indicated their primary business type is operator were included in this analysis. An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

KEY WOMEN OF COLOR IN CALL CENTERS METRICS

Industry Results	2008	2009	2011
Call Center/Customer Support Employees*	29%	34%	26%
Call Center/Customer Support Management*	21%	26%	18%

Note: \*These job categories were newly defined in 2011. Percentages are rounded to the nearest whole number.

FIGURE A12: FEMALE RACE/ETHNICITY: REGIONAL MANAGEMENT EMPLOYEES

Race/Ethnicity Female	2011 Industry Results	2011 Multi-System Operators	2011 Programmers	EEOC Comparison All Industry	EEOC Comparison Telecommunications Industry
Asian/Pacific Islander	1%	1%	2%	2%	2%
Black/African American	9%	3%	15%	3%	6%
Caucasian	22%	19%	25%	29%	27%
Hispanic/Latino	2%	2%	2%	2%	3%
Native American /Alaska Native	*	*	0%	*	*
Multiple Ethnicity	*	*	1%	*	*

Note: These data are compared with EEOC job categories of “executive/senior-level officials and managers” and “first/mid-level officials and managers,” which are combined in this comparison. An asterisk (\*) indicates <1%. Percentages are rounded to the nearest whole number.

ALL PHOTOS ARE REAL WICT MEMBERS.  
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FOR MORE INFORMATION ON THE PAR INITIATIVE, VISIT [WWW.WICTPARINITIATIVE.ORG](http://WWW.WICTPARINITIATIVE.ORG)



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