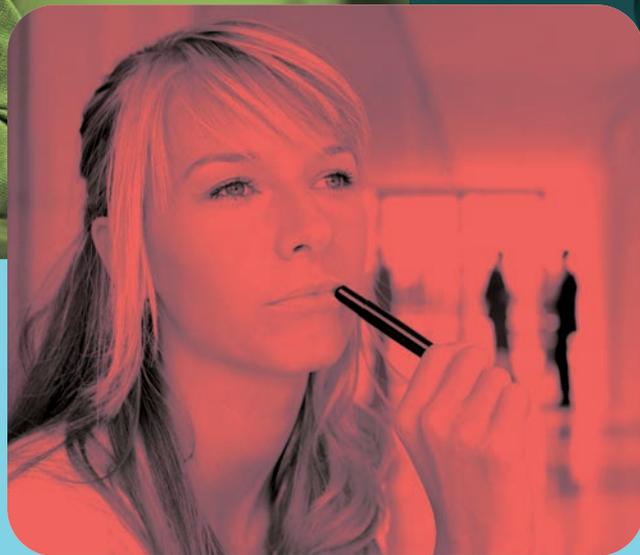


WICT FOUNDATION

# 2007 PAR Initiative Executive Report

*Celebrate the Best Companies for Women in Cable*



Women in Cable  
Telecommunications™  
FOUNDATION



WICT Foundation  
PAR Initiative

# About PAR

Since 2003, the PAR Initiative measures the status of women employees in the cable industry based on three criteria: **P**ay Equity, **A**dvancement Opportunities and **R**esources for Work/Life Support.

The initiative collects data on an annual basis through an official survey of detailed questions. After this rigorous process, all participating companies receive their results, a confidential score-card that measures the current state against past performance and the industry overall, and a private assessment and consultation with WICT research partner Working Mother Media.

The PAR Initiative assigns rankings based on practices and programs that create a more equitable, resourceful and thriving work environment in the annual lists of the Best Companies for Women in Cable.

The PAR survey offers a roadmap for identifying and tracking inequality and pinpointing where there is room for improvement. Companies then can apply this information to such areas as employee retention and recruiting, and to such crucial practices as establishing a pay equity policy. WICT's PAR Initiative affects the entire cable industry by creating benchmarks for a more diverse and fair work environment.

**P** = Pay equity

**A** = Advancement opportunities

**R** = Resources for work/life support

# The Value of PAR

The PAR Initiative helps companies define, build, refine and more effectively implement their own programs and initiatives pertaining to Pay Equity, Advancement Opportunities and Resources for Work/Life Support. Every corporate culture is different, and PAR's value proposition lies heavily in its best practices that companies can tailor to fit a variety of corporate cultures and circumstances.

In-depth interviews with each company's senior and human resource personnel are a cornerstone to the PAR process. Expert analysis of unique programs, practices and policies are provided along with a practical understanding of the data and how changes can be tracked over time.

Advancing women as leaders in the cable industry is an economic imperative. WICT and Working Mother Media believe that for businesses, leveraging the experience of women is most compelling in economic terms. Women understand the consumer and customer experiences of other women, and, collectively, are positioned to create new ideas, shape initiatives and launch insightful marketing that creates new markets and new revenue channels for cable companies. Women are a key to broadband growth, as they hold the purse strings for 83 percent of consumer decisions.\*

\*2006 *Women and Diversity Wow! Facts*

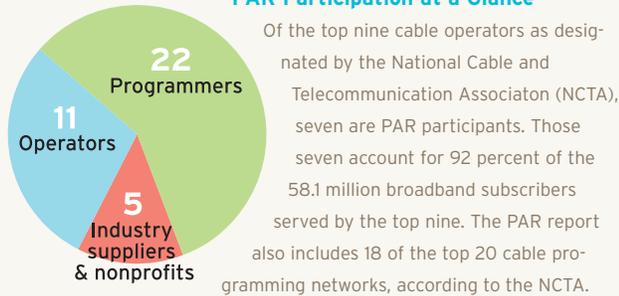
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# 2007 Executive Summary

In spite of continued industry consolidation and change, participation in WICT's PAR Initiative continued to be robust. This year, 38 companies completed the fifth annual PAR survey, with 11 operators, 22 programmers, and five industry suppliers and nonprofits sending in results. Despite industry consolidation, companies continue to find value in the PAR Initiative.

## PAR Participation at a Glance



## Companies participating/number of years



The industry data reflects the results of an intensive, 122-question survey, confidentially conducted and compiled by Working Mother Media, an independent research partner. The PAR survey includes those companies that are providing the majority of U.S. households with broadband service.

The number of women in cable dropped across all categories, with the exception of women of color as an area of growth. Overall, women represent 35.8 percent of all cable employees, down from 36.8 percent in 2006. Paralleling the drop of women in the industry overall, women at operator call centers declined to 61.3 percent of all call center employees. Women technology managers also declined to 11.5 percent. Women of color are now 14.8 percent of all cable industry employees and 41.3 percent of all women employees, which is the highest mark in five years.

The PAR methodology sets a "parity" baseline based on the percentage of a company's employees who are women. The proportion of women in leadership is compared to that baseline to determine how well the company draws its existing population of women into leadership. For example, a company where 30 percent of the employees are women would achieve parity for women in management if 30 percent of its managers were women.

This method creates a consistent way to compare companies without giving an artificial advantage to companies that tend to have high proportions of women because of the makeup of their market. A company with a 70 percent female employee population must have 70 percent females in management, for example, to achieve parity.

Using this definition, women in the cable industry have achieved parity: they comprise 35.8 percent of industry employees and 35.8 percent of industry managers. This parity indicates that companies in cable are pulling women into management, overall, evenly with men. At the senior level, the representation of women in the industry eroded slightly to 27.7 percent — a big parity gap (parity would be achieved if 35.8 percent of senior executives industrywide were women). There was also a decrease in the representation of women as first-line managers, to 36.7 percent. Women mid-level managers remained steady at 37.9 percent — above parity, and a satisfying and promising development.

## 2007 Status of Women at Cable Operators and Programmers

|                     | Industry Average | Operators | Programmers |
|---------------------|------------------|-----------|-------------|
| Employees           | 35.8%            | 34.8%     | 44.2%       |
| Managers            | 35.8%            | 33.5%     | 44.3%       |
| First Line Managers | 36.7%            | 34.5%     | 50.0%       |
| Mid Level           | 37.9%            | 37.2%     | 40.6%       |
| Senior Execs        | 27.7%            | 19.8%     | 31.1%       |

Refer to page 29 for definition of titles.

The level of overall management parity measured in the industry as a whole holds when programmers are examined by themselves, but narrows slightly at operators. However, operators make gains when examining first-line and middle management. While operators have fewer women employees than programmers, proportionally they move more women into first-line and middle management. The operator advantage is likely explained by call center operations, which are exclusive to operators, where women are 57 percent of managers and 61.3 percent of employees. Working Mother Media believes that the high proportion of women at call centers emphasizes the importance of programs that draw call center women into mainstream leadership at operators. At the senior level, however, programmers have a much higher proportion of female top-level executives than operators.

# WICT PAR Initiative 2007 Industry Scorecard

|  | All Companies  | Operators     | Programmers   | Others        |
|--|----------------|---------------|---------------|---------------|
| <b>Total Companies Participating</b>   | <b>38***</b>   | <b>11</b>     | <b>22</b>     | <b>5</b>      |
| <b>% of Total Respondents</b>  | <b>100.00%</b> | <b>28.95%</b> | <b>57.89%</b> | <b>13.16%</b> |
| <b>WOMEN EMPLOYEES AND MANAGERS as a proportion of ALL employees and managers*</b> |                |               |               |               |
| % Women Employees  | 35.82%         | 34.77%        | 44.23%        | 24.96%        |
| % Entry Level Employees (2004 forward)   | 37.63%         | 36.45%        | 57.24%        | 39.67%        |
| % Call Center Employees (Operators only)   | 61.34%         | 61.34%        |               |               |
| % All Technology Employees (2007 forward)  | 14.97%         | 14.14%        | 24.21%        | 9.91%         |
| % Corporate/HQ Technology Employees  | 24.37%         | 24.81%        | 24.31%        | 18.69%        |
| % Field/Installer Employees (Operators only)                                       | 8.90%          | 8.90%         |               |               |
| % New Media Employees (2007 forward)   | 37.93%         | 39.42%        | 38.73%        | 9.52%         |
| % Women Managers   | 35.84%         | 33.54%        | 44.29%        | 19.17%        |
| % First-line Managers (2004 forward)   | 36.71%         | 34.50%        | 50.04%        | 21.79%        |
| % Mid Managers   | 37.94%         | 37.15%        | 40.61%        | 17.26%        |
| % Call Center Women Managers (Operators only)                                      | 56.94%         | 56.94%        |               |               |
| % IT Women Managers/Project Directors (2005 forward)                               | 11.52%         | 11.31%        | 15.37%        | 6.80%         |
| % Senior Executives  | 27.72%         | 19.84%        | 31.11%        | 31.25%        |
| <b>WOMEN OF COLOR as a Proportion of ALL Employees &amp; Managers*</b>             |                |               |               |               |
| % All Employees  | 14.77%         | 15.02%        | 14.51%        | 4.33%         |
| % Entry Level Employees (2004 forward)   | 17.75%         | 17.32%        | 25.15%        | 4.96%         |
| % Call Center Employees (Operators only)   | 33.30%         | 33.30%        |               |               |
| % All Technology Employees (2007 forward)  | 5.90%          | 5.65%         | 9.01%         | 0.94%         |
| % Corporate/HQ Technology Employees  | 8.62%          | 8.32%         | 8.98%         | 0.00%         |
| % Field/Installer Employees (Operators only)                                       | 3.74%          | 3.74%         |               |               |
| % New Media Employees (2007 forward)   | 15.71%         | 17.65%        | 11.34%        | 0.60%         |
| % All Managers   | 9.97%          | 9.71%         | 11.36%        | 2.17%         |
| % First-line Managers (2004 forward)   | 11.66%         | 11.00%        | 15.97%        | 2.14%         |
| % All Mid Managers   | 8.40%          | 8.84%         | 8.27%         | 1.63%         |
| % Call Center Women Managers (Operators only)                                      | 24.88%         | 24.88%        |               |               |
| % IT Women Managers/Project Directors (2005 forward)                               | 4.09%          | 4.51%         | 4.10%         | 1.29%         |
| % All Senior Executives  | 3.70%          | 2.38%         | 4.04%         | 12.50%        |
| <b>WOMEN OF COLOR as a proportion of WOMEN employees and managers*</b>             |                |               |               |               |
| % Women Employees  | 41.25%         | 43.21%        | 32.81%        | 17.37%        |
| % Entry Level Employees (2004 forward)   | 47.17%         | 47.53%        | 43.93%        | 12.50%        |
| % Call Center Employees (Operators only)   | 54.29%         | 54.29%        |               |               |
| % All Technology Employees (2007 forward)  | 39.40%         | 39.96%        | 37.20%        | 9.52%         |
| % Corporate/HQ Technology Employees  | 35.37%         | 33.55%        | 36.95%        | 0.00%         |
| % Field/Installer Employees (Operators only)                                       | 42.04%         | 42.04%        |               |               |
| % New Media Employees (2007 forward)   | 41.42%         | 44.77%        | 29.28%        | 6.25%         |
| % Women Managers   | 27.83%         | 28.95%        | 25.65%        | 11.32%        |
| % First-line Managers (2004 forward)   | 31.76%         | 31.89%        | 31.92%        | 9.80%         |
| % Women Mid Managers   | 22.14%         | 23.79%        | 20.36%        | 9.43%         |
| % Call Center Women Managers (Operators only)                                      | 43.70%         | 43.70%        |               |               |
| % IT Women Managers/Project Directors (2005 forward)                               | 35.49%         | 39.91%        | 26.67%        | 19.05%        |
| % Women Executives   | 13.36%         | 12.00%        | 12.99%        | 40.00%        |
| <b>PARITY</b>  |                |               |               |               |
| Parity Women Managers  | 100.05%        | 96.46%        | 100.14%       | 76.80%        |
| Parity Women Mid Managers  | 105.93%        | 106.85%       | 91.80%        | 69.17%        |
| Parity Women Executives  | 77.39%         | 57.06%        | 70.33%        | 125.21%       |
| <b>PAY EQUITY</b>  |                |               |               |               |
| % companies with no formal pay equity policy                                       | 40.00%         | 45.45%        | 26.32%        | 80.00%        |
| % companies with basic formal pay equity policy (2004 forward)                     | 20.00%         | 27.27%        | 15.79%        | 20.00%        |
| % companies with good formal pay equity policy (2004 forward)                      | 40.00%         | 27.27%        | 57.89%        | 0.00%         |
| % companies that do not conduct internal pay equity surveys                        | 25.71%         | 27.27%        | 21.05%        | 40.00%        |
| % companies that conduct basic internal pay equity surveys                         | 40.00%         | 36.36%        | 36.84%        | 60.00%        |
| % companies that conduct good internal pay equity surveys                          | 34.29%         | 36.36%        | 42.11%        | 0.00%         |

**ADVANCEMENT OPPORTUNITIES**

|  |        |        |        |        |
|--|--------|--------|--------|--------|
| Leadership Training for: High Ranking Women  | 77.14% | 90.91% | 73.68% | 60.00% |
| Leadership Training for: Mid-level Women   | 77.14% | 90.91% | 68.42% | 80.00% |
| Leadership Training for: Entry Level Women   | 71.43% | 81.82% | 63.16% | 80.00% |
| Financial Training For: Non-financial Managers   | 48.57% | 45.45% | 57.89% | 20.00% |
| Financial Training for: Rotation Into Operation Positions                                      | 31.43% | 45.45% | 26.32% | 20.00% |
| Formal Mentoring: Company Wide   | 48.57% | 63.64% | 47.37% | 20.00% |
| Informal Mentoring: Company Wide   | 74.29% | 72.73% | 73.68% | 80.00% |
| Career Planning & Retention: Mid-level Managers  | 68.57% | 72.73% | 63.16% | 80.00% |
| Career Planning & Retention: Women in IT, Tech, Engineering                                    | 60.00% | 63.64% | 57.89% | 60.00% |
| Career Planning & Retention: Participation in External Womens' Development Programs            | 54.29% | 54.55% | 57.89% | 40.00% |
| Corporate Womens' Network: Company Wide  | 60.00% | 63.64% | 63.16% | 40.00% |
| What WICT Programs Do You Send Company Employees to Attend to Enhance Their Leadership Skills? |        |        |        |        |
| The WICT Forum   | 74.29% | 54.55% | 84.21% | 80.00% |
| Betsy Magness Leadership Institute (BMLI)  | 65.71% | 45.45% | 73.68% | 80.00% |
| Executive Development Seminar (EDS)  | 54.29% | 36.36% | 57.89% | 80.00% |
| WICT Leadership Conference (2007 forward)  | 74.29% | 54.55% | 84.21% | 80.00% |
| WICT Cable Bootcamp (2007 forward)   | 45.71% | 45.45% | 42.11% | 60.00% |
| WICT Rising Leaders (2007 forward)   | 51.43% | 45.45% | 57.89% | 40.00% |
| National Association of Minorities in Communications (NAMIC)                                   |        |        |        |        |
| L. Patrick Mellon Mentorship Program   | 48.57% | 36.36% | 57.89% | 40.00% |
| Executive Leadership Development Program (UCLA)  | 48.57% | 27.27% | 68.42% | 20.00% |
| Cable & Telecommunications Association for Marketing (CTAM)                                    | 60.00% | 54.55% | 68.42% | 40.00% |
| Executive Management Program (Harvard)*  | 57.14% | 54.55% | 63.16% | 40.00% |
| Alumni or Similar Networks to Enable Valued Former Employees to Return (2006 only)             | 14.29% | 18.18% | 10.53% | 20.00% |
| Re-integration Programs  |        |        |        |        |
| For Employees Returning After a Hiatus of Up to 5 years (2006 only)                            | 8.57%  | 9.09%  | 5.26%  | 20.00% |
| For Employees Returning After Maternity Leave (2006 only)                                      | 42.86% | 63.64% | 36.84% | 20.00% |
| For Employees Returning After a Serious Illness (2006 only)                                    | 45.71% | 81.82% | 31.58% | 20.00% |
| Rotation Into Ad Sales Positions (2007 forward)  | 22.86% | 18.18% | 26.32% | 20.00% |
| Internal Structure for Referring Employees who Have Become Suppliers to Mgrs (2007 forward)    | 17.14% | 18.18% | 15.79% | 20.00% |

**RESOURCES FOR WORK/LIFE SUPPORT**

|  |        |        |        |        |
|--|--------|--------|--------|--------|
| Flex Time  | 77.14% | 81.82% | 73.68% | 80.00% |
| Full Time Telecommuting  | 60.00% | 81.82% | 52.63% | 40.00% |
| Career Track Part Time   | 42.86% | 45.45% | 52.63% | 0.00%  |
| Job-sharing  | 45.71% | 45.45% | 57.89% | 0.00%  |
| Other Benefits (on-site health screenings, etc.)   | 37.14% | 27.27% | 36.84% | 60.00% |
| Elder Care Referral  | 62.86% | 63.64% | 73.68% | 20.00% |
| Back-up Child Care**   | 54.29% | 54.55% | 68.42% | 0.00%  |
| After School/Vacation Care   | 42.86% | 45.45% | 52.63% | 0.00%  |
| Reserved Spots for Employees' Children at Local Child Care Centers                               | 25.71% | 27.27% | 31.58% | 0.00%  |
| On-site Child Care   | 17.14% | 18.18% | 21.05% | 0.00%  |
| On-site Amenities (2004 forward)   | 51.43% | 54.55% | 63.16% | 0.00%  |
| On-site Wellness or Fitness facility or Classes (2006 only)                                      | 62.86% | 45.45% | 73.68% | 60.00% |
| Subsidized Membership in Wellness or Fitness Facility or Classes Off-site (2006 only)            | 74.29% | 63.64% | 84.21% | 60.00% |
| On-site Health Maintenance Service (2006 only)   | 48.57% | 45.45% | 57.89% | 20.00% |
| Maternity & Paternity Benefits Beyond Required FMLA Leave (2006 only)                            | 62.86% | 36.36% | 73.68% | 80.00% |
| Retirement Transition (2007 forward)   | 20.00% | 27.27% | 21.05% | 0.00%  |
| Paid Time for Volunteering/Community Outreach/Professional Association Activities (2007 forward) | 54.29% | 54.55% | 52.63% | 60.00% |
| Back-up Travel and Emergency Dependent Care: Service or Care Center (2007 forward)               | 37.14% | 36.36% | 47.37% | 0.00%  |

\* The percents are calculated by summing across all companies and then calculating the percent.

\*\* Changed in 2007 to be "Backup travel and emergency dependent care: referrals or reimbursement"

\*\*\*40 participants in 2006, 33 participants in 2005, 32 participants in 2004, and 28 participants in 2003

# Five-Year Comparisons

## Statistical Trends

2007 marks the five-year anniversary of WICT's PAR Initiative. While each yearly report must be considered on its own because each includes a different number and mix of companies, some trends are emerging.

- Recruiting and retaining women is becoming more difficult. In 2003, 38.7 percent of all industry employees were women. That has continually dropped to 35.8 percent. The decrease is seen on both the operator and programmer side of the industry. Women employees at operators decreased from 37.8 percent in 2003 to 34.7 percent this year. At programmers, that number fell from 48.1 percent in 2003 to 44.2 percent today.
- The proportion of women managers has eroded, as well, along with the presence of women in the industry overall, from 38.4 percent in 2004 to 35.8 percent this year. One positive note is that at the middle-management level, women have made gains. In 2004, women accounted for 34.1 percent of middle managers. That number has increased to 37.9 percent in 2007, meaning that women in middle management have surpassed the overall proportion of women in the industry. (First-year results for women in management and middle management are not statistically valid due to a change in definitions adopted in 2004.)
- One of the most stable numbers is the representation of senior women. They accounted for 27.6 percent of all senior executives in 2003, and have roughly the same position today garnering 27.7 percent of senior positions.
- The number of women at operators' call centers is declining. In 2004, the first year we counted call center employees separately, women comprised 63.4 percent of employees. Today, they represent 61.3 percent. In 2004, women were 62.8 percent of call center managers; but are now 56.9 percent, a significant drop.
- The cable industry continues to struggle with recruiting and retaining women in technology. In 2004, women were 30.4 percent of all corporate tech employees, but currently they represent 24.4 percent. In just two years, the proportion of women as IT managers and project directors has plunged from 19.9 percent in 2005 to 11.5 percent in 2007.

## Pay Equity: Five-Year Comparison

The cable industry has shown tremendous progress implementing pay equity programs during the last five years. In 2003, the majority, 71.4 percent, of cable companies in the sample did not have any formal pay equity policy. Now, that number has nearly reversed: 60 percent have formal pay equity policies. Of those, 40 percent have "good" policies that state pay equity in the company's own terms and reflect the company's culture and priorities. The remaining 20 percent have "basic" policies, stated in generic terms.

Companies that are focused on pay equity conduct regular internal surveys and frequent external benchmarking to ensure that women are paid fairly. The proportion of companies that offer basic pay surveys has remained about the same over the five years; beginning at 42.9 percent in 2003, it now stands at 40 percent. The proportion of companies that conduct "good" pay equity surveys was 50 percent in 2003 and is down to 34.3 percent in 2007. Companies that had good survey practices in 2003 have continued to improve them, and have been joined by some companies that previously had "basic" practices. None of the PAR Initiative participants have dropped from "good" to "basic" in its pay equity survey practices. (*Refer to glossary on page 29 to find out what makes a "good" or "basic" pay equity policy.*)

## Advancement Opportunities: Five-Year Comparison

One of the most striking results over the five years of the PAR Initiative is the increase in leadership programs for women at all levels. In 2003, 71.4 percent of participants offered leadership training for high-ranking women, and in 2007 that figure stood at 77.1 percent.

Training for mid-level and entry-level women saw even more significant gains. In 2003, 64.3 percent offered leadership training for mid-level women, and that has risen to 77.1 percent in 2007. When the PAR Initiative began in 2003, only 28.6 percent of companies offered leadership training for entry-level women; that number has skyrocketed to 71.4 percent today.

In 2003, 17.9 percent of companies offered rotations into operating positions. Today that number has grown to 31.4 percent.

Cable companies are also investing in mid-level women through career planning and in female IT staffers through similar retention programs.

There has been a significant increase in the number of corporate women's networks. In 2003, they were present at 28.6 percent of companies. Today, 60 percent of companies have them.

### Industry Five-Year Trends

|                           | 2003   | 2004   | 2005   | 2006   | 2007   |
|---------------------------|--------|--------|--------|--------|--------|
| Women                     | 38.72% | 38.45% | 37.27% | 36.78% | 35.82% |
| Women Managers            | 29.00% | 38.43% | 37.20% | 36.73% | 35.84% |
| Senior Women              | 27.62% | 26.59% | 27.15% | 28.62% | 27.72% |
| First-line Managers*      | –      | 38.77% | 38.01% | 38.36% | 36.71% |
| Mid Managers*             | –      | 34.12% | 38.09% | 38.33% | 37.94% |
| Corporate Tech Employees* | –      | 30.40% | 26.50% | 27.16% | 24.37% |

### Operators Five-Year Trends

|                           | 2003   | 2004   | 2005   | 2006   | 2007   |
|---------------------------|--------|--------|--------|--------|--------|
| Women                     | 37.90% | 37.60% | 35.90% | 35.60% | 34.70% |
| Women Managers            | 38.20% | 37.60% | 34.51% | 34.28% | 33.54% |
| Senior Women              | 19.08% | 18.41% | 18.29% | 18.65% | 19.84% |
| Women in Call Centers*    | –      | 63.37% | 64.77% | 61.66% | 61.34% |
| First-line Managers*      | –      | 38.07% | 35.62% | 36.19% | 34.50% |
| Mid Managers*             | –      | 30.74% | 35.67% | 36.10% | 37.15% |
| Corporate Tech Employees* | –      | 32.07% | 29.56% | 27.62% | 24.81% |

### Programmers Five-Year Trends

|                           | 2003   | 2004   | 2005   | 2006   | 2007   |
|---------------------------|--------|--------|--------|--------|--------|
| Women                     | 48.11% | 46.78% | 45.27% | 44.73% | 44.23% |
| Women Managers            | 45.66% | 44.08% | 44.79% | 44.45% | 44.29% |
| Senior Women              | 37.80% | 31.47% | 29.55% | 32.53% | 31.11% |
| First-line Managers*      | –      | 45.93% | 50.98% | 49.14% | 50.04% |
| Mid Managers*             | –      | 42.61% | 41.63% | 41.45% | 40.61% |
| Corporate Tech Employees* | –      | 25.30% | 23.13% | 25.64% | 24.31% |

\*These questions were first asked in 2004.

## Resources for Work/Life Support: Five-Year Comparison

Since 2003, the PAR Initiative has seen a variety of work/life programs. Progressive companies have concentrated their resources primarily in launching and expanding full-time telecommuting programs. In 2003, 42.9 percent of participants offered full-time telecommuting, with that number growing to 60 percent in 2007.

### Resources for Work/Life Support Five Year Comparison

|  | 2003  | 2004  | 2005  | 2006  | 2007  |
|--|-------|-------|-------|-------|-------|
| Elder Care Referral and Resources      | 53.6% | 61.3% | 59.4% | 65.0% | 62.9% |
| After-school Care Referral or Services | 39.3% | 48.4% | 43.6% | 45.0% | 42.9% |
| On-site Child Care                     | 10.7% | 16.1% | 15.6% | 12.5% | 17.1% |
| Telecommuting                          | 42.9% | 51.6% | 53.1% | 45%   | 60%   |

## Women of Color: Five-Year Comparison

Since the PAR Initiative launched, women of color have gained gradually and steadily, starting at 13.2 percent of all cable industry employees in 2003, and this year reporting at 14.8 percent. As managers, women of color have gained, from 8.7 percent in 2003 to 10 percent in 2007. Progress at the senior level is narrower with 2.9 percent of all senior executives in 2003, peaking at 4.1 percent in 2006 and 3.7 percent in 2007.

Among cable operators, the number of women of color has increased from 13 percent in 2003 to 15 percent in 2007. However, at cable programmers, the number has declined from 15.2 percent in 2003 to 14.5 percent today.

## The PAR 13

In previous years, the *PAR Initiative Executive Report* contained a separate tabulation for the companies that have participated in the PAR Initiative uninterrupted since 2003. This year, 13 of the original participants submitted surveys. Industry consolidation and reorganization trends indicate that it will become harder to accurately measure activity at these companies. Therefore, this year's report does not break down results for the PAR 13, however, it does highlight some noteworthy trends.

The PAR 13 has consistently increased its proportion of women and women of color in management and senior management, as well as women working in call center management. Yet, the PAR 13 has been similarly affected by some of the same dynamics as the industry overall. While these companies are experiencing difficulty in retaining and advancing women in technology, the PAR 13 remain ahead of the industry overall in this category.

PAR 13 companies are leaders in the industry for pay equity, advancement opportunities and resources for work/life support. For instance, they are 50 percent more likely to have "good" pay equity policies and surveys than their peers in the 2007 survey. Their advancement and work/life offerings are richer across the board; for example, 61.5 percent of the PAR 13 offer backup dependent care this year, compared to 37.1 percent of the industry overall.

Companies consistently participating in the PAR Initiative have had greater success advancing women in leadership and continually improving their work force programs.

## 2007 Status of Women Comparison

Working Mother Media (WMM) compiles data on the status of women at hundreds of companies, primarily for its Top 100 Companies for Working Mothers annual list. Companies self-nominate for the award, so one can conclude that the companies in the WMM database are more progressive than American companies overall. Here are the comparisons regarding the status of women in the cable industry drawn from the WMM database, which includes publishing, cable and media companies.

|                         | PAR Initiative | WMM Media Companies |
|-------------------------|----------------|---------------------|
| % Women Employees       | 35.8%          | 68%                 |
| % Women Managers        | 35.8%          | 48%                 |
| % Women Senior Managers | 27.7%          | 38%                 |

## 2007 Highlights

**PAY EQUITY:** Greater pay transparency is clarifying and strengthening links between pay and performance. Leading companies are training managers and employees on their pay policies; clarifying total compensation; surveying internal pay based on gender, race, and tenure; benchmarking compensation against industry norms; correcting inequities; and incorporating their corporate culture into policies that govern pay.

**ADVANCEMENT OPPORTUNITIES:** Companies are reinventing their women's networks as incubators for new product development and training grounds for new leaders; providing temporary assignments for women to gain operations experience; actively working to retain women through periods of reorganization to keep the talent pipeline robust; and supporting results-oriented internship programs that focus on hard-to-recruit categories and cultivate long-term relationships with highly desirable candidates.

**RESOURCES FOR WORK/LIFE SUPPORT:** Cable employers are adding work/life programs geared to specific life stages, such as phased re-entry to work after the arrival of a child, transition to retirement, elder care, and backup childcare. Other innovations include flexwork programs tied to productivity, telecommuting for call center employees, and health and wellness improvements.

**WOMEN OF COLOR:** Leading companies are requiring diverse candidate slates; tying diverse hiring goals to salaries rather than bonuses; and mandating diversity as one of management's core competencies. Companies also are leveraging online social networks and word of mouth to recruit women of color, women in technology and Gen Y, resulting in a slight increase in the number of women of color, especially as first-line and middle managers.

**WOMEN IN TECHNOLOGY:** New media is one of the emerging career paths for women in the technology field, which overall saw a continued decline in numbers. Web sites, Web video delivery, podcasting, wireless transmission through cellular phone networks and other forms of new media are among the fastest-growing career categories, with a voracious appetite for creative and technical talent. Working Mother Media believes the challenge for the industry is to retain women in new media and continue to advance them so that they are the leaders of products and new product launches.

**WOMEN IN CALL CENTERS:** Call centers continue to be a valuable operator tool for attracting women and women of color to the cable industry and promoting them to management positions. Overall, the number of women at call centers declined this year, but leading operators are taking action to help retain their valuable employees by adopting programs giving employees more responsibilities sooner and extending popular work/life benefits.

**WOMEN IN ADVERTISING SALES:** Anecdotal evidence indicates that companies are becoming more deliberate about moving women into advertising sales, which is a common route to top management and a key operating rotation. Programmers, especially, are discovering that women are adept at weaving together ad packages over multiple media platforms. This area appears to be one of emerging strength for women in cable.

# Best Companies for Women in Cable

The programmers and operators named to this year's "Best Companies" lists recognize that increasing the number of women employees and advancing them to leadership positions within their companies is a business imperative that results in greater profits and business growth. These leaders in cable have implemented numerous programs that will ensure that women in cable, today and in the future, grow their careers, receive equitable compensation, and work in a supportive environment while building their company's business and improving its bottom line. WICT and Working Mother Media salute the accomplishments and tenacity of these forward-thinking leaders.

The Best Operators and Best Programmers for Women in Cable have both a high proportion of women managers and leaders *and* have instituted comprehensive pay equity, advancement and work/life programs that have proven track records. The companies in the P, A, or R categories demonstrate measurable success, innovation and consistent adoption and cultural integration of each program type. The Best Operators and Best Programmers were ranked based on extensive quantitative and qualitative information gathered from the 2007 PAR survey. Each of the five leading companies named Best Companies in Pay Equity, Advancement Opportunities and Resources for Work/Life Support were ranked based on qualitative information.

## The Best Operators for Women in Cable:



## The Best Programmers for Women in Cable:



## The Best Companies for Women in Pay Equity:



## The Best Companies for Women in Advancement Opportunities:



## Best Companies for Women in Resources for Work/Life Support:





## Best Operators

This year's Best Operators showed a strong commitment to diversity, recruiting and retaining women, and moving them into leadership positions. They adopted a variety of innovative solutions for addressing the recruitment of women in areas where women are typically under-represented such as technology and field installers, promoting pay equity and offering new work/life benefits.

### The Best Operators for Women in Cable:

Cox Communications, Inc.

Comcast Cable

Time Warner Cable

Advance/Newhouse Communications

Charter Communications

### *Cox Communications, Inc.*

Every company claims that its people are its greatest asset. Cox proves it, year after year. Strong and evolving pay equity and leadership programs ensure that every woman, regardless of position, has a chance to develop her full potential. Many companies do this for women at corporate headquarters, but Cox tailors leadership development programs for women in regional offices, call centers, and field technicians, too. These efforts have propelled the company to the Best Operators list for five consecutive years.

This year, Cox complemented its proven methods of recruiting women of color by adding a 12-month newcomer mentoring program for women of color at all levels. This program helps retain newcomers and find like-minded women across functional and division lines.

In its call centers, Cox has the most progressive practices for call center talent development, while also recognizing the importance of tying work/life practices to productivity. This strategy, paired with the thoughtful sick-child workstations that enable mothers to work with mildly ill children resting nearby, illustrates how work/life programs enhance efficiency and build business results.

Cox also added stage-of-life benefits for retiring employees, and its rotation program is especially beneficial to mid-career women seeking to gain operations experience.

### *Comcast Cable*

Comcast Cable is getting better as it gets bigger. Over the span of the PAR Initiative, it has reinvented its pay policies and streamlined its leadership programs so that they are stronger, more strategic, and deliver a deeper pipeline of talent to each of the company's expanding divisions.

As Comcast acquires and integrates other systems and programmers, it is keeping pace with an upward spiral of strong programs aimed at cross-pollinating winning practices among its proliferating divisions. The operator is taking a strong position on diversity, requiring that search firms present diverse candidate slates and tying managers' compensation to diversity goals.

Comcast also is building relationships with various universities and technical schools for hard-to-locate female talent. Through internships, co-ops and job fairs, promising young female students are introduced early on to Comcast and given exposure to career opportunities within the cable industry.

Comcast introduced one of this year's few innovations for recruiting women installers. Perceiving that enjoying the physical work demanded of installers is key to retaining women in these gritty, but public-facing jobs, Comcast is now developing relationships with high school sports teams, as well as with those recently discharged from the military, so it can recruit women who enjoy physical challenges.

### *Time Warner Cable*

Highly valued, highly marketable women often leave during significant organizational change, but not at Time Warner Cable. The company's integration of Adelphia assets and employees signaled growth in many key markets but also meant divestiture of several legacy operating units with talented and tenured women leaders. It retained many of these senior women leaders and quickly rebuilt its proportion of women of color in entry level and middle management.

Now, Time Warner Cable is building new platforms for advancing women at all levels. Its National Diversity Council is centered on the business case for inclusion. Time Warner Cable's Women's Leadership Council (TWCWLC) has a mission based on leveraging the insights of women for business growth.

Time Warner Cable maintained its proportion of women of color through its recent reorganization by leveraging information about and exposure to expanded opportunities in other parts of the company. It retained them through the simplest of techniques. Time Warner Cable addressed individual concerns about job security and outlined career paths to alleviate uncertainty. The operator now has its most balanced roster of mid- and upper-level women leaders.

### *Advance/Newhouse Communications*

Few high-potential women are overlooked at Advance/Newhouse Communications, which has a strong track record of recruiting women of color in regional markets where they are well represented and promoting them up the ranks.

The operator trains its managers to detect leadership aptitude at every level, from installers to women with newly acquired MBAs. In addition to its human resources department, Advance/Newhouse charges its vice presidents, general managers and division presidents with the responsibility to ensure equitable pay practices.

It also has launched a new technical recruiting effort. Advance/Newhouse is building its own tech staff from the ground up by collaborating with a local technical college to shape a curriculum for an electronics engineering technology degree designed specifically for the telecommunications industry.

### *Charter Communications*

Charter Communications is a case study in persistence. Over the span of the PAR Initiative, it has battled several business challenges, but has made the advancement of women a priority through it all. Consequently, Charter has continued to have a significant proportion of women in key operating roles and with responsibility for refueling its growth.

Faced with the daunting task of sketching its leadership pipeline in broad strokes, Charter leaders did just that: Leaders plotted their high-potential, highly productive managers in one quadrant of a poster-sized grid and managers without those characteristics in the opposite quadrant. This low-tech strategy enabled Charter's leaders to see where their women were concentrated, move quickly to address problems with those who were falling short of their potential, and promote those who were fulfilling expectations.

Underscoring its determination to retain and advance women leaders, Charter now links its affirmative action planning to its pay equity reviews to ensure that women's pay keeps up with their promotions.

## Best Programmers

This year's Best Programmers recognized the valuable business-building contributions that women make to the industry. Leading programmers tapped women's groups for new business ideas, strengthened recruiting efforts to attract women and women of color, and added transparency and accountability to pay equity policies. They demonstrated a convincing business case for advancing women.

### The Best Programmers for Women in Cable:

Oxygen Media

Turner Broadcasting System, Inc.

Discovery Communications

The Weather Channel Companies

Lifetime Networks

### *Oxygen Media*

When the PAR Initiative launched, Oxygen's culture was pro-woman, but unstructured. Now, women at Oxygen have clear career paths, delineated work/life policies, and a state-of-the-art pay equity policy. In short, its culture has matured, benefiting all its women in the process.

This year, Oxygen succeeded on all PAR fronts. Imaginative and results-oriented recruiting efforts leveraged online and real-world social networks to reach women of color. Oxygen's strategies yielded gains in their women of color, boosting them to 45 percent of its first line managers and supervisors.

By integrating its commitment to preventing domestic violence into its pay equity and other policies, Oxygen gains even more credibility as a force in this cause and strengthens its position as an advocate for women without compromise. Oxygen bans employees from using any company resources — from the copy machines to e-mail service — to engage in domestic violence or harassment of any sort. By weaving its commitment against domestic violence into its cultural DNA, Oxygen is further equipped to market itself as a company that cares and reap the market credibility that will deliver.

Oxygen's new consumer software development effort pulled in women from across the company into a new product launch, giving them valuable developmental experience. On the work/life front, Oxygen has found inexpensive ways to bring wellness and concierge services to employees.

### *Turner Broadcasting System, Inc.*

Some companies quietly build on their strengths year after year. That has been Turner's story, with its strong work/life programs that provide deep support when work and family conflicts are most acute and with consistently thorough leadership development programs and management accountability for advancing women. It deserves recognition when a perennial frontrunner has a burst of ingenuity.

Turner's roster of strong, if standard, advancement programs was jet-fueled by the breakout KEYS (Knowledge Energizing Your Success) in-house business incubator program, conceived and operated by women. Meanwhile, Turner has continued with the valued dependent-care programs that its employees have come to rely on.

Turner also revved up management accountability for identifying diverse candidates. Last year, 92 percent of the slates for job openings had diverse candidates. And, Turner hit an important milestone: more than half of its first-line supervisors are women, a promising sign.

Turner also improved its pay equity practices. By moving its market pay benchmarking system to real time, providing a fund to correct pay inequities, and supporting its policies with employee and management training, Turner became one of the leaders in pay equity.

### *Discovery Communications*

It can be daunting to follow your own winning act year after year, but Discovery Communications proves that continual improvement not only is possible, but also creates unstoppable momentum for women. Discovery's repeat showing in the ranks of the top five programmers underscores its decades of commitment to developing female talent and integrating work/life balance into its culture.

Discovery continues to have one of the highest and most consistent proportions of female leaders in the industry. It excels even in the toughest categories, women in technology. For instance, over half of its digital media staff are women.

Women employees report that the company's ever-evolving work/life resources are a major factor in retention. For example, Discovery has a dependent care consultant to help parents find the best child care option, going far beyond the standard employee assistance program. Even more important, Discovery managers are trained in how to leverage the company's work/life policies for greater productivity.



### *The Weather Channel Companies*

It takes continual improvement and imagination to earn a spot on the Best Programmers list every year, as The Weather Channel Companies (TWCC) have done. TWCC earned recognition in the first year of the PAR Initiative with its far-reaching and prescient pay equity policies. It has stayed on the list because of its evolving pay policies and practices and because of its nimble advancement and work/life culture, which responds quickly and thoughtfully to shifting business and employee needs.

Realizing that it could leverage its relatively small size and fanatical following for internal new business development, TWCC launched an internal track for converting new ideas into brand- and profit-building ventures. Its new licensing operation, for instance, was a chance for two women employees to translate some viewers' love of all things Weather into accessories with the logo.

More ideas are slated to emerge from The Weather Channel's innovative "Leveraging Difference" philosophy, which translates the insights from employees into marketable ideas for the demographics they represent. The programmer increased its numbers of women of color by improving the rewards that employees get for referring qualified friends to the company. It also now requires diverse candidate slates for all positions. These policies yielded results. In 2006, 30 percent of The Weather Channel's new hires were minorities and 49.7 percent were women.

As in the past, The Weather Channel's unsurpassed array of pay equity programs continued to evolve. Through its "Total Rewards" system, the programmer has improved pay transparency. It also offers a holistic compensation program that starts before the point of hire and has checks and balances at every step to ensure equitable pay linked to performance.

### *Lifetime Networks*

It's not surprising that a company with a strong roster of female leadership landed on the Best Programmers' list, but the specifics of Lifetime's accomplishments are anything but predictable. In the last year, Lifetime has expanded its efforts to create a pipeline from college to career for all women and developed new best practices to recruit and retain women of color, achieving exceptional results especially among the Latina community, which historically has been one of the cable industry's biggest challenges.

One of Lifetime's winning strategies is a commitment to reaching out to diverse organizations to identify potential interns and entry-level employees. By sponsoring activities and developing relationships with groups such as the National Hispana Leadership Institute (NHLI) and Nueva Vida, Lifetime's involvement goes beyond writing a check. Current employees are encouraged to attend these group's events and activities to meet and mentor other women of similar backgrounds and interests. These tactics have offered mid-career employees a growth opportunity and enabled Lifetime to recognize and hire more future leaders from many diverse communities and with targeted areas of expertise, including the Latina community and women in the technology field.

In addition, Lifetime has created a new policy of paid-time-off days, in which all vacation and sick leave is pooled into one larger block, providing much greater flexibility for employees to use days to volunteer and give back in their communities.

# Pay Equity

## Key Findings: Pay Equity

Pay equity policies create an equitable workplace in which compensation is clearly tied to business results. They represent the most basic building blocks in structuring an objective compensation program and provide a quantifiable benchmark against which to measure employee salaries.

Cable industry pay equity programs are becoming more sophisticated. Compensation benchmarking is increasingly important in highly competitive categories such as ad sales, new media and information technology. Employers must constantly upgrade pay as skills evolve to reflect the new demands of the industry.

Leading companies are making their pay policies more transparent via programs and communications that inform employees about how the company makes compensation decisions. This push for greater transparency comes in anticipation of legislative changes that likely will require greater corporate accountability to communicate pay decisions to employees, equipping employees with the information to advocate for themselves.

### Pay Equity Policies

|       | 2006  | 2007 |
|-------|-------|------|
| None  | 37.5% | 40%  |
| Basic | 15%   | 20%  |
| Good  | 47.5% | 40%  |

In 2007, the proportion of companies with no pay equity policy remained stable. There was growth in companies with a “basic” pay equity policy, while the number of companies with a “good” pay equity policy was down slightly. This drop appears to be due to a different mix of companies in this year’s industry scorecard. No company that has had a “good” policy in the past has reverted to a “basic” policy.



60 PERCENT OF COMPANIES CONDUCT FORMAL PAY EQUITY POLICIES AND 74.3 PERCENT CONDUCT PAY EQUITY SURVEYS.

### Pay Equity Surveys

|       | 2006 | 2007  |
|-------|------|-------|
| None  | 18%  | 25.7% |
| Basic | 41%  | 40%   |
| Good  | 41%  | 34.3% |

To ensure adherence to pay policies, companies need to review employee compensation via internal and external surveys. There were declines at all levels, with larger dips in the percentage of participants conducting no internal pay equity surveys and fewer companies with “good” pay surveys, and a smaller shift in “basic” surveys.

## Best Practices: Pay Equity



For more information on PAR, visit [www.wict.org](http://www.wict.org) and click on “PAR.”

PAR Initiative research uncovered several best practices related to this year’s trends toward real-time benchmarking — that is, constantly updating pay benchmarks to reflect current market norms — increased pay transparency, and policies reflective of a company’s unique culture.

Digital media and ad sales are among the most challenging categories for pay, as they constantly change as the market evolves. One leading programmer benchmarks all salary and compensation annually through industry surveys. Then, it updates its pay scales for digital ad sales and digital staff by polling departing staffers about the offers they accepted at their new jobs; by polling current employees about offers made to

## Best in Pay Equity

### The Best Companies for Women in Pay Equity:

The Weather Channel Companies

Turner Broadcasting System, Inc.

Scripps Networks

Oxygen Media

ESPN

### *The Weather Channel Companies*

The Weather Channel takes seriously its position on ensuring pay equity as the company has been seen as a pay equity innovator even before the PAR Initiative started. The Weather Channel seized the opportunity to become an industry leader and champion for pay equity policies and management accountability for enacting them.

The Weather Channel has added transparency to the issue of pay equity. The programmer's "Total Rewards" system gives each employee an annual statement summarizing base pay, merit and bonus pay, and salary ranges.

The Weather Channel also is among a handful of cable companies that counts pay equity enforcement as a core management competency. The programmer trains and coaches its managers in pay equity and diverse hiring. It augments those efforts by assigning human resource staffers to line managers to help them apply the company's compensation policies equitably. Managers that discover pay inequities can use The Weather Channel's "equity pot" of money to correct pay differences. One result of its close attention to pay equity is that the company finds that it taps the equity pot less and less, evidence that its consistent evolution of fair pay practices is embedded in its culture.

them from employers and headhunters; and by collecting compensation data from job candidates. This information flows into a database for those job categories, enabling the company to make intelligent offers to candidates, and to keep current employees' compensation competitive.

In the area of pay transparency, leading companies are discussing pay structures more openly. Companies are using orientation programs and handbooks to clarify how they determine salaries, bonuses, market adjustments, inequity adjustments and other compensation items. Other companies surveyed provide "total compensation" information, which in

### *Turner Broadcasting System, Inc.*

Turner has consistently strengthened its pay equity policies and practices over every year of the PAR Initiative. Now, it is rapidly moving its total compensation system forward, constantly evaluating all job categories with a focus on high-demand positions like new media. Turner reviews all pay programs annually to ensure market competitiveness. The compensation team, in conjunction with human resource generalists, conducts a "compa-ratio" analysis annually. This analysis helps identify competitive pay issues and is the foundation for corrective action planning. Turner reviews pay equity regularly, particularly when making promotion and hiring decisions. Managers are equipped with the latest compensation data so they can make consistently fair pay decisions.

Turner backs up its total compensation system by supporting equity and market adjustment budgeting to provide managers with resources to adjust pay inequities. The programmer also supports managers and employees alike when providing training on its total compensation programs. As a result, employees and managers have a better understanding of Turner's compensation programs and how pay is determined. All employees have self-service access to view and print personalized total rewards statements at anytime. This access reinforces the programmer's compensation program education and promotes understanding of its total rewards strategy. Meanwhile, Turner tracks pay actions, promotions, merit raises, equity and market adjustments, each quarter to monitor adherence to its policies. It also assigns human resource personnel to "client groups" to help managers determine equitable, current pay within the company's total compensation structure.

addition to traditional compensation components such as salary, bonuses and stock options also includes the employer-paid portion of benefits.

Numerous companies are moving to pay bands, which give managers firm parameters for pay and bonuses. Such pay bands help equalize pay and minimize the impact of negotiation.

Leading cable companies are not only incorporating pay equity policies into their management philosophies, they are integrating them into their corporate cultures.

## Case Study | Pay Equity

### *Scripps Networks*

Pay is a forbidden topic at many companies, and that silence and secrecy can hamper women's ability to advocate for themselves. An open culture about how pay decisions are made, what goes into all aspects of compensation, and how pay is linked to performance destigmatizes the discussion and equips women with the language and permission to pursue the appropriate channels to inquire about perceived inequities.

Scripps—comprised of HGTV, Food Network, DIY Network, Fine Living and Great American Country—has long held this philosophy and continues to evolve it. The company believes that the more employees are informed about how they are paid, the stronger the link between performance and compensation.

A cornerstone of its policy is training employees about the specifics of pay decisions and undertaking regular market benchmarking. The programmer conducts gender equity surveys quarterly and benchmarks annually or quarterly depending on the position and market pressures.

### *Oxygen Media*

Equal pay is a starting point for a pay policy, but it shouldn't be the ending point. Oxygen Media's pay equity statement reflects the company's culture and one of its social missions: to prevent domestic violence.

Not only has Oxygen adopted a pay equity policy that bans discriminating against employees who are experiencing domestic violence, but it conducted manager and employee training on the topic. Oxygen also forbids discrimination against employees reporting pay inequities.

### **Managers Tap Equity Fund**

The Weather Channel is reaping the benefits of its pioneering "equity fund," which managers can use to correct employee pay differences. It still finds inadvertent inequities, but these are fewer and nearly always caused by rapidly changing market pay, says Organizational Development Director Pam Sawyer. The Weather Channel pairs its equity fund with an annual pay equity review and more frequent market benchmarking reviews.

Managers, having witnessed the power of the equity fund, now are proactively asking for as-needed reviews, especially when they sense they are in danger of losing key employees. One manager's request for a compensation market review resulted in market analysis and adjustments to 19 employees' compensation packages.

### *ESPN*

ESPN understands the value of strong, clearly stated, proactive pay equity and has consistent follow up to ensure that managers are enacting the policy fairly. Its pay equity policy is one aspect of its unwavering focus on the business case for advancing women. ESPN's pay policies specifically include protections for pregnancy, and its salary grade structure is especially strong at the point of hire, ensuring that its pay practices are competitive and gender neutral.

Last year, ESPN further strengthened its pay practices by weaving them into a diversity scorecard for managers that provides a current view of the status of women in terms of new hires, promotions, and retention. It also bans retaliation against employees reporting pay inequities or registering internal complaints.



# Advancement Opportunities

## Key Findings: Advancement Opportunities

Companies in cable increasingly recognize that advancing women drives company bottom-line growth. In response, many companies have developed innovative leadership training programs, career planning methods, recruiting efforts, and mentoring initiatives to ensure that they tap this valuable resource while advancing women through all levels of a company's ranks. Advancement programs identify promising women managers and leaders and provide structured opportunities for them to develop, through instruction and assignments, key skills that prepare them for executive leadership.

This year's results show that many cable companies are revising existing leadership and management training programs and launching new ones to meet expectations of Gen X and, increasingly, Gen Y women. Companies also are building multiple routes for women to return to work after maternity leave or illness in the hope that mid-career women continue to stay engaged and will be ready to step into senior roles when those become available.

Recruitment gained new attention in 2007, with companies strengthening their internship programs to recruit women, especially those in technology. They are also recruiting via word-of-mouth and employee referrals through online social networking.

Leadership training programs for women continue to grow at every career level, especially for entry-level women. This is in direct response to the expectations of Gen Y employees of both genders. More companies are recognizing the importance of operations experience for advancement and continue to develop programs offering rotations into these areas.

Retaining female employees is an escalating problem for employers in all industries, and the cable industry is no exception. A comparison of the 13 cable employers that have participated without interruption in the PAR Initiative since it started shows that even these exemplary employers have difficulties retaining female employees. Their proportions of women employees are at least even with the rest of the industry, and in several notable categories are markedly better.

For instance, PAR 13 operators have 8 percent more women field installers than the industry overall; 6 percent more female senior executives; and about 8 percent more women IT project directors and managers. These companies do even better when it comes to women of color, reporting more than the industry norm across the board.

It stands to reason that the PAR 13 have stronger programs for advancing women, and they do. For instance, 84 percent of the

PAR 13 offer career planning for women in IT, compared to 60 percent of the 2007 PAR participants overall. The PAR 13 offer women's networks, internal leadership training for all levels of women, formal mentoring, and participation in external leadership programs at rates far above the industry overall.

Interviews with longstanding human resources leaders at these companies establish the causal link — although they are concerned about losing valued women employees, they also believe that strong one-on-one relationships with rising women and clearly delineated career paths are strong incentives to stay.

Women's networks and resource groups have become entrepreneurial engines that identify new avenues of growth and translate those avenues to tactical plans. The four companies that piloted innovative programs, which tasked women's groups with finding new business opportunities, drew a short, straight line from the power of women in their organizations to new revenues and greater profits.

Mentoring continues to be an important factor, especially for women of color and women in technology, who often have few peers at their workplaces. Small group mentoring, sometimes called circle mentoring, amplifies the influence of senior women, especially at companies with few women senior executives. Circle mentoring involves two senior women, meeting with four or five midlevel women, on an accelerated schedule of two or three times a month, for a set period of several months.

### Key Advancement Programs

|                       | 2006  | 2007  |
|-----------------------|-------|-------|
| Leadership Training   |       |       |
| High Level Women      | 72.5% | 77.1% |
| Mid-Level Women       | 80%   | 77.1% |
| Entry Level Women     | 52.5% | 71.4% |
| Operations Experience | 25%   | 31.4% |
| Career Planning       |       |       |
| Mid-Level Women       | 50%   | 68.6% |
| Women in IT           | 42.5% | 60%   |
| Women's Networks      | 40%   | 60%   |
| Re-entry, Maternity   | 22.5% | 42.9% |
| Re-entry, Illness     | 15%   | 45%   |
| Mentoring             | 42.5% | 48.6% |

Career planning and retention programs have also grown as companies improve their understanding of the importance of this area, especially for middle level managers and women in IT. While women's networks and programs designed to allow employees to gradually re-enter work after a maternity leave or illness are increasingly becoming key retention tools, companies are also reconsidering mentoring, dismantling obsolete programs and piloting programs such as circle mentoring to test new ideas. Percentages are for all companies participating in 2007.

## Case Study | Advancement Opportunities

### Turner Leverages Women's Group for New Business Ideas

At the request of participants, Turner has refocused its affinity groups into business resource groups. In addition to networking, the groups now drive outreach into diverse communities, provide feedback on programming and develop upcoming leaders.

"Each of the business resource groups has various goals," explained Loretta Walker, Turner's senior vice president and chief human resources officer. The groups actively sought their expanded mission, she said, adding that members called for the change saying, "It sounds like all we do is chit-chat with people who look like us. Networking is important, but we want to be able to positively impact the business."

Turner Women Today (TWT), the company's business resource group dedicated to women, was the first to translate the new goals to action with its KEYS programs: Knowledge Energizing Your Success.

Employees nominated themselves to participate, and Turner's leaders selected the final candidates. TWT geared the skills development to most benefit women in lower mid-management. At the core of KEYS was a six-week course that included an assignment to develop a business plan for growing Turner's female market. KEYS participants presented their business plans to the CFO and head of the new products group. Two of those plans are now headed toward funding.

"A business simulation? Try business for real," says Walker.

"It didn't require a lot of resources. It took people who were passionate about it, and leaders who were willing to give them time and to get behind it," says Walker. "It's utilizing the resources you have."



## Best Practices: Advancement Opportunities



*For more information on PAR, visit [www.wict.org](http://www.wict.org) and click on "PAR."*

PAR research illustrates that cable programmers and operators have implemented a variety of new advancement, recruitment, retention, and leadership development best practices.

2006 was a breakthrough year for programs that transformed women's advocacy groups into entrepreneurial platforms for launching new businesses. Traditional affinity groups are being transformed into business resource groups that drive outreach into diverse communities on behalf of the company. The groups also give feedback on programming and promote leadership development.

Temporary assignments in the field or at corporate headquarters provide excellent opportunities to develop high-potential talent. Open

## Best in Advancement Opportunities

### The Best Companies for Women in Advancement Opportunities:

Oxygen Media

Cox Communications, Inc.

Time Warner Cable

Comcast Cable

Turner Broadcasting System, Inc.

### *Oxygen Media*

Oxygen pulled women from all departments and levels into a new consumer software product scheduled to go live in late 2007. A cross-functional group of women came up with the idea based on their perceptions of consumer trends and how women prefer to use Internet services. The online department led product development, and Oxygen managers made sure that the process gave high-potential young women experience in the business and financial aspects of vetting a new service.

Millennial women expect to be included from the start in company initiatives — something Oxygen discovered when it added classes in public speaking. Because that's a skill important for nearly every employee, from those who present at internal meetings to those who represent Oxygen at nonprofit and recruiting events, the training is now open to all employees.

### *Cox Communications, Inc.*

Call centers are wide-open points of entry for women with diverse backgrounds and widely diverse skills, especially in cultural con-

positions and projects are identified and compared against high-potential employees for fit. Once selected, candidates fill open positions or take on projects for two- to six-month periods, with the company assessing results at the end. This kind of program can be helpful for women with substantial dependent responsibilities, because they can gain critical operating experience without relocating.

Retaining women can be a challenge for some companies. If you don't have a deep bench of female talent, it can be difficult to promote women into leadership positions. This is particularly true for companies undergoing restructuring, as potential leaders might seek more stable work environments. Conversations with future

text and language. They are a rich lode of multicultural potential leaders that the cable industry needs to tap to reach growing ethnic populations.

The undisputed leader in leveraging call centers as talent development centers is Cox Communications. It continues to build on its success in identifying talented women in its call centers. Because call centers have high proportions of women of color, they can serve as open doors for recruiting diverse talent and channeling those women to corporate jobs. Cox sharpened its first-rung leadership identification and development programs, enabling call center managers to give promising women more responsibility earlier.

Cox also has turned a chronic management headache into a developmental advantage by viewing open positions and vacancies on key projects as a chance to rotate high-potential candidates into those slots temporarily. This practice enables midlife women, especially, to immerse themselves in demanding projects or roles for a short stint and without relocating. Of the people who have so far rotated through this "internal assignment" program, about half were women.

### *Time Warner Cable*

Finding and keeping qualified women technology workers is a complex challenge for all companies, especially cable operators, which must continue to beat competition by offering ever-more-sophisticated technology services to consumers and businesses. Time Warner Cable demonstrates flair and a deep understanding of what women in technology want through its recruiting and retention practices.

A successful strategy for recruiting women in technology is Time Warner Cable's targeted use of paid internships for women as young as juniors in high school. By developing long-term relationships with women headed into engineering, IT and other technical education areas, the operator identifies potential candidates early in their careers. Time Warner Cable partners annually with the Emma Bowen Foundation to identify women students specifically targeting the cable industry and provide quality internships as well as

women leaders, especially at the middle levels where rising women could be tempted to jump to another company for a quick promotion, have proved an extremely effective way to demonstrate to these women how important they are to the company.

Several companies are reinventing the time-honored concept of the employee referral, which has itself been reinvented through online social networks such as Facebook and MySpace. Improved rewards for referring qualified minority candidates encourage employees to think strategically about connections they already have in professional networks, alumni associations and social groups.

matching scholarship funds over several summers. Finally, Time Warner Cable has encouraged new Gen Y recruits to use their online social networks to make others aware of opportunities within the organization.

The operator also actively encouraged its women leaders to stick with it during the long transition period typical of acquisition and divestiture activity. It used a relatively low-tech strategy for building loyalty — talking with women one-on-one about future opportunities. Time Warner Cable has also used the implementation of a regional organization structure to promote experienced women from different disciplines into positions of increased responsibility with broader scope.

### *Comcast Cable*

As it continues its rapid expansion into new markets, Comcast Cable is keeping pace internally by quickly ratcheting up requirements and supports for advancing women.

This year, Comcast started requiring search firms to present diverse slates for open positions, and it now ties a portion of each manager's pay to achieving diversity goals. The operator supports this higher standard with its ever-improving leadership development programs for women at all levels.

Realizing that opportunities for promotions weren't being communicated well to women and women of color, Comcast revamped its internal communications techniques. One key addition was training tech managers, especially, to reach out to rising women leaders to ensure they are included on key projects. Comcast's "AVP Boot Camp" continues strong, identifying and training early-stage middle managers.

### *Turner Broadcasting System, Inc.*

Turner Broadcasting's longstanding investment in advancement programs is paying off: over half of its first-line supervisors are women, the result of investments in programs that identify nascent management aptitude.

The programmer has repositioned its "affinity groups" as "business resource groups" in which women, people of ethnic backgrounds, and gay/lesbian/transgender employees serve as ongoing focus groups for ways that Turner can reach those markets.

Further, any employee can self-nominate into a mentoring group. Each group leader is expected to give participants assignments and report back to the group, creating the expectation of investing in sister employees.



# Resources for Work/Life Support



A HIGH PROPORTION OF CABLE EMPLOYERS OFFER FLEXTIME AND TELECOMMUTING, BUT THESE PROGRAMS ARE STAGNATING. WHILE THE INDUSTRY INTENSIFIES BROADBAND MARKETING TO BUSINESS CUSTOMERS, IT BARELY USES ITS OWN TECHNOLOGY TO TRANSFORM THE WORK PLACE. FEW COMPANIES REPORTED INNOVATIONS IN FLEXWORK, TELECOMMUTING AND OTHER VIRTUAL WORK STYLES THAT ARE INCREASINGLY COMMON IN ALL INDUSTRIES.

## Key Findings: Resources for Work/Life Support

Resources for work/life support are programs that translate recognition that work and everyday life often collide, and that provide practical, cost-effective, productivity-enhancing services and resources for alleviating those conflicts.

Across the industry, flextime saw a small decline this year; however, there was an increase in companies offering full-time telecommuting. Many companies still struggle with consistent application of flex work and telecommuting policies, reporting that managers value face time more than productivity.

Uniformly applying flexwork policies can be a struggle for some companies. Measuring the programs in terms of business impact builds a case for flexwork so that it becomes a business tool, not a giveaway to a favored group of employees — a giveaway that could be taken back if the company’s philosophy changed.

Working Mother Media believes that work/life integration programs are essential for helping retain women in the work force. Working Mother Media reports that for the media companies in its database that rank as “excellent” for executive women and working mothers, the top work/life benefits are: flextime (offered by 100 percent), telecommuting (100 percent), back-up child care (85 percent), school holiday child care (79 percent), and paid paternity leave (75 percent).

### Work/Life Integration Programs

|                         | 2006  | 2007  |
|-------------------------|-------|-------|
| Flextime                | 80%   | 77.1% |
| Full-time Telecommuting | 45%   | 60%   |
| Career Track Part Time  | 37.5% | 42.9% |
| Backup Childcare        | 45%   | 54.3% |
| On-site Childcare       | 12.5% | 17.1% |
| Elder Care              | 65%   | 62.8% |

More companies are offering stage-of-life benefits such as retirement transition for aging baby boomers; dependent-care information and services for employees who have responsibility for aging parents as well as children; and phased return to work to ease the transition for new parents. Back-up travel and emergency dependent care now include things like services that send caregivers to employees’ homes and referrals that enable employees to find qualified caregivers and make their own arrangements.

Career track part time work is a benefit currently in the spotlight, as the Pew Research Center reported in mid-2007 that both full-time working mothers and stay-at-home mothers prefer this work schedule.

## Case Study | Resources for Work/Life Support

### Compressed Work Weeks Improves Efficiency

Karen Preston-Loeb joined Oxygen in 2002 as a print production manager and has advanced on several fronts: she's now director of creative services and has had two babies. In negotiating a compressed work week—accomplishing 40 hours of work Monday through Thursday—Preston-Loeb improved her time-management skills and made sure that employees knew they could count on her availability no matter where she was. Greater efficiency has benefited the entire department, and she's able to immerse herself in both her roles with minimal conflict.

"I'm not going anywhere, because this is a special thing," she said. "They're getting a very dedicated employee. They didn't have to train anybody new. They're happy with my performance, and I get to have the extra day with my kids."

Companies did not report any advances in how to determine the return on investment or productivity measures of these programs.

### Health and Fitness

|                                | 2006 | 2007  |
|--------------------------------|------|-------|
| Onsite Wellness                | 40%  | 62.9% |
| Subsidized Fitness Memberships | 55%  | 74.3% |

Even small companies are realizing that wellness programs are not prohibitively expensive. Popular low-cost options include jointly supporting fitness facilities with other companies in their building or negotiating employee discounts at local fitness centers.

## Best in Resources for Work/Life Support

### The Best Companies for Women in Resources for Work/Life Support:

Cox Communications, Inc.

Oxygen Media

Turner Broadcasting System, Inc.

Time Warner Cable

NBC Universal

### *Cox Communications, Inc.*

Cox has a history of tying work/life resources to productivity. It listens to employees to identify work/life conflicts and then constructs solutions geared to keeping employees on the job.

As the cable industry ages, it is starting to grapple with the needs of retirees for the first time on a large scale. Cox Communications has engineered a retirement transition program that enables employees to work part-time as they move into retirement. This allows employees to transition at their own pace and helps the company by providing a mentor to younger employees who are taking over the retiree's position.

Continuing its leadership in call center work/life resources that build productivity, Cox rewards call center employees based on performance, with their first choice of shifts. The operator also provides sick-child workstations at its call centers to enable mothers with sick children to work with their children resting nearby. In addition, Cox extends to call center employees other benefits popular at its headquarters.

Cox continues with its in-house childcare center in San Diego, which also provides back-up and emergency childcare.

## Best Practices: Resources for Work/Life Support



For more information on PAR, visit [www.wict.org](http://www.wict.org) and click on "PAR."

This year, resources for work/life integration saw moderate evolution. Companies are gradually adding referral services to aid employees who have responsibilities with aging dependents to find care giving services—especially day care and home care, which can directly impact employees' productivity.

Some smaller companies are realizing that inexpensive strategies can deliver meaningful, useful work/life benefits to employees. For instance, simply negotiating group discounts with local fitness centers



### *Oxygen Media*

With its characteristic imagination, Oxygen takes full advantage of its big-city location to snag discounts on nearby services for employees — delivering a no-cost, high-impact benefit.

To increase participation and better communicate its health and wellness benefits, Oxygen offers prizes to those that attend its health fairs. Prizes include massages, personal coaching phone sessions, manicures and healthy lunches. Oxygen also extends to employees its corporate discount for ergonomic office chairs and furniture, proving that it takes more imagination than money to offer timely, relevant employee amenities.

Oxygen also launched a new program to assist employees involved in domestic violence. The program provides leave and work schedule adjustments for employees needing time for legal, medical, counseling, and other complications.

### *Turner Broadcasting System, Inc.*

Turner is a perennial leader in work/life innovation, investing in expensive infrastructure such as on-site childcare centers and then using them to support a menu of service options for a wide array of employees.

As in the past, Turner continued to fine-tune its strong menu of work/life resources. In particular, its on-site child care and back-up dependent care programs enable working mothers to rise to last-minute work challenges, with the assurance that they are not compromising the care of their children in the process.

and the like can deliver a benefit to employees, without the huge cost of creating an in-house fitness center.

Oxygen has launched a new program to assist employees involved in domestic violence. It provides leave and allows work schedule adjustments for legal, medical, counseling and other complications. Oxygen's corporate director of security is even available to help an employee develop a personal safety plan. Further, the programmer does not discriminate in hiring or promoting of victims of domestic

### *Time Warner Cable*

Employees across a company's operations value work/life benefits, and enlightened companies ensure that such services are available, accessible and affordable to all. Time Warner Cable has long been a leader in this area.

Recognizing that some call center staffers are balancing family and work responsibilities, Time Warner Cable has enhanced its back-up child and elder care benefits in some of its larger call center operations — a tool that has a proven track record of increasing productivity and retaining valued workers. Several Time Warner Cable divisions are piloting these services, which are available 24/7.

### *NBC Universal*

A conundrum of flexwork is that it can quickly become uncoupled from the core purpose of greater productivity linked to greater trust and personal responsibility. This dynamic has doomed flexwork at some companies, but NBC Universal shows how to do it right.

Its structured approach to flexwork reflects current best thinking, which is to frame such arrangements in terms of greater productivity and client responsiveness. NBC Universal has adapted GE's vaunted internal resources to reflect its own culture. By welding flexwork to productivity and linking progress in both to management accountability, NBC Universal ensures that programs are available and useful to as many employees as possible.

violence. Women seeking to obtain benefits such as a leave option, Family Medical Leave Act or workplace flexibility for security reasons need to obtain a third-party verification of the domestic violence.

One of the stage-of-life benefits that Cox offers is allowing employees to work part time prior to retiring. Part-time work allows employees to transition at their own pace and helps the company by providing a mentor to younger employees.

# Women in Operator Call Centers

## Key Findings: Women in Call Centers

The call center is the epicenter of an operator's efforts to sell, install, support and maintain its innovative broadband services. As such, it elevates the call center to new levels of importance and opportunity for all groups of women. Important avenues are created within the call center for attracting women to the cable industry and moving them into management's ranks. As operators continue to launch new sophisticated voice, video, and data services and bundle those services to attract high-value customers, the delivery of top-notch customer service becomes paramount.

Call centers can provide an opportunity for entry-level women because some positions require only a high school diploma. Because call centers touch on all aspects of an operator's business, they are also places where women seeking to advance their careers can gain operations experience. Call centers can be valuable tools for drawing in women of color, as well.

Many operators still view call centers as a necessary expense, rather than an area for investment that is directly tied to revenue generation. PAR Initiative research reveals that the call center best practices long exhibited by some of the best companies for women in cable have not been adopted by other operators.

### Women in Operator Call Centers

|  | 2006  | 2007  |
|--|-------|-------|
| Women Employees & Managers as a proportion of ALL Employees & Managers |       |       |
| Call Center Employees  | 61.7% | 61.3% |
| Call Center Managers   | 58.4% | 56.9% |

### Women of Color in Operator Call Centers

|  | 2006  | 2007  |
|--|-------|-------|
| Women of Color as a proportion of ALL Employees & Managers   |       |       |
| Call Center Employees  | 33.1% | 33.3% |
| Call Center Managers   | 24.5% | 24.9% |
| Women of Color as a proportion of WOMEN Employees & Managers |       |       |
| Call Center Employees  | 53.7% | 54.3% |
| Call Center Managers   | 41.9% | 43.7% |

## Case Study | Women in Call Centers

### Telework Enhances Quality of Life, Benefits Operator Too

Wanda Outlaw found patience to be a key virtue while working as a customer service representative at Advance/Newhouse's Bright House Networks call center. You have to have patience with the customers, she said, especially elderly ones. Her patience and hard work paid off when Bright House Networks decided to try having its call center employees work from home. "You had to have a work ethic" to work from home, she recalled. "Attendance was important, and the way you handled yourself with the customers."

Outlaw now works from 7:00 a.m. to 3:30 p.m. from her home office. She sends her granddaughter, who is ten and spends the afternoons with Outlaw, to school and then sits down at her home office. "It's exactly like I'm at work," said Outlaw.

She uses a company phone connection to log into the office, and Bright House can monitor when she's on the phone and what's on her computer screen as she works. Rather than viewing the monitoring as an intrusion, Outlaw finds it useful. "It's just something to help us do our job better," she explained.

Outlaw still goes into the office occasionally to train a new hire or to stay in contact. Working from home allows her to put in more hours without having to battle traffic, and she can work overtime without worrying about the cost of babysitters.





# Women in Technology

## Findings: Women in Technology

Recruiting and retaining women in technology continues to be a challenge. This year saw drops across the board for women in the technology areas of the industry. Women represent just 15 percent of all technology employees in cable.

The percent of women IT managers and project directors continued its downward trend from 15.6 percent in 2006 to 11.5 percent this year. The drop occurred among both programmers and operators. Women IT managers and project directors at programmers fell from 18.8 percent to 15.4 percent in 2007, while operator figures dropped from 14.4 percent to 11.3 percent this year. If it's hard to find women IT managers, it's all but impossible to find women cable installers. Women are 8.9 percent of operators' field installers, up slightly from last year's 8.2 percent.

For the first time, the PAR Initiative tallied the number of women in new media, and they had significant numbers. Women account for 37.9 percent of all new media employees industrywide. This representation is consistent across both operators (39.4 percent) and programmers (38.7 percent). Women of color are 15.7 percent of all new media employees, with African-American women accounting for half that figure.

These operations, which include Web, podcasting, wireless and other noncable media, attract women both from other technology operations and those with affinities for new media. Some companies report that they are finding new media talent half-hidden in other departments among women who experiment with new media for volunteer groups or personal interests.

This year's results also saw a significant increase in companies offering career planning and retention programs for women in technology — 60 percent of companies this year compared to 42.5 percent last year. Both operators and programmers saw the value of these programs, as 63.6 percent of operators offer them this year versus 50.00 percent in 2006, and 57.9 percent of programmers now offer them compared to 43.5 percent last year. Working Mother Media knows that these are positive developments, but also understands that career planning and retention programs take time to make an impact.

## Case Study | Women in Technology

### Using Technology to Grow Her Career and Company

Gwynne McConkey has been with Lifetime Networks from the beginning. She joined the company in 1984 as a supervisor and rose through the ranks. Back then, she remembered, the cable industry was growing, and companies were developing their talent. As the industry expanded, McConkey volunteered for opportunities to build a new Lifetime facility and grow the network.

Promoted to vice president of operations, she worked with her then boss to learn the technical side of the industry. "I was light on tech," she said, "I learned through experience." Her learning paid off when her boss retired, and McConkey took over as the senior vice president of network operations and engineering, then the top technical position at Lifetime. Her job later expanded to senior vice president of operations, information systems, and technology.

"I don't like tech for tech," McConkey said, "I love running a business." For her, technology is about meeting needs, solving problems, developing products and working collaboratively.

McConkey has seen the cable industry grow, and women who started with her in the early 1980s have moved up in their companies, especially in programming. Still, she sees a disparity with women in technology. Applied technology is more than operations, said McConkey. "It's not about science. It's about how we use technology, what we can do with it, and it's about working with people."

# Women of Color

## Case Study | Women of Color

### Diversity Requirement Yields Results

The Weather Channel CEO Debora Wilson requires all managers to present a diverse slate of qualified candidates before they make a hiring decision. This is a level of accountability that represents the forefront in the industry. The programmer trains and coaches managers in pay equity and diverse hiring, which further increases accountability.

The Weather Channel also makes diverse hiring and promoting part of each manager's core competencies and ties diversity goals to core compensation rather than bonuses. The programmer assigns each manager a human resources staffer who learns the particular business needs of that department and tailors candidate searches accordingly. This commitment underscores the importance of diverse staffing as a core driver of growth and innovation, and removes it from the realm of afterthought.

Meanwhile, the programmer's "Leveraging Difference" initiative focuses on translating diversity to business results. The program trains managers to expect fresh ideas from all team members and to be attuned to ideas that may represent insights into specialty markets from diverse team members. The Weather Channel weaves pay equity into its efforts and analyzes retention statistics by gender, race and tenure.

### Key Findings: Women of Color

The cable industry has made some progress in attracting women of color. They now comprise 14.8 percent of all cable industry employees. At operators' call centers, women of color make up 54.3 percent of all women employees, which explains why operators, with women of color as 15 percent of all employees, have a higher proportion of women of color than programmers, with 14.5 percent.

Innovative tactics have started to help companies recruit and retain more women of color at the beginning of the pipeline. Women of color are now 47.2 percent of all entry-level women, a rise from last year's 44.9 percent. Women of color also are entering the management pipeline in greater numbers. This year, 31.8 percent of women first-line managers are women of color, compared to 30 percent last year. Programmers had the greatest change, from 29.8 percent to 31.9 percent.

This influx has just begun to expand the presence of women of color in middle management, which is currently 22.1 percent of all women, even with last year's statistic. At the senior level, women of color lost ground, now accounting for 13.4 percent of all women executives industry wide, compared to 14.4 percent last year. The drop was greatest at programmers, where women of color are now 13 percent of all senior executives, down from 14.9 percent last year. At operators, women of color account for 12 percent of all senior-level women, down from 12.8 percent in 2006. Again, there are few women of color at senior levels, and the loss of just a few can dramatically affect the percentage.

## Best Practices: Recruiting and Retaining Women of Color



*For more information on PAR, visit [www.wict.org](http://www.wict.org) and click on "PAR."*

Leading cable companies have raised their requirement that managers and recruiters present diverse slates for open positions. One 2007 PAR Best Company adopted a "diverse slate" requirement and had a 30% gain in women of color in its 2006 hires. Women of color now comprise 45% of the company's total work force. Another PAR Best Company requires search firms to bring it a diverse slate and ties a portion of each manager's pay to achieving diversity goals.



## Trends: Women of Color by Race

The 2007 results show that the percentage of African-American women increased slightly, and fewer PAR Initiative participants reported difficulties finding and recruiting qualified African-American candidates.

At 3.5 percent of all employees, Latinas are the most under-represented population in the cable industry. As the business need escalates for Spanish-speaking employees who can both serve customers and parse the nuances of marketing to the multifaceted Hispanic market, the lack of Hispanic women in leadership may start to affect business growth.

New media is an area of growth for women of color, where they account for 15.7 percent of all employees. African-American women are 8.4 percent of all new media employees, Hispanic women, 5.4 percent, and Asian women, 1.6 percent.

Gains were sparse for women of each major racial category, and their status as senior executives was nearly unchanged from 2006.

A few companies found success with recruiting and retaining Hispanic women in 2006. Many companies advertise on ethnic-specific online job boards and publications. Lifetime took that a step further by investing more deeply in several carefully chosen Hispanic women's groups.

Time Warner Cable focused on retaining its proportion and number of Hispanic, Asian, and African-American women despite a major restructuring. How? By going to its well-developed talent management

system and identifying high-potential, highly productive women before the company reorganized. Company leaders approached these women one-on-one with a clear and compelling message: big changes are underway, and there is a bright future for you at Time Warner Cable; we want you to stick with us. Other cable companies report this simple, high-touch technique works wonders, especially when a company is entering into a period of rapid change that could throw up dust clouds around individuals' perceptions of their career paths.

### Women of Color by Race

| Employees        | 2006 | 2007 |
|------------------|------|------|
| African-American | 9.3% | 9.7% |
| Hispanic         | 3.7% | 3.5% |
| Asian            | 1.3% | 1.3% |

| Managers         | 2006 | 2007 |
|------------------|------|------|
| African-American | 5.8% | 5.8% |
| Hispanic         | 2.4% | 2.6% |
| Asian            | 1.6% | 1.4% |

| Senior Executives | 2006 | 2007 |
|-------------------|------|------|
| African-American  | 2.4% | 2%   |
| Hispanic          | 0.6% | 0.7% |
| Asian             | 1.2% | 1%   |

# Conclusion

As the PAR Initiative reaches its five-year anniversary, the cable industry has made progress in transforming its work place into an equitable, supportive environment that welcomes women to all levels. Increasingly women are leading projects and businesses that positively impact the bottom lines of their companies.

Although the number of women employed in cable continues to drop, there are many innovative pay equity, advancement, and work/life programs that hopefully will draw new women to the industry in the future and retain those already here. It will be critical for the companies to carefully monitor the success of these programs and adjust accordingly in order to retain their female talent.

The industry faces challenges recruiting and retaining Hispanic women and women in technology. The percent of women in senior executive positions also has shown no significant increase since the PAR Initiative began. While companies in cable have made great strides in pay equity policies and surveys since the PAR Initiative began, there are still some that haven't made the connection between pay equity and bottom line growth. Fortunately, companies in cable can tailor the best practices highlighted in this year's report to achieve improvements in these areas.

The Women in Cable Telecommunications Foundation is proud to be a catalyst for positive improvements in cable that strengthen the women in the industry and the companies for which they work.

# Methodology

Working Mother Media conducted The PAR Initiative survey by mail and via telephone interviews from April 2007 through August 2007. The Women in Cable Telecommunications Foundation, with input from its members and human resources professionals in cable, compiled the list of companies that received the survey via mail. Companies that completed the 2006 survey received customized invitations to again participate. The effort yielded 38 useable responses.

## Status of Women as a Determining Factor

It is the philosophy of Working Mother Media that actual results — i.e., the proportion of women in a company — must outweigh programs, which may or may not have the intended effect for women employees. Consequently, the statistical portion of the survey is weighted more heavily than the program portion. The “status of women” statistics are a demographic profile of the status of women at all levels of responsibility in a company and in the industry.

It is possible for a company to have a high proportion of women in management at every level, resulting in a very high “status of women” quantitative score, yet for the same company to receive lower scores on the qualitative P, A, R sections. This can result in a company appearing as a Best Programmer or Operator, but not appearing among the top five companies in any of the P, A, R sublists.

## Collecting and Scoring Quantitative Data

The survey consists of two sections: 1) the statistical representation of women within the company and 2) the company's programs and policies regarding Pay equity, Advancement opportunities, and Resources for work/life support.

Working Mother Media compiled, reviewed and proofed all data at each stage of collection, analysis and entry into the database. Reported figures are rounded to the nearest tenth of a point.

## Scoring Qualitative Data

The survey asked participating companies a wide variety of questions relating to pay policies (P); leadership and advancement opportunities (A); and resources for work/life support (R) to gain the full picture of participant's cultures, policies and practices that directly affect the upward mobility of women employed by them.

Extensive follow up, via e-mail and telephone interviews, supplemented the submitted information.

The e-mail and telephone interviews gathered more in-depth information, especially regarding components of company culture that are hard to designate as a “program” or “official” policy in response to a survey question.

Working Mother Media scored qualitative data using a point system for most questions, with the lowest scores for little or no development on the point in question and the highest scores for fully developed, thoughtful programs or cultures accompanied by measurement.

# Definition of Titles

**Entry Level:** Employees recruited to professional and managerial track positions directly from college or technical training programs.

**First-line Managers and Supervisors:** Managers and supervisors who do not have any prior management experience; the first level of management or supervisory experience, including team leaders and shift supervisors.

**Middle Managers, Division Heads, General Managers:** Middle managers who oversee supervisors, project managers, and other first-and second-tier managers, and report to executive vice presidents, senior vice presidents, or equivalent senior managers.

**Senior Corporate Officers:** Top level management: senior vice president (SVP), executive vice presidents (EVP), chief financial officer (CFO), chief operating officer (COO), chief technology officer (CTO), and chief executive officer (CEO). Also includes chiefs of majoring operating divisions.

**Women in IT:** Information technology staff who run networks, Web functions, databases and other IT functions that supports staff tasks and marketing. For operators, this can mean field technical staff, or maintenance and installation staff, for customer cable connections and project managers.

# Pay Equity Policy Definitions

**No Formal Stand-Alone Policy:** The company mirrors the code of the EEOC with no follow-up practices and no ongoing surveys to determine effectiveness or improve conditions unless provoked.

**Basic Policy:** A “basic” pay equity policy is a generic policy, typically included with other EEOC-required verbiage about equal employment. It does not reflect the unique culture of the company nor does it require accountability for measurement of the policy’s adoption and consequences. Companies with basic policies conduct a pay equity survey once a year, but do not benchmark salaries against industry standards and do not consistently analyze salaries of women against other factors such as tenure and race.

**Good Policy:** A “good” pay equity policy is framed in the company’s own language and in the context of its business imperative. Companies with good policies conduct pay equity surveys as often as quarterly. These surveys benchmark women’s salaries against the market, analyze pay by other factors, and support proactive efforts to equalize inequities.

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# About the WICT Foundation and Working Mother Media



Women in Cable  
Telecommunications<sup>SM</sup>  
FOUNDATION

## About the WICT Foundation

The WICT Foundation is responsible for the advocacy initiatives of Women in Cable Telecommunications (WICT), the oldest and largest professional association serving women in the cable telecommunications industry. The WICT Foundation serves as a catalyst for industry change through research, development, advocacy and education. Groundbreaking programs such as the PAR Initiative, and other WICT Foundation research on issues such as work/life balance and the business case for gender diversity, have inspired industrywide advancements for women.



## About Working Mother Media

Working Mother Media is a multimedia marketing company that provides strategies and solutions for millions of consumers, specifically working mothers and female business owners, as well as a corporate audience of CEOs, top executive decision makers and human resources professionals. Working Mother Media offers a full complement of marketing partnership programs, including print, custom publishing, broadcast, and online media; national, regional and customized conferences and events; a research division; and a membership association for women in business for our corporate partners to forward their messages to their specific target audiences.

Working Mother Media includes: *Working Mother* and *NAFE* magazines, the National Association for Female Executives (NAFE) and a Conferences and Events Division that produces the *Working Mother* 100 Best Companies WorkLife Congress, the *Working Mother* Best Companies for Women of Color Conference, and town hall meetings around the country.



*For more information on the PAR initiative, visit [www.wict.org](http://www.wict.org) and click on "PAR."*



Women in Cable  
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