

Introduction



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Dear Cable Industry Community,

We are pleased to present the Women in Cable Telecommunications Foundation's 2006 PAR Initiative Executive Report. Within these pages, you'll find the results of our fourth annual survey of top cable operators, programmers and related companies regarding Pay Equity, Advancement Opportunities and Resources for Work/Life Support. We're proud to announce this year 40 companies participated in the PAR Initiative. You'll see which of these participating companies top the list, and what they did to get there.

The PAR Initiative is the only annual survey to examine the specific issues of Pay Equity, Advancement Opportunities and Resources for Work/Life Support in the cable industry, with a primary focus on the female workforce. As a comprehensive tracking program, the PAR Initiative is valued because it identifies year-over-year fluctuations in individual employment practices and their effectiveness for sustainable businesses environments. As an evaluation tool, the survey helps companies set goals, institutionalize practices, measure progress and achieve results. Companies participating in PAR consider the survey process akin to a thorough examination and expert consultation that monitors their unique human resource practices year-over-year, how they stack up internally and against the industry norm, and how they are making an impact on the companies and the individuals employed there.

The survey's strict confidentiality parameters encourage thorough discussion and examination of issues, identifying where change has occurred and what it means. Only those companies ranked "Best" Companies for Women in Cable are publicly disclosed and cited in case studies and profiles. All other data specific to individual companies is shared only with those companies on a confidential basis. Confidentiality is of the highest priority in the research, analysis and release phases of PAR.

We thank the many companies who have participated in the PAR 2006 study. We invite those who have not yet taken advantage of PAR to do so and reap the benefits of this one-of-a-kind analysis. Participating in PAR not only fosters a fair and equitable workplace, but it also reveals if and how policies and procedures are really making a difference internally and for the industry as a whole.

Take a look at the cable industry today and you'll see a hotly competitive business environment that makes a compelling case for fine-tuning hiring and employment practices to be their best. With such a sea change in technology and other challenges to our businesses, hiring and retaining the best people is one of the most important steps in assuring success for individual companies, and our industry as a whole.

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What Is PAR?

The PAR Initiative, introduced by the Women in Cable Telecommunications (WICT) Foundation in 2002, is dedicated to measuring the role of women employed in the cable industry in three key areas: **P**ay Equity, **A**dvancement Opportunities and **R**esources for Work/Life Support.

The WICT Foundation works with its independent research consultant, Working Mother Media, to conduct the PAR Initiative survey. Working Mother Media confidentially collected the data, compiled it and presented the results found in this report.

In March 2006, the survey was sent to human resources (HR) executives at cable operators, programmers and vendors. The survey is the main method of data collection used to report the results in this Executive Report, Industry Scorecard and the Best Companies for Women in Cable lists.

The Initiative's confidentiality parameters dictate that only those companies ranked "Best" Companies for Women in Cable are publicly disclosed and cited in case studies and profiles.

This year, 40 participating companies mark the fourth year of a steady increase in the total number of participants, up from 33 in 2005, 32 participants in 2004 and 28 in 2003. With each year, the PAR Initiative grows more valuable, because it provides not only a report on the current landscape, but also a quantifiable history of the advances and declines in **P**ay Equity, **A**dvancement Opportunities and **R**esources for Work/Life Support.

P= Pay equity
A= Advancement opportunities
R= Resources for work/life support

One company provided only qualitative data, so statistics for the status of women are based on 39 participants. Fourteen companies participated for a fourth straight year—they are referred to as the PAR 14. Cable operators, including several of the largest in the industry, count for 12 of the participants. Twenty-three cable programmers responded. The remainder of participants are industry suppliers and nonprofits.

The PAR survey includes those companies which are providing the majority of U.S. households with broadband service. Of the top nine cable operators as designated by the NCTA, five are PAR participants. Those five account for 86% of the 21.5 million broadband subscribers served by the top nine. The PAR report also includes 15 of the top 20 ranking cable programming networks according to the NCTA.

Why PAR Is Valuable

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. By measuring progress, providing industry benchmarks and identifying opportunities, PAR helps participating companies leverage human resource policies and practices with an eye on the bottom line. Every corporate culture is different, and PAR's value proposition lies heavily in its best practices which can be individually applied to fit a variety of corporate cultures and circumstances. The PAR survey takes into account the many business models that exist in the cable telecommunications industry. Workplace practices are not expected to follow a one-size-fits-all mold. A company with a solid pay equity policy may have productivity issues stemming from a lack of work/life resources. PAR is designed for companies to assess how a variety of workplace practices affect their business so they can determine the best fit for their corporate culture.

In addition to the industry scorecard you'll find in this report, individual company scorecards were developed confidentially for each participating company and submitted to CEOs and human resources executives after the survey process was complete. The scorecard measures each company's PAR scores against others in the study overall and against its operator or programmer peers, allowing them to see how they measure up against the industry standards. This process is conducted annually and results compared year-over-year to provide an accurate methodology and thorough analysis.

In-depth interviews with each company's senior and HR personnel are 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. The research team at Working Mother Media takes special care to include comments about each company's strengths, weaknesses, opportunities for leadership and improvements, based on the interviews and the PAR survey. PAR is a collaborative process that works through one-on-one sessions with a company's HR professionals for customized analysis of each company's survey results. PAR helps human resources set goals and identify the information they need to keep apace with change and be competitive when it comes to workforce asset management.

“PAR was the impetus behind my request to really codify what we were already doing by putting our practices into a formal compensation policy. From an equity standpoint, we are in a much better position now that we have programs applied consistently across the country.”

—Melanie Penna, Vice President of Human Resources, Comcast Cable

The PAR 14

Fourteen companies have consistently participated in the PAR Initiative since its inception in 2003. While the results of these 14 companies are tabulated into the overall report, they are also studied as a group called the PAR 14. These 14 cable operators and programmers have consistently tracked their workplace practices from 2003 to 2006, utilizing year-over-year results as a gauge to assess and adjust their internal workplace practices.

Results of the PAR 14 are configured separately from the overall industry scorecard so they also function as a control group to yield a comparison against the industry average. In this way the true value of PAR can be better understood in terms of impact on those companies who participate continuously. Industry consolidation over the past year has caused a slight reduction in this control group from the PAR 16 in 2005 to the PAR 14 in 2006.

There is good news in the numbers for women managers at the PAR 14. From 2003 to 2006, the number of women in middle management increased from 35% to 38.7%.

At operators, women in middle management changed from 32.4% in 2003 to 37.2% in 2006. At programmers, women were 38.9% of mid managers in 2003 and are now 41.2%.

The number of PAR 14 women senior executives during the same period increased from 24.9% to 28.2%. At operators, women senior executives increased from 14.3% to 16%. But at programmers, their presence dropped 36.6% to 34.2%.

The PAR 14 refers to the 14 cable operators and programmers which have participated in the PAR Initiative each year since its inception in 2003.

The PAR 14 consistently score better at recruiting, developing and advancing women of color than the industry overall. This year, 15.9% of all employees at the PAR 14 are women of color, compared to the overall industry percentage of 14.6%. Women of color senior executives at PAR 14 companies were 3.4% in 2003 and are 4.2% now.

A drop in women of color senior executives among the PAR 14 programmers was due largely to reorganizations and consolidations. It was more than offset by the dramatic increase of senior women of color at PAR 14 operators: they are now 4% of all employees, compared to 1.2% in 2003. This was due partly to top-level recruiting and partly to operators inheriting highly qualified women of color through acquisitions, and promoting them.

Over the four years, though, the actual percentage of women of color at the top levels has remained thin: it peaked at 4.2% for operators, in 2004; at 5.9% for programmers in 2003; and for the entire PAR 14, peaked at 4.4% in 2004.

The PAR 14: Pay Equity

The PAR 14 are far ahead of their industry peers in adopting pay equity policies. This year, 71.4% of the PAR 14 had “good” pay equity policies, compared to 47.5% of the industry overall.

What's so important about pay equity policies?

In a word, everything. It's the most frequent starting point to level the playing field for women. A “basic” policy is one that mirrors the core EEOC statement and goes a little beyond it. A “good” policy goes well beyond the EEOC statement and incorporates (1) more frequent than annual internal equity surveys that specifically look for imbalances by race and/or gender, (2) broad supports for line managers at all points of salary decisions and (3) frequent market-forming research for various functions.

The PAR 14 offer richer advancement and work/life benefits than the industry overall and continuously enhance these already-strong benefits. The biggest positive shifts were in these companies' changes in pay equity policies.

The PAR 14: Advancement Opportunities

	2003	2006
Leadership training		
High ranking women	71.4%	78.6%
Mid level women	71.4%	78.6%
Entry level women	35.7%	64.3%
Financial training		
for non-financial women	42.9%	57.1%
Rotation into operating positions	14.3%	42.9%
Formal mentoring, HQ only	7.1%	35.7%
Career planning, women in IT	35.7%	71.4%

The PAR 14 really shine when it comes to advancement opportunities. Many began with strong programs, and then continue to improve them more consistently than the industry as a whole. Consider this impressive statistic: 42.9% of the PAR 14 offer rotation into operating positions, a program offered by only 25% of the overall industry this year.

The PAR 14: Resources for Work/Life Support

	2003	2006
Career track part time	50%	57.1%
Elder care referral	64.3%	85.7%
Back-up child care	71.4%	64.3%
Reserved spots at day care centers	35.7%	21.4%
On-site child care	14.3%	21.4%

The PAR 14 continue to far outpace the industry with flextime, full-time telecommuting, and other work/life resources. A closer examination of the statistics reveals that even when these companies lessen resources in one area, they compensate for it in another area.

For instance, fewer companies offer back-up child care this year than in 2005; this is true for both the PAR 14 and the general industry. 64.3% of PAR 14 companies offer back-up childcare as a benefit. While that reflects a 10% drop from last year, it's still much higher than the industry average: only 45% of the industry offers this benefit this year. Additionally, the PAR 14 are more likely to offer on-site child care: 21.4% compared to 12.5% of the industry overall. In fact, on-site child care has increased 50% at the PAR 14 over the last four years, indicating that companies are getting a better handle on how this work/life resource is affecting productivity by being able to assess it on a year-over-year basis.

Comparing 2006 to Previous Years

The hefty increase in the number of participating companies this year from 33 to 40 means this year's results are the best yet at reflecting the true status of the industry's progress regarding women's Pay equity, Advancement opportunities and Resources for work/life support. While the numbers are changing, the increase in participants provides a more accurate picture of the industry.

This underscores the importance of drawing comparisons from year to year, which is a cornerstone of PAR's methodology and effectiveness. The PAR Initiative produces an annual snapshot.

To stay at the forefront of innovation, this year's survey added four new questions regarding Resources for work/life support. They addressed on-site health clinics or health services, on-site wellness or fitness facilities, subsidized membership for off-site fitness facilities or classes, and maternity or paternity benefits beyond those provided for in the Family and Medical Leave Act. Also, four new questions were added to measure advancement opportunities. These questions addressed alumni networks, re-integration after an absence of less than five years, re-integration after maternity leave, and re-integration after an illness.

Key Industry Statistics

Status of Women – Industry

The presence of women in the industry has eroded steadily since 2003, when women made up 38.7% of the cable workforce; it now stands at 36.8%. This slight decline could be due to the addition of 12 more companies to the project since 2003. Industry consolidation is another factor. Likewise, the proportion of women in management has dropped from 39.1% in 2003 to 36.7% in 2006.

However, the industry has seen a steady climb in the percentage of women middle managers, from 34.1% in 2004 to 38.3% in 2006. The proportion of women senior executives was 27.6% in 2003 and now stands at 28.6%.

Both gains and declines seem slight, but in an industry with hundreds of thousands of employees, each percentage point counts for hundreds, perhaps thousands, of women. In a period of consolidation and intensifying competition, the industry appears to be trying hard to keep women in its pipeline.

Since 2003, the pipelines at all companies are being filled by fewer women. In 2004, the first year entry level women were tracked, 40.2% of all entry level employees were women, whereas women constitute only 39.5 % of all entry level employees in 2006. In 2003, 39.1% of all managers (including first-line and mid-managers) were women. In 2006 36.7% of managers are women. Women as IT managers and project directors decreased from 19.9% in 2005, the first year this information was collected, to 15.6% in 2006. Women as a percentage of senior executives in cable telecommunications increased slightly from 27.6% in 2003 to 28.6% in 2006.

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 presidents (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 major 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.

Working Mother Media 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 it is reasonable to conclude that the companies in the WMM database are more progressive than American companies overall.

Here are key comparisons regarding the status of women in the cable industry drawn from the WMM database.

	WMM/Media companies*	Programmers/2006
% women employees	57%	44.7%
% women in management	53%	44.5%
% women in senior management	43%	32.5%

*According to WMM, media companies are analogous to programmers.

	WMM/ Telcos *	Operators/2006
% women employees	35%	35.6%
% women in management	36%	34.3%
% women in senior management	23%	18.7%

*According to WMM, telcos are analogous to operators.

Trends and Key Findings

The three most dramatic trends in this year's report deal with Hispanic women, women in technology and the retention of women in senior management positions. Each of these elements plays a driving role in the future of the cable industry.

Hispanic Women

Across the board, companies are challenged with finding and retaining Hispanic women who are critical to help operators and programmers understand and reach the nation's largest and fastest-growing minority group. According to the U.S. Census Bureau, Hispanic women make up 7.3% of all Americans, yet account for only 3.7% of all cable employees. But once employed in the cable industry, Hispanic women seem to advance apace.

This year saw gains of about 0.5% for Hispanic women among all management employees, as first line managers and as middle managers. Because their numbers are so low, the number of Hispanic women in the upper reaches of management in both operators and programmers is distressingly small. Only 0.7% of female senior executives at programmers are Hispanic and the number is even smaller at operators, at only 0.4%.

Women in Technology

The industry is facing a crisis regarding women in technology: there are simply not enough of them, especially to lead new product development and to market to women, who control over half of all technology spending. Additionally, the industry has a hard time holding on to the women in technology it already employs.

While the number of women in technical positions at cable corporate headquarters increased from 26.5% to 27.2%, there was a decided drop in the number of female information technology project managers, from 19.9% last year to 15.6% this year. Decreases of at least two percent were reflected in nearly all measurements for both operators and programmers. WICT is watching this development closely at a time when market dominance is predicated on the ability to deliver advanced digital services and content. As women are driving the purchase decisions for broadband, mobile and in-home connectivity, their contribution to these new product development teams is invaluable to effectively present and deliver the offerings.

Succession Bottleneck

The industry fears losing women who are in a "succession bottleneck" — mid-level and senior executives waiting for top executives to retire or move on so that desirable spots can open up. Several companies reported that many talented people are stuck right

below the top levels, waiting for company founders and their generation to move on. Yet, entrepreneurs who helped establish the industry are enjoying their top-level status at the end of their careers. Many companies in the 2006 survey talked freely about their fear that highly qualified, highly talented women would only wait so long to move into a top spot before taking jobs elsewhere. This opens the door for competing sectors to swoop in on one of cable's highly valued knowledge bases.

PAR is providing companies more insight on where they stand when it comes to how specific market trends are impacting each unique workplace. An organized look at these changes over time allows companies to track their own course and become more effective and competitive with regard to the status of their female workforce.

Trends and Key Findings: Operators and Programmers

While programmers have a larger proportion of women employees than do operators, they also have a stronger track record for women in all levels of management. Of the programmers surveyed, 44.7% of their employees are women, versus 35.6% at operators. The percentage of women managers at programmers is 44.5%, compared to 34.3% at operators. Programmers are filling their pipelines more quickly with women, as 49.1% are first-line managers, as opposed to 36.2% at operators. The discrepancy follows for middle managers (41.5% at programmers; 36.1% at operators) and becomes more dramatic for senior managers. Programmers show that nearly one in three, or 32.5%, of their senior managers are women while the number drops to 18.7% at operators.

Trends and Key Findings: Pay Equity

It is hard to overstate the value of pay equity policies. They represent the most basic building block in structuring an unbiased compensation program. Their inherently quantifiable nature makes them the definitive yardstick for employee wages. There was an increase in the number of companies with no formal pay equity policy, from 28.1% in 2005 to 37.5% in 2006. That shift can be attributed to this year's seven new participants from primarily small and start-up companies, few of which have pay equity policies. But if recent history repeats itself, the PAR Initiative will serve as a catalyst for change within these organizations.

To maintain perspective, it is worth noting that 71.4% of participants in the first PAR Initiative (2003) did not have a pay equity policy, so the industry has made tremendous advancements in pay equity in the four years since the PAR Initiative began. Companies which participate in PAR are aware of the logic in having a formal pay equity policy and are therefore more likely

Maximizing Pay Equity Policies

Internal pay equity policies should be tracked periodically to assess a company's actual pay patterns and detect pay inequities. PAR classifies pay equity policies based on three levels of effectiveness. Effectiveness is largely determined by whether a pay equity survey is routinely conducted as part of a company's policy:

"Policy Only" - A policy that simply 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" - Conducted once a year, a "Basic" pay equity policy does not necessarily benchmark salaries against industry standards and does not consistently analyze salaries of women against other factors such as tenure and race.

"Good Policy" - Conducted as often as quarterly, a "Good" pay equity policy has measures in place to benchmark women's salaries against the market, analyzes pay by other factors, and includes proactive efforts to equalize inequities.

to embark on internal pay equity surveys and other practices that make putting a policy in place truly worthwhile.

Programmers saw a decline, for the fourth straight year, in the proportion of companies lacking a pay equity policy, to 27.3%, down from 71.4% in 2003. Concurrently, the proportion of programmers with basic pay equity policies is 13.6%, slightly less than a one point drop from last year, and the proportion of those with good pay equity policies rose again, to 59%.

The story is quite different at operators, where half of this year's participants reported no pay equity policy. Correspondingly, the proportion of operators with 'good' policies dropped to 33.3%, from 57.1% in 2005, though the actual number of operators with good policies did not decline. The proportion of operators with only a basic policy declined again, to 16.7% from 2005's 28.6%.

As companies mature in their participation in the PAR Initiative, the typical pattern is to first adopt a basic pay equity policy, then upgrade it by adding stronger supports, reports and ROI measurements around compensation fairness, benchmarking and analysis.

The situation for internal pay equity surveys is more mixed. Following last year's trend, the number of companies that do not conduct any pay equity surveys increased to 18% from 9.4% in 2005. The practices of operators and programmers are in stark contrast on this factor. The proportion of programmers that do not conduct internal pay surveys stands at 18.2%, while every one of the operators reported that they conduct internal pay surveys. This is a remarkable development, considering the addition of five new operator participants. With so many operators conducting pay equity surveys, this bodes well for more "good" policies as an outgrowth in the future.

Trends and Key Findings: Advancement Opportunities

Programs that support advancement opportunities are important because they provide structure to processes that are oftentimes informal and not readily apparent. This democratic approach paves the way more evenly for all employees who aspire to an organization's senior ranks.

From 2003 to 2005, as the PAR Initiative gradually added companies of all sizes, the number of advancement programs steadily rose. In 2006, as with the pay equity policy question, there was an apparent drop in many programs. This year, fewer companies offer leadership training for women at all levels.

In light of those drops, several programs grew. Financial training for non-financial managers increased from 40.6% in 2005 to 47.5% in 2006. Corporate women's networks at headquarter locations grew from 21.9% in 2005 to 25% in 2006. Mentoring programs in headquarter locations are also on the rise. Formal mentoring at corporate HQ only, nearly doubled, from 6.3% in 2005 to 12.5% in 2006 while informal mentoring at the HQ level gained ground as well, from 15.6% in 2005 to 22.5% in 2006. Mentoring programs however, have had less impact outside of HQ when looked at company-wide. Formal mentoring at the company-wide level shot down to 30% in 2006, from 40.6% in 2005, while informal mentoring company-wide decreased from 84.3% in 2005 to 70% in 2006.

To track emerging trends in advancement policies, the PAR Initiative survey asked four new questions this year. These questions addressed alumni networks, re-integration after an absence of less than 5 years, re-integration after maternity leave and re-integration after an illness. One trend, maintaining alumni or similar networks, was pioneered by consulting firms such as Deloitte and Ernst and Young to help valued former employees stay in touch with the company and each other through a secured website. Typically, a human resources executive has

Returning to Work After a Break

Re-integration after a break in employment, whether it is for maternity leave, an illness of several months or even time away from the position for less than five years, is a key tactic for retaining women, especially those in mid career. It is also heralded as an effective way for the employer to regain valuable intellectual capital. Re-integration can take the form of new mothers working part time for a number of weeks before returning to full-time work, or arranging project work, internal consulting or telecommuting for a specified amount of time to ease the re-entry from full time at home to full time at work.

responsibility for the network and turns to it first when recruiting with the aim of recapturing talent that is gone but not forgotten. This concept is beginning to gain ground at programmers, as 8.7% of them offer this type of network, while none of the operators does.

In the industry, 2.5% of companies enable re-integration after an absence of less than five years. Re-integration after an illness is seen at 15% of the participants. That 22.5% of all companies offer avenues for new mothers to ease back into employment is striking, as this is a practice that is just starting to be recognized nationally. Because these are relatively new concepts, it will be interesting to monitor future PAR results to learn if the industry employs these techniques more often in the future.

Trends and Key Findings: Resources for Work/Life Support

While the value of resources for work/life support may appear to be ephemeral, the benefits are most quantifiable in terms of increased productivity. It's easy to measure the amount of time saved by programs that provide after school child care or on-site health care. A less tangible benefit comes in the form of employee loyalty, borne from workers feeling valued, free of distractions and able to focus on the work at hand.

While the greater number of participants this year threw off the trend lines for pay equity and advancement programs, they did not skew the resources for work/life support nearly as much. This indicates that many of the newcomers offer these programs and are aware of the benefits these resources provide.

According to the Society of Human Resource Management 2006 Benefits Report, flexibility is the number one benefit desired by men and the second by women, after "feeling safe at work." A substantial majority of cable employers understand this. In a repeat of last year's results, every operator surveyed offers flex time. A slight drop was noted among the programmers, who slipped from 76% last year to 73.9% this year.

The trend is encouraging for vacation/after school care, which even smaller companies are offering through work-life providers. But there is a considerable drop in back-up child care. Both programmers and operators saw a drop in this proven cost-effective benefit. Companies that offer back-up care repeatedly cite its return on investment (ROI) through productivity.

Even more universally embraced than child care is elder care referral, and this year more companies throughout the industry offered it. Thirteen million of the nation's baby boomers are caregivers of aging parents and deeply involved in every facet of their parents' care, from diagnosis to treatment, according to a 2005 survey from Campbell-Ewald Health. Elder care referral is now offered by 65% of participants, a jump of nearly six points. It is offered by 73.9% of programmers, an increase of 12 points from 2005. But fewer operators offer it – 66.7%, compared to 71.4% in 2005.

The new questions posed by this year's PAR survey revealed welcome news and opportunities for improvement. These new questions addressed four trends in work/life support: on-site wellness or fitness facilities, subsidized membership for off-site fitness facilities or classes, on-site health clinics or services, and maternity/paternity benefits provided beyond those required in the Family and Medical Leave Act (FMLA).

In good news for new parents, an impressive 45% of companies surveyed reported offering maternity or paternity benefits beyond those required by the Family and Medical Leave Act. An on-site health clinic (outsourced to a health care provider) or even the services of a traveling nurse can be particularly effective at helping employees to manage chronic illnesses such as diabetes and high blood pressure. That only 27.5% of the respondents offered such a service points the way toward another benefit that could supply a substantial return on the company's investment and provide a new avenue for managing health care costs.

Room for Improvement

Progress in this year's PAR survey results arrived alongside some setbacks. In order to continue to improve, participating companies can use the PAR Initiative to retool processes. As the industry faces its stiffest competition yet for consumer mindshare and disposable income, hiring and retaining a workforce that is empowered and productive becomes increasingly crucial.

Operators and programmers lost ground in the following areas from 2005 - 2006

Losing Ground	2005	2006
Companies that do not conduct internal pay equity surveys	9.4%	17.9%
Companies that conduct good internal pay equity surveys	59.4%	41%
Formal mentoring company-wide	40.6%	30%
Back-up child care	53.1%	45%
Career track part time	46.9%	37.5%
Full time telecommuting	53.1%	45%

Room for Improvement: Pay Equity

Internal pay equity surveys are the enforcement arm of pay equity policies (see definitions, page 8.) As the underpinning of the pay equity policy structure, they support intent, measure execution and ferret out unsuspected inequities. As an internal measuring device, their cost is relatively minor. Companies that chose basic surveys or elected to ignore them altogether are foregoing the fundamental element of the most basic aspect of gender pay equity.

Room for Improvement: Advancement Opportunities

The cable companies that are concerned about mid-level and senior executives leaving for top management positions elsewhere appear to be overlooking several retention techniques. More extensive career planning and participation in external women's development programs can be coupled with even greater use of operations rotations and involvement in new projects and project rollouts. Larger companies with multiple divisions could most easily employ the rotation practice, but virtually all companies can offer career planning and involvement in external women's development programs.

Room for Improvement: Resources for Work/Life Support

Given the influx of seven more participants, most relatively small or new companies, one would expect the proportion of companies offering resources to shrink. That was not the case. The new participants no doubt eroded results a bit, but many of the trend lines were not thrown off dramatically. Relatively small drops for some programs indicate that many of the newcomers also offer these programs—and that means that many of them understand the importance of resources.

Decreases in the number of companies offering job sharing, career track part-time work and full-time telecommuting indicate employers are reducing their flexibility in these areas. Expanding these resources again could help companies to attract the women they seek to hire and promote.

These Work/Life categories lost ground industrywide:

- Career track part time, offered by 46.9% in 2005 and 37.5% in 2006
- Full time telecommuting, offered by 53.1% in 2005 and 45% in 2006
- Back-up child care, offered by 53.1% in 2005 and 45% in 2006

Back-up child care, an extremely cost-effective benefit, peaked in 2004 with 61.3% of participants offering it, then dropped to 53.1% and now stands at 45%. Both programmers and operators saw a drop in back-up care offerings. Companies that offer back-up care repeatedly cite its ROI through productivity. This may be attributable to the boost in two other work/life categories: elder care referral and after-school/vacation care.

The drops in several forms of child care highlight a body of resources that are ripe for improvement. On-site child care, reserved spots for employees' children at local child care centers and back-up child care can easily be linked to team productivity and return on investment. There is still a minimal understanding of work/life resources in this regard. Placing a quantitative measure on the results of these programs will allow companies to see their worth and allocate for the most effective ones. Like so many resources for work/life support, the benefits of these offerings, if properly assessed, can directly contribute to a company's bottom line. PAR is helping companies track where and how these resources can best be employed so they can be put into regular practice.

WICT/PAR Survey 2006: Industry Report

	All companies	Operators	Programmers
Total Companies participating	40	12	23
% of Total Respondents	100.00%	30.00%	57.50%
PAR 14 Respondents for 2003, 2004, 2005 and 2006	14	4	10
Women Employees and Managers as a proportion of ALL employees and managers*			
% Women employees	36.78%	35.64%	44.73%
% Entry level employees (2004 forward)	39.52%	38.75%	55.45%
% Call Center employees (Operators only)	61.66%	61.66%	
% Corporate/HQ Technology Employees	27.16%	27.62%	25.64%
% Field/Installer Employees (Operators only)	8.16%	8.25%	
% Women Managers	36.73%	34.28%	44.45%
% First line managers (2004 forward)	38.36%	36.19%	49.14%
% Mid Managers	38.33%	36.10%	41.45%
% Call Center Women Managers (Operators only)	58.37%	58.37%	
% IT Women Managers/Project Directors (2005 forward)	15.57%	14.38%	18.78%
% Senior Executives	28.62%	18.65%	32.53%
Women of Color as a Proportion of ALL Employees & Managers*			
% of all employees	14.61%	14.92%	14.81%
% Entry level employees (2004 forward)	17.74%	17.73%	23.49%
% Call Center employees (Operators only)	33.08%	33.08%	
% Corporate/HQ Technology Employees	8.28%	8.32%	9.02%
% Field/Installer Employees (Operators only)	3.25%	3.28%	
% of all managers	9.94%	9.72%	11.38%
% First line managers (2004 forward)	11.53%	11.05%	14.64%
% of all mid managers	8.46%	8.48%	8.69%
% Call Center Women Managers (Operators only)	24.45%	24.45%	
% IT Women Managers/Project Directors (2005 forward)	4.92%	5.03%	5.90%
% of all senior executives	4.12%	2.38%	4.84%
Women of Color as a proportion of WOMEN employees and managers*			
% Women employees	39.72%	41.85%	33.12%
% Entry level employees (2004 forward)	44.88%	45.76%	42.37%
% Call Center employees (Operators only)	53.65%	53.65%	
% Corporate/HQ Technology Employees	30.48%	30.11%	35.17%
% Field/Installer Employees (Operators only)	39.82%	39.78%	
% Women managers	27.07%	28.37%	25.59%
% First line managers (2004 forward)	30.04%	30.55%	29.79%
% Women Mid-Managers	22.09%	23.49%	20.98%
% Call Center Women Managers (Operators only)	41.89%	41.89%	
% IT Women Managers/Project Directors (2005 forward)	31.59%	34.98%	31.40%
% Women executives	14.40%	12.77%	14.89%
Parity			
Parity Women Managers	99.88%	96.18%	99.39%
Parity Women Mid-Managers	104.22%	101.30%	92.67%
Parity Women Executives	77.83%	52.33%	72.72%
PAY Equity			
% Companies with no formal pay equity policy	37.50%	50.00%	27.27%
% Companies with basic formal pay equity policy (2004 forward)	15.00%	16.67%	13.64%
% Companies with good formal pay equity policy (2004 forward)	47.50%	33.33%	59.09%
% Companies with formal pay equity policy (2003 only)			
% Companies that do not conduct internal pay equity surveys	17.95%	0.00%	18.18%
% Companies that conduct basic internal pay equity surveys	41.03%	66.67%	31.82%
% Companies that conduct good internal pay equity surveys	41.03%	33.33%	50.00%

	All companies	Operators	Programmers
ADVANCEMENT Opportunities			
Leadership training for High ranking women	72.50%	83.33%	65.22%
Leadership training for Mid-level women	80.00%	100.00%	69.57%
Leadership training for Entry level women	52.50%	50.00%	47.83%
Financial Training for Non-financial managers	47.50%	50.00%	52.17%
Financial Training for Rotation into operation positions	25.00%	25.00%	26.09%
Formal mentoring Company wide	30.00%	33.33%	34.78%
Formal mentoring Company HQ only	12.50%	25.00%	8.70%
Informal mentoring Company wide	70.00%	83.33%	65.22%
Informal mentoring Company HQ only	22.50%	50.00%	13.04%
Career planning & retention Midlevel managers	50.00%	58.33%	47.83%
Career planning & retention Women in IT, tech, engineering	42.50%	50.00%	43.48%
Participation in external women's' development programs	42.50%	33.33%	47.83%
Corporate women's' network Company wide	15.00%	0.00%	26.09%
Corporate women's' network Company HQ only	25.00%	16.67%	34.78%
Alumni or similar networks to enable valued former employees to return (2006 only)	5.00%	0.00%	8.70%
Re-integration programs for employees returning after a hiatus of up to 5 years (2006 only)	2.50%	0.00%	4.35%
Re-integration programs for employees returning after maternity leave (2006 only)	22.50%	25.00%	26.09%
Re-integration programs for employees returning after a serious illness (2006 only)	15.00%	25.00%	13.04%
RESOURCES for work/life support			
Flex time	80.00%	100.00%	73.91%
Full time telecommuting	45.00%	66.67%	34.78%
Career track part time	37.50%	41.67%	39.13%
Job-sharing	50.00%	41.67%	65.22%
Other benefits (on-site health screenings, etc.)	50.00%	50.00%	47.83%
Elder care referral	65.00%	66.67%	73.91%
Back-up child care	45.00%	33.33%	56.52%
After school/vacation care	45.00%	41.67%	52.17%
Reserved spots for employees' children at local child care centers	15.00%	8.33%	21.74%
On-site child care	12.50%	8.33%	17.39%
On-site amenities (2004 forward)	40.00%	41.67%	47.83%
On-site wellness or fitness facility or classes (2006 only)	40.00%	33.33%	43.48%
Subsidized membership in wellness or fitness facility or classes off-site (2006 only)	55.00%	66.67%	52.17%
On-site health maintenance service (2006 only)	27.50%	25.00%	30.43%
Maternity & paternity benefits beyond required FMLA leave (2006 only)	45.00%	33.33%	56.52%

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

WICT/PAR Survey 2006: PAR 14 Comparisons

All Companies who participated in 2003, 2004, 2005, and 2006 (Q=14)

	2003	2004	2005	2006
Women Employees and Managers as a proportion of ALL employees and managers*				
% Women employees	37.18%	37.60%	37.10%	36.64%
% Entry level employees (2004 forward)		39.59%	39.12%	38.59%
% Corporate/HQ technology employees (2004 forward)		26.51%	25.28%	26.96%
% Women Managers	37.16%	36.32%	36.73%	36.80%
% First line managers (2004 forward)		37.68%	37.75%	37.57%
% Mid Managers	35.06%	34.17%	37.69%	38.65%
% IT managers/project directors (2005 forward)			21.12%	15.46%
% Senior Executives	24.92%	26.21%	25.75%	28.23%
Women of Color as a Proportion of ALL Employees & Managers *				
% of all employees	15.42%	15.94%	15.81%	15.85%
% Entry level employees (2004 forward)		17.62%	19.53%	19.42%
% Corporate/HQ technology employees (2004 forward)		9.56%	9.27%	10.09%
% of all managers	9.86%	9.82%	10.20%	10.72%
% First line managers (2004 forward)		11.55%	11.82%	12.23%
% of all mid managers	5.42%	6.18%	8.26%	9.38%
% IT managers/project directors (2005 forward)			5.10%	5.38%
% of all senior executives	3.43%	4.44%	4.29%	4.16%
Women of Color as a proportion of WOMEN employees and managers*				
% Women employees	41.47%	42.38%	42.63%	43.26%
% Entry level employees (2004 forward)		44.51%	49.92%	50.33%
% Corporate/HQ technology employees (2004 forward)		36.09%	36.67%	37.41%
% Women managers	26.54%	27.04%	27.76%	29.12%
% First line managers (2004 forward)		30.65%	31.30%	32.57%
% Women mid-managers	15.47%	18.10%	21.93%	24.26%
% IT managers/project directors (2005 forward)			24.17%	34.79%
% Women executives	13.75%	16.92%	16.67%	14.73%
Parity				
Parity Women Managers	99.94%	96.59%	99.02%	100.45%
Parity Women Mid-Managers	94.31%	90.86%	101.60%	105.50%
Parity Women Executives	67.03%	69.70%	69.41%	77.05%
PAY Equity				
% Companies with no formal pay equity policy	78.57%	35.71%	21.43%	7.14%
% Companies with basic formal pay equity policy		21.43%	7.14%	21.43%
% Companies with good formal pay equity policy		42.86%	71.43%	71.43%
% Companies with formal pay equity policy (2003 only)	21.43%			
% Companies that do not conduct internal pay equity surveys	7.14%	7.14%	0.00%	7.14%
% Companies that conduct basic internal pay equity surveys	28.57%	35.71%	14.29%	14.29%
% Companies that conduct good internal pay equity surveys	64.29%	57.14%	85.71%	78.57%
ADVANCEMENT Opportunities				
Leadership training for High ranking women	71.43%	92.86%	92.86%	78.57%
Leadership training for Mid-level women	71.43%	92.86%	92.86%	78.57%
Leadership training for Entry level women	35.71%	85.71%	85.71%	64.29%
Financial training for nonfinancial managers	42.86%	78.57%	71.43%	57.14%
Rotation into operation positions	14.29%	28.57%	57.14%	42.86%
Formal mentoring Company wide	42.86%	57.14%	64.29%	57.14%
Formal mentoring Company HQ only	7.14%	21.43%	14.29%	35.71%
Informal mentoring Company wide	57.14%	85.71%	92.86%	78.57%
Informal mentoring Company HQ only	28.57%	42.86%	21.43%	28.57%
Career planning & retention Midlevel managers	57.14%	71.43%	78.57%	64.29%
Career planning & retention Women in IT, tech, engineering	35.71%	64.29%	64.29%	71.43%
Participation in external women's' development programs	71.43%	78.57%	71.43%	71.43%
Corporate women's' network Company wide	21.43%	35.71%	28.57%	28.57%
Corporate women's' network Company HQ only	7.14%	21.43%	42.86%	35.71%

	2003	2004	2005	2006
Alumni or similar networks to enable valued former employees to return (2006 only)				14.29%
Re-integration programs for employees returning after a hiatus of up to 5 years (2006 only)				7.14%
Re-integration programs for employees returning after maternity leave (2006 only)				35.71%
Re-integration programs for employees returning after a serious illness (2006 only)				28.57%
RESOURCES for work/life support				
Flextime	78.57%	92.86%	92.86%	85.71%
Full time telecommuting	64.29%	64.29%	71.43%	57.14%
Career track part time	50.00%	71.43%	78.57%	57.14%
Job-sharing	71.43%	64.29%	78.57%	85.71%
Other benefits (on-site health screenings, etc.)	57.14%	78.57%	78.57%	71.43%
Elder care referral	64.29%	71.43%	92.86%	85.71%
Back-up child care	71.43%	85.71%	71.43%	64.29%
After school/vacation care	64.29%	64.29%	57.14%	71.43%
Reserved spots for employees' children at local childcare	35.71%	21.43%	28.57%	21.43%
On-site child care	14.29%	21.43%	14.29%	21.43%
On-site amenities (2004 forward)		71.43%	64.29%	64.29%
On-site wellness or fitness facility or classes (2006 only)				21.43%
Subsidized membership in wellness or fitness facility or classes off-site (2006 only)				78.57%
On-site health maintenance service (2006 only)				42.86%
Maternity & paternity benefits beyond required FMLA leave (2006 only)				42.86%

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

Best Companies for Women in Cable 2006

Perhaps the most anticipated outcomes of the PAR Initiative are the presentation of the top-ranking companies and details of the leading practices that have made their workplaces the very best for women in our industry. These winning companies are leaders and deserve the industry's attention for their accomplishments and tenacity. WICT is honored to celebrate the achievements of these forward-thinking businesses and to shine a light on their innovative solutions and techniques for enhancing the career paths and productivity of their female employees. By detailing these best practices in the workplace for others to examine and potentially employ, WICT is proud to be a catalyst for positive change in the cable industry.

The five winning companies selected as Best Operators and the five selected as Best Programmers were ranked based on the extensive quantitative and qualitative information gathered from the 2006 PAR survey. Each of the five leading firms named Best Companies in Pay Equity, Advancement Opportunities and Resources for Work/Life Support were selected based on qualitative information.

Congratulations Best Companies For Women in Cable 2006!

Best Operators for Women in Cable



Best Programmers for Women in Cable



Best Companies for Women in Pay Equity



Best Companies for Women in Advancement Opportunities



Best Companies for Women in Resources for Work/Life Support



Best Operators

This year's Best Operators comprise a stellar group of employers. These operators have all done due diligence in their own unique way and gone to task in adopting innovative solutions for such challenges as increasing employee diversity, temporary staffing shortages and office space constraints.

Cox Communications, Inc.

Cox has proven, with four consecutive "Best Operator" titles, that it takes the recruitment, advancement and retention of women seriously. Cox consistently develops women at every level of every function, not just from the top down or the bottom up. Cox views its call centers as prime areas of talent, elevating qualified women into management there and then into the corporate ranks. Its democratic approach to talent development means that at Cox, every department is a funnel to the top of the organization.

Cox has turned temporary management openings – a situation that's problematic for most companies – into a growth opportunity. When there's a temporary opening of two to six months' duration, the Cox talent management group seeks a temporary placement of a mid-level manager who would benefit from exposure to a different function, department or geography.

This three-year-old program enables a marketing manager to try their hand at helping run a regional office, or a regional executive to take a turn in the corporate finance department. Managers get to learn a new slice of the business, identify strengths to cultivate and weaknesses to address, all without having to relocate their families. The office with the opening gets the help it needs. The talent management group gets to see how the manager handles a stretch assignment, possibly identifying appropriate next career steps or pinpointing areas that require training.

"The investment is not huge," explains Mae Douglas, Chief People Officer for Cox Communications, Inc. "It's an immersion experience, and the majority of people who go on these assignments are sought after by the managers they work with."

INSIGHT: Temporary rotations give middle managers short stretch assignments that enlighten them, and succession planners, to their readiness to advance.

The Best Operators for Women in Cable are:

Cox Communications, Inc.

Comcast Cable

Time Warner Cable

Advance/Newhouse Communications

Charter Communications

Comcast Cable

Comcast has been very strategic in how it merges new employees into the company. It managed the integration of its recently purchased companies with a fresh perspective. In trying to integrate new employees into the Comcast culture, HR considered existing best practices that could be embraced. Comcast looked at the success of existing leadership teams, identified where they were functional and capitalized on that. They also considered what employees were thinking and feeling. Communications were emphasized upfront. Comcast listened to what new employees were saying and what they could bring the table in order to maintain morale and functionality.

With regard to diversifying the workforce and attracting Hispanic employees, Comcast human resources partnered with public affairs which had an existing outreach program in place with that community. Comcast realized that it needed to enhance routine affiliations with Hispanic business groups to identify qualified Hispanic candidates. The company collaborated with the Hispanic Alliance for Corporate Responsibility (HACR) and created a process for distributing information on senior level positions to HACR board members. This created a network through which opportunities could be shared within the Hispanic community. Comcast created a separate partnership with Al Dia, a Hispanic-owned newspaper based in Comcast's headquarters city of Philadelphia. Comcast was a major sponsor of, as well as a participant in, an annual career fair sponsored by the newspaper which attracted several hundred job seekers.

INSIGHT: By looking at existing best practices as well as expanding efforts beyond the traditional job posting, companies can establish relationship-based strategies for introducing and attracting new employees.

"PAR helped us look at how we leverage our resources, and where we need to focus, while not forgetting the need to maintain and grow our existing relationships."

—Mary Pennington, Senior Director of Recruiting & Career Development, Comcast Cable

Time Warner Cable

Time Warner Cable has taken stock of its programs for the status of women and people of color, framed them in terms of business growth and presented a well articulated case to management. It took the time to talk with women, managers and people of color to make sure they were wholly integrated into new business growth and established a new touchstone for diversity.

Time Warner redoubled its efforts to weave a case for business hinged both on diversity and the advancement of women into its pay equity and advancement policies. “It’s starting to make sense to people now,” says Holly Cox, Director of People Development. As managers grasp the tactical advantages of drawing on the strengths of women and minorities, they’re leveraging that for better customer service and rolling out new products and services. As that happens, new career paths are opening up for women and minorities.

INSIGHT: The company and everyone in it profits when women and minorities are integral to growth.

Advance/Newhouse Communications

Some companies might overlook the kind of grassroots employee feedback that Advance/Newhouse Communications finds essential. As one reward of this feedback, the corporation is consistently good at keeping in tune with its local Hispanic community and recruiting and developing Hispanic talent. Advance/Newhouse recognizes the wisdom of listening to its diverse employee base and incorporating that acumen into their corporate culture.

Advance/Newhouse needed to expand call center employees in its Tampa Bay division, but facilities there were already extended to capacity. “We asked, ‘How can we add the necessary people and accomplish our goals without adequate space in our building?’” explained Linda Chambers, Group Vice President for Human Resources at Advance/Newhouse Communications.

Employees who demonstrated above average performance review ratings were presented with an option to telecommute. The program set up 30-40 employees with a call center telephone in their homes. The Tampa Bay division now has room for more call center staff in its facility and continues to grow the in-house staff as well as maintain the telecommuting staff.

To make it work, they trained their call center managers in supervisory techniques to manage a virtual workforce. The option has proven to be an excellent retention tool — turnover in the telecommuting staff has been virtually zero since the plan was implemented.

INSIGHT: Creative problem solving on many levels can result in win-win solutions for both employees and the company.

Charter Communications

Charter never let its own transition become a reason to put the status and diversity of women on the back burner. The cable operator put an emphasis on retaining key women as it rebuilt and continues to place long-term emphasis on the diversity and status of women.

In the midst of realignment, several Charter women advanced their careers through job expansion and promotions. Charter is also committed to developing female talent through its emerging succession management program. This newly engineered development program- the Executive Development Institute- prepares women leaders for high level operating and corporate positions. One successful component of this program is mentoring, a tactic proven to retain women. Key components of the program, driven and developed by executive level women, focus on personal development and execution of a high impact, high profile team project. This intensive, small-group program, along with Charter’s succession management initiatives, is already delivering impressive results: Charter has 50% more women at senior levels and in IT leadership than the 2006 PAR average for operators.

INSIGHT: Repositioning a company is no time to ignore talent development.

“The big thing that has come out of this for us in the past year is that we have adopted a formal pay equity guideline.”

—Holly Brittingham, Director, People Development,
Time Warner Cable

Best Programmers

The industry's Best Programmers have proven that persistence and resourcefulness can be pivotal in advancing women to management, finding new recruiting networks, and motivating and retaining high performance individuals.

Discovery Communications, Inc.

Discovery is proof that it takes consistent excellence in advancement and work-life resources to enable women to move into key operating positions. Discovery lands in the top ranks for the third year because it has both an extraordinarily strong representation of women driving its growth, and the culture and practices to retain them. The Women's Leadership Group, one of Discovery's initiatives supporting the retention of women, helps create a supportive and flexible work culture that encourages women to contribute to their full potential in pursuit of organizational objectives.

Recognizing that work/life pressures do not fade as children become teens, Discovery broadened the scope of its employees' Health + Wellness on-site health clinic and other wellness programs, to accommodate teens 16 and older. From primary care to sports and college physicals, the clinic affords Discovery's employees convenience and peace of mind. In each year of the PAR Initiative, Discovery has demonstrated how it re-invents its culture to ensure that women are in the mainstream of its growth.

INSIGHT: Continuing to monitor your company's culture only helps with growth.

The Best Programmers for Women in Cable are:

Discovery Communications, Inc.

Oxygen Media

The Weather Channel

Turner Broadcasting System

Scripps Networks

Oxygen Media

In its search for ways to recruit Hispanic women, Oxygen realized that it already had the connection it needed: 100 Hispanic Women, a national business women's group that had participated in the Oxygen Mentors Walk, an event created by the network to bring together women mentors and mentees. The group had been part of the event for two years, but now Oxygen is tapping that relationship to distribute news of job openings and to explore a mentoring relationship with Oxygen employees and 100 Hispanic Women members.

INSIGHT: Community and charitable contacts can be converted to recruiting networks.

"The changes in the WICT PAR survey year over year indicate to me what trends need to be on my radar screen so that we can remain an employer of choice."

—Pam Sawyer, Director of Organizational Development, The Weather Channel

The Weather Channel

The Weather Channel is a leader in pay equity. When it realized the power of the “equity budget” concept, the company made sure to apply it to faithful, long-term employees who are steady, consistent contributors, instead of just to high profile newcomers. This assured no employee was left behind and personifies The Weather Channel’s proactive approach to deal with latent issues before they become pressing problems.

The Weather Channel took the equity budget a step further for the entire advertising sales staff. A series of changes aimed at retaining high performing salespeople and support staff included a study of desired flexible working conditions, resulting in the option of telecommuting on Fridays, compressed work weeks and flex time, and guidelines for sales managers in how to manage flex schedules.

INSIGHT: Flex and virtual work are key tools for motivating many high performing and high impact professionals and teams. Retaining professionals involves more than compensation. It’s important to try new and creative ways, such as alternative schedules, to attract and retain high performing employees, particularly women and people of color.

Turner Broadcasting System

Turner Broadcasting System has kept a close eye on the deep business drivers for work/life resources. The company clearly understands how the demands of its programming—especially the 24-hour news genre it pioneered—affect their employees’ lives and respond with, for example, extended hours of child care. Turner gets ahead of the demands of the inevitable cycle of breaking news by equipping its employees with the resources they need, who are then, in turn, equipped to deliver news to the networks’ viewers.

Turner also supports employee involvement in industry groups on company time, actively encouraging them to serve as ambassadors for the company. Skills gained through trade and nonprofit group leadership are counted as career development in employees’ official reviews. This strong support for outreach might help explain how Turner has boosted its percentage of African-American women in middle management by 50% over the four years of the PAR survey.

INSIGHT: When you give employees time to be leaders in industry groups, you gain a fresh channel for recruiting – and employees gain new skill sets.

Scripps Networks

Scripps has more top-level women than men in profit and loss (P&L) positions. This is very rare for any company, much less a cable company. On this important measure, Scripps has surpassed parity, but it wasn’t achieved overnight. This is a result of a decade of concerted effort to ensure that women get operational experience as they rise in the ranks.

Scripps doesn’t lose track of women who temporarily step out of the workforce. It hired one executive on a contract basis as she was seeking a way back in after a family leave, and that employee, Brooke Johnson, moved into the position of president of the Food Network. This type of long-term thinking is rare in the industry and highlights Scripps’ ability to assess individual employee potential – and the company’s ability to think several positions in advance in order to move women into operating positions. More companies need to be able to recruit women in mid-career and re-integrate them into corporate life without discounting their time out or in a career side path.

INSIGHT: Experience adds up over the years and every bit counts, particularly when it comes to operational experience, a critical area for which women should not be overlooked.

“With the PAR survey, we see in black and white where we are positioned well in the industry and where we aren’t. I’m fortunate to have the support I do so that I can sit down with our President, John Lansing, and say, ‘Here’s where we’re doing enough to get some recognition, but here’s where we need to improve.’ And he’ll say, ‘What can we do about it? Do what you need to do to make it happen, whether it’s mentoring, or outreach.’”

—Julie Cookson, Senior VP of Human Resources,
Scripps Networks

Best in Pay Equity

The hot button issue of pay equity requires constant monitoring, measurement and analysis to ensure balance. Read on for ideas on collecting and using benchmark data, factoring in regional data, tying compensation to business culture and goals, and integrating compensation programs.

Scripps Networks

Scripps ensures pay equity by frequent benchmarking surveys, internally and externally, both within and beyond the industry. Scripps aligns its pay for females and people of color not only in comparison to men's salaries, but against industry survey data. If the compensation manager in Scripps' human resource department finds a possible inequity, that employee's manager is contacted with an adjustment plan. This means that managers aren't put on the defensive about their compensation decisions, especially combined with the 'equity pot' of funds to correct inequities. Managers generally don't have to take money from their own budgets to correct an inequity, especially one they inherited.

INSIGHT: Pay equity is a dynamic that can never be put on autopilot. Human resource staff and managers need to think multi-dimensionally about collecting and using benchmarking data.

The Weather Channel

The Weather Channel regularly reviews pay and compensation data that includes geographical information, culture and cost of living to ensure the company has the ability to attract talent across the nation. As it expands and must hire more for its regional offices, and as it transfers more people among offices, this increased fluency and practice with national pay trends enables The Weather Channel to make offers that are consistent within regional and corporate contexts. This removes one more barrier – confusion about regional pay and cost of living differences – to the decisions of female job and transfer candidates.

INSIGHT: Companies that are expanding nationally need to factor in regional data to ensure that women continue to be paid equitably.

Cox Communications, Inc.

Over the past several years, Cox has ratcheted up its internal conversation about pay practices and policies. Instead of talking about compensation as an isolated factor, Cox strives to always put it in the context of corporate culture and business goals. For example, Cox established a national career framework in part so that it could get "apples to apples" comparisons of job descriptions and responsibilities – and thus detect pay inequities for equal work. Every year, Cox takes another step to make its compensation policies and practices more comprehensive, coordinated and consistent.

The Best Companies for Women in Pay Equity are:

Scripps Networks

The Weather Channel

Cox Communications, Inc.

Turner Broadcasting System

NBC Universal

INSIGHT: The most effective pay practices always tie compensation to business culture and goals.

Turner Broadcasting System

Turner has added several enhancements to ensure ongoing competitiveness and fairness in its pay practices. It is stepping up its training for managers on the revised compensation program, so they can better explain the new compensation system to employees. Turner overhauled the calendar for reviews so that they all happen at the same time; managers can scan the entirety of their employees' compensation and performance at once, in accordance with the business operating cycle. Finally, a standard and recurring review of the labor market helps ensure pay equity is maintained in the hiring practices across genders.

INSIGHT: Compensation programs need to dovetail so that they don't undermine each other. It's vital to train managers in understanding compensation rationale, and in how to explain it to employees.

NBC Universal

In an effort to attract and retain the best talent and guided by its Employer of Choice mission to ensure an inclusive environment where all employees feel valued and appreciated, NBC Universal takes a multi-disciplined approach to competitive pay and pay equity with a collection of integrated programs. An annual salary planning process reviews compensation within the entire organization, including projected increases based upon performance and the compensation of employees relative to their peers and market data. A succession planning review focuses on the individuals in the top four layers of the company. It examines the employee's compensation, career path, training and development needs to meet the career path, possible next job within the organization and potential successor, should s/he be promoted. Periodic pay equity reviews by job classification compare compensation for similar positions within the company and result in pay adjustments when appropriate. Finally, an annual employee satisfaction survey asks workers if they believe their salary and benefits are competitive and linked to individual performance and contribution.

INSIGHT: Pay equity can't be managed in a vacuum. It requires a carefully designed strategic effort with information from numerous sources.

Best in Advancement Opportunities

This year's companies recognized for best advancement opportunities have created programs that are effective at retaining new mothers, keeping call centers rewarding places to work, updating existing advancement programs to keep them viable and effective, fostering the advancement of women in technology, and giving middle managers operating experience.

Oxygen Media

About 95% of Oxygen's new moms return to work after maternity leave. This includes women who have cycled out to become contract workers or consultants, and then cycle back in when the time is right. Oxygen also applies this principle to those on disability. Two tactics make this work: communication, via email and co-workers, is maintained; and reduced and re-entry work schedules enable workers to come back in a measured way that doesn't induce burnout.

INSIGHT: Employees taking leave are better able to return when the path is clear and smooth.

Cox Communications, Inc.

Few companies understand the value of customer contact employees better than Cox. Integrating training for field and call center employees with business growth goals through the Intellichallenge program is unique to Cox. Cox puts several key supports in place to ensure that its call centers are a rewarding place to work: training, advancement and resources. Training is geared to empower call center employees to proactively solve customer problems and to tie call center philosophy to business goals. Call center employees are offered career tracks specifically geared for the call center environment. Progressions to team leader, supervisor and other leadership positions are geared to show all employees that call center work is not a dead-end position. Cox provides one 24-hour child care center and, for its other call centers, subsidized child care at nearby centers.

INSIGHT: All employees want to feel that they have a future at their company.

Discovery Communications, Inc.

You might expect a women's network to be redundant at a company with as many women as Discovery, but Discovery managers don't think so. Women have differing expectations, ambitions and barriers, depending on their stage of life and career level. Every year, Discovery rethinks and reinvents parts of its women's

The Best Companies for Women in Advancement Opportunities are:

Oxygen Media
Cox Communications, Inc.
Discovery Communications, Inc.
The Weather Channel
Scripps Networks

network to ensure that it is relevant to women of all ages and career stages. For instance, last year, Discovery invited entry-level women to parts of its summit for midlevel and senior women. This enabled cross-generational networking and set the stage for Discovery to rethink and relaunch its mentoring program this year.

INSIGHT: Career expectations, challenges, and business needs change. Programs should change, too.

The Weather Channel

The Weather Channel is adept at linking its women in technology with mentors, knowing that relationships with other tech leaders and peers are especially crucial for retaining women in this male-dominated category.

INSIGHT: In technology, as in other departments where women are a distinct minority, it's more important than ever to actively support their connections with other women through mentoring and networking with peer groups.

Scripps Networks

Scripps has accelerated innovation in rotating women into operating positions, which in turn is driving faster development of its brands across all technological platforms. Scripps has proven strategies for moving women into top positions in the networks. Meanwhile, Scripps is recruiting across industry lines to bring in people who are innovative thinkers and who understand where the market is headed, not where it's been. Scripps has formalized mentoring for women and minorities, which connects promising middle managers across functional, gender, race and geographic lines within the company.

INSIGHT: Link numerous leadership development programs to pull middle managers into rotations and assignments that will give them operating experience.

Best in Resources for Work/Life Support

A rich array of employee benefit programs landed five companies on this year's list of top providers of work/life support. Here you'll find some secrets to successful flexwork and unusually effective examples of using demographic data to forecast benefit needs, keeping ahead of the curve in benefits for call center employees, zeroing in on the right resources for new moms, and helping employees better manage their health and time.

NBC Universal

NBC Universal has created a strong, three-dimensional culture around flexwork that sets the standard for the industry. Many companies have a general flexwork policy but leave the specifics of telecommuting and flexible hours up to each manager. Inevitably, flexwork and telecommuting become arbitrarily available to employees, depending on each manager's interpretation of the policies. NBC Universal realized that to serve as a retention and productivity tool, flexwork had to be equally available and consistently managed. With support from the top, all managers were trained in managing a flex workforce and creating a culture of mutual support among flex-working teams. That's backed up with human resources support staff assigned to managers to coach them in solving flexwork problems. To be sure employees get a fair hearing, all flexwork requests are channeled through the human resources department. NBC Universal is already seeing results from greater retention of employees who need flexible time and place to continue their careers.

INSIGHT: Flexwork will work with consistent leadership and ongoing support for managers.

Turner Broadcasting System

Turner has long had on-site child care, especially to support the 24/7 functions of its news channels. But it didn't just put one center in place and consider the job done. Turner has been rolling out a national program of back-up child care and recently added elder care. Detecting a looming need for this service, Turner is proactively putting the infrastructure in place before the need becomes a crisis.

INSIGHT: Demand for future work/life resources can sometimes be anticipated through demographic shifts. Anticipating needs can give a company time to thoughtfully experiment with options and then roll out the best plan before employees' needs become overwhelming.

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

NBC Universal
Turner Broadcasting System
Cox Communications, Inc.
Home Box Office
Discovery Communications, Inc.

Cox Communications, Inc.

Cox complements its call center career paths with the resources to enable employees to grasp those opportunities. Through an ever-evolving framework of on-site child care, backup child care and as-needed flexibility, Cox leverages the work patterns of its call centers to the advantage of working parents.

INSIGHT: Flexibility benefits both managers and employees when the company provides work-life supports.

Home Box Office

HBO has a long history of providing the right resources at the right time for its working moms, and it continues to respond to evolving expectations and needs. New moms can arrange a graduated transition back to full-time work utilizing flexwork policies, which can include part-time or work from home—and the transition can take years. Working parents have long taken advantage of HBO's policy of paying for child care for young children when their parents travel on assignment. Also for years, HBO has offered back-up care for emergencies and recently changed providers to increase the level of service.

INSIGHT: Providing the right resources for critical transition times—like returning to work post-baby—can have a greater impact than thinly spread, thinly enforced work/life practices.

Discovery Communications, Inc.

The on-site Discovery Wellness Center enables women and working parents to make their own health a priority. Now open to dependents as young as 16, the center makes it convenient and easy for employees and dependents to develop better habits for managing chronic conditions such as diabetes, to stay on track with health goals such as weight loss, and to quickly attend to illnesses. A half-hour appointment at the center saves an employee the two and a half hours it used to take for a doctor appointment off-site.

INSIGHT: The convenience of an on-site clinic or nurse, even a visiting nurse, helps employees stay healthy and cuts down on employee time away from the office.

Additional Areas of Interest

Women in Operator Call Centers

An operator's business model is growing increasingly dependent on the triple- and quadruple-play of services. These interdependent and technically sophisticated offerings require unprecedented levels of customer service and support to sell, install and maintain. This development elevates the call center to new levels of importance and opportunity for all groups of women, especially since many of its entry level jobs require only a high school diploma.

As call centers become even more crucial for building consumer loyalty through sales and technical support touch points, they can serve as a springboard for women seeking to move ahead in their careers. Call centers are a rich and often overlooked source of female talent, especially prized bilingual expertise.

Women account for 61.7% of call center employees this year, and women of color are 33% of all call center employees—a two-point drop from 2005 but still above 2004's 30.4%. This year's survey found that African-American women account for 22.8% of all call center employees; Hispanic women, 8%; and Asian women, 1.7%. The representation of women of color in call center management is steady at 24.5% of all call center employees, about even with the past two years.

While women are almost as equally represented in call center management as they are in call centers overall, women of color continue to be underrepresented in both. Women are 58.4% of call center managers and 24.5% of female call center managers are women of color. African-American women represent 17% of all call center managers; Hispanic women, 5.9%; and Asian women, 1.1%. Clearly, the numbers reveal that the rich talent pool existing in call centers is not being tapped to its full potential.

Women of Color

Cable companies continue to be challenged to recruit and retain women of color.

While there was little change in the status of women of color in the 2006 industry snapshot—most of the numbers rose or fell by a single percentage point or less—there were also some bright spots at both operators and programmers.

The percentage of women of color at operators gained slightly and hit several all-time PAR highs: 17.7% of entry level employees and 9.7% of all operator managers; 11% of first line managers, 8.5% of middle managers, and 5% of IT engineers/project managers.

Several companies are deliberately casting a wider net to recruit **women of color** from other industries in such areas as finance, human resources, legal, business development and sales. This has enabled companies to recruit qualified women of color for positions at all levels. Hispanic women in particular represent a coveted sector for operators and programmers due to this growing audience segment with purchase power for more niche programming and cable telecom services. While gains are still few for Hispanic women as managers, the fact that more Hispanic women are moving into the pipeline coupled with better retention practices will hopefully advance more Hispanic women throughout the organizations overall. This is being evidenced on many fronts: one winning operator reports it has no problem retaining its Hispanic women. It also has sophisticated methods of tracking the status of women, and women of color, through development programs, bringing in mentors and 'stretch' temporary assignments to keep them advancing and engaged. One small operator started a small Hispanic specialty customer service center at one of its call centers, staffed by women.

Women of color in the programming sector have reached several all-time high percentage points as well, representing 12.4% of managers 8.7% of all middle managers, and as 9% of corporate IT employees. At the senior level, 4.8% of programmer employees are women of color, another all-time PAR high.

The statistics indicate African-American women are not advancing to management proportionally. African-American women seem to be hired by operators at a relatively healthy rate, as 12% of entry level employees. But at both operators and programmers, the numbers of African-American women drop dramatically as they move into the first rung of management. At operators, African American women are 6.9% of all first line managers; at programmers, they are 7.9%. The proportion of African - American women in management in the industry dwindles from there: 5.9% of all managers, 4.8% of middle managers, and 2.4% of senior managers.

The nation's quickly growing Hispanic population is prompting some management to view a lack of Hispanics in their organizations as cause for concern. That's because many companies recognize the need for more customer service representatives who speak Spanish and more Hispanics on product development and rollout teams to customize features and to communicate with the flourishing Hispanic market.

The lack of Hispanic women is pronounced at both operators and programmers, particularly as the ranks advance. 7.3% of U.S. residents are Hispanic women, according to the U.S. Census Bureau, yet they comprise only 3.8% of operator employees and 3.8% of all employees at programmers. They rank third, but not last, in the proportion of all women employees at Programmers, after white and African-American women respectively. A disproportionately small number of Hispanic women advance to management positions. Hispanic women are 4.2% of entry level operator employees, but 2.8% of first line managers—a drop of 33.3%. Hispanic women are 2.5% of all operator managers, 1.9% of operator middle managers, and a mere 0.4% of operator senior executives. At programmers, Hispanic women represent 5.3% of entry level employees, but 3.46% of all first line managers. As a proportion of managers at programmers, Hispanic women fall behind white and African-American women at programmers where they comprise 3.46% of first line managers; 1.84% of all middle managers, and 0.69% of all senior executives at programmers are Hispanic women. As for technology, only 0.76% of all engineers at programming companies are Hispanic women, and employees in corporate technology across the board at programmers are comprised of only 1.08% of Hispanic women. So there is plenty of opportunity at both programmers and operators to fill the ranks with Hispanic women if they can get them in the door.

The situation for Asian women is slightly better. They account for 1.1% of all operator employees, compared to 2.3% of U.S. residents, according to the U.S. Census Bureau. They are less likely than African-American or Hispanic women to be entry-level employees, but move more evenly into first line managers: Asians are 1.02% of entry level operator employees and 1.01% of first-line managers. Asian women move into management more evenly. They are 1% of all managers, 1.3% of middle managers, and 0.8% of senior operator executives.

Asian women fare relatively well at programmers overall. They make up 3.1% of all employees. They move into lower and middle levels of management in proportion to their presence as employees, as 3.5% of first-line managers and 3.1% of all managers. But, as with other women of color, their presence fades in

the upper echelons. Asian women are only 1.4% of senior executives at programmers.

The statistics clearly show that white women move through programmers' and operators' pipelines most easily, followed by Asian women, then at a distance by African-American women, with the pipeline losing Hispanic women the most dramatically. This supports programmers' and operators' contentions that it is hardest to retain Hispanic women. This is partly because there is a disconnect between Hispanic female college graduates and recruitment efforts, and that some Hispanic women enter the industry later in life and thus have not caught up. However, African-American women do not advance as well as white and Asian women.

Women in Technology

Based on our 2006 PAR study, the number of women in technology is following a nationwide trend that is not specific to cable or telecom, whereby women are showing up less in technology positions including corporate HQ, IT project directors. According to the Committee of Science Engineering and Public Policy, there is more of a challenge to hire and retain good technology people overall, given that the U.S. graduates fewer scientists and engineers than other countries. While the number of women recipients of engineering degrees at all three levels (Bachelors, Masters, Doctorate) has continued to increase, the proportion of women at all three levels has started to decline in recent years. In fact, the number of women enrolling in the first year of engineering programs dropped 3% in 2003. Women currently represent only 17.5% of engineering students nationwide.

So it may come as no surprise that one of the most dramatic findings of the 2006 PAR Initiative is the disparity between the numbers of women advancing into technology positions and the industry's rapid growth in technology infrastructure, products and services. Women are not gaining a strong enough foothold in engineering, corporate IT and other technical operations to stay in step with the industry.

At a time when operators are wrestling with telcos for market dominance, and as demand steps up for digital services and content for advanced broadband and mobile technology, women are not steadily keeping pace on product development teams, in corporate IT departments, and as IT project managers, engineers and installers. Women's buying power makes this issue even more crucial. In February 2006, market research firm Packaged Facts reported that women's technology spending exceeds \$55 billion annually—including cable-delivered Internet connectivity.

Women comprise approximately one quarter of IT corporate/headquarters technology staff. There was a slight increase across the board in 2006 (27.2%) compared to 2005 (26.5%) for this category, with negligible changes at both operators (decrease) and programmers (increase).

A more noticeable downshift occurred with IT managers/project directors. In 2005, 19.9 % of IT project managers were women. In 2006, only 15.6% of all IT project managers are women, with declines largely at operators but also noticeably strong with programmers. This position is typically in charge of developing new products and digital services, usually for content delivery (podcasting, wireless, text messaging, etc). Adding women to these project teams means that women won't be overlooked as a consumer market and that the women IT staffers will get experience in the P&L of new product launches and subsequent career growth as these areas expand. Additionally, field installers (operator only) hardly increased: 7.9% to 8.2%

PAR is designed to take an accurate picture of where women are in technology in this industry and to provide information on how companies are closing the gap and making improvements.

For example, PAR indicates the decrease of women in tech positions at operators is likely due to the addition of the new operators to the mix. The PAR study is a tool for the industry and individual companies to track the changes in women in technology, thereby helping to keep women in this pipeline.

This year, only half (50%) of the operators surveyed offer career planning for women in technology, down from 85.7% last year, and it shrinks even further at programmers (43.5%) when it comes to advancement opportunities for women in technology. Career planning in technology is a key, but dramatically overlooked, retention tool for companies to advance women in the tech pipeline, and PAR has discovered that retention can be addressed through effective use of women's networks and career planning.

Operators are educating internal staff to enter these open technology positions now rather than later and a few are looking to affinity groups to fill the ranks. Like women of color, women in technology especially benefit from affinity groups, which form by community of interest and attract other like-minded members. Only a couple of companies leverage networks and affinity groups where they have the most impact—to help women who are in a minority to find each other and build relationships that cultivate loyalty to the employer. These companies understand how important it is for women to have female colleagues, especially in male dominated careers like technology. Those that do report that they quickly become key recruiting and retention tools. Such groups can be created for women in tech, women field installers, women in product development, and women of color. One programmer with many best practices leverages an affinity group to help women in tech 'find each other' across departments and projects. They're given an official time and place to meet, and the meetings are led by the top woman tech executive. This programmer has recently added an IT diversity team, a clear sign to women and women of color in tech that leaders are serious about adding more tech employees like them. An emerging "best practice" is not to set up a soft-expectations 'networking' group but to tie the success of the affinity group directly to the company's strategic goals.

PAR is allowing us to see where women are gaining status in engineering and technical ranks and where there are some advancement patterns emerging for women in cable. As previously cited, call centers are becoming the new gold mine for training women to advance into technical service positions. Managers don't necessarily have to have a PhD in engineering to advance in technology; however some non-technical managers are being moved successfully into technical departments. The call center offers a training ground to instruct operations staff in technical aspects of new services and products. This encourages employees to become an integral part of that technology product or service team and grow along with it.

Conclusion

In the final tally of the 2006 PAR Initiative results, there are many winners. The Best Companies for Women in Cable have used their PAR individual, confidential scorecards to create extraordinarily effective employment practices that deliver on the bottom line. The innovation and leadership of the 40 companies participating in the PAR study have set a precedent for change industry-wide and point to why optimizing the workforce for maximum ROI can only happen through insight and analysis of policies and programs.

Workers throughout the cable telecommunications industry are experiencing the results of the PAR Initiative: the merits of pay parity, the opportunity to advance their skills and career paths; the empowerment inherent in accepting a promotion; the wherewithal to balance demands of work and life; the personal satisfaction of being more productive at one's work. Human resource professionals can breathe a little deeper now with a toolkit of comprehensive data and the personalized feedback to understand it and put it to use as they strive to make their workplace the

very best. And just as a rising tide raises all ships, cable operators and programmers benefit with greater profits and market gains, generated in part by more productive and effective employees.

This is not to say that the cable industry has hit its stride in terms of pay equity, advancement opportunities and resources for work/life support. Consolidation, competition and convergence continue to thwart the development of programs that can now be measured for cost and effectiveness with the help of PAR tracking. Great strides are yet ahead for Hispanic women, women in technology and the retention of women in senior management positions.

The Women in Cable Telecommunications Foundation is gratified to be a catalyst for change in helping the cable industry understand the critical importance of its workforce through the PAR Initiative assessment program. For more information about the PAR Initiative and how your company can benefit, please contact WICT at 703.234.9803 or pdas@wict.org.

Methodology

The PAR Initiative survey was conducted by mail and telephone interviews from April 2006 through July 2006. The list of companies that received the survey via mail was compiled from members and HR professionals provided by Women in Cable Telecommunications Foundation. Companies that completed the 2005 survey received customized invitations to again participate. The effort yielded 40 useable responses.

Status of women as a determining factor

It is the philosophy of Working Mother Media that actual results — i.e., the actual 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 that same company to receive low to medium scores on the qualitative P,A,R sections.

This can and does result in a few companies appearing as a Best Programmer or Operator, but not appearing among the top five companies in any of the P,A,R sub-lists. A high 'status of women' score is required to place a company in the top five for the industry overall. No company can place in the top five without having both a high proportion of women in key management positions and also comprehensive, proven programs in pay equity, advancement opportunities and resources for work/life support.

To score the status of women in management, a parity scale is established for each company. The parity scale is based on the overall percentage of women employees at the company. Each level of management is compared to the overall percentage of women at the company. For instance, if 40% of a company's employees are women, a score of 100 on the parity scale for women in management is 40%. A company with 60% women employees must have 60% women in management for a score of 100. This means that women are equally represented in management as they are in the company overall. This also means that each company is judged on its own proportion of women employees and how well it draws them into leadership. A company with a high proportion of women employees does not have an inherent advantage in scoring the status of women.

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.

The 2006 survey included a few additions and updates from the 2005 survey:

All calculations for year-to-year change were performed only for the 14 companies that participated in 2003, 2004, 2005 and 2006.

Additional questions were added to the Advancement and Resources section to reflect emerging practices such as offering on-site medical care.

Some questions — in particular, call center questions — are almost exclusively pertinent to operators. In a few cases, standard questions were deemed by a company to be not applicable (N/A). Companies were not scored on N/A questions. Scores that included N/As were equalized within category (programmers compared to programmers; operators compared to operators) and within the industry.

Because operators had more total questions resulting in more total points, programmers' scores were equalized to result in an equivalent point comparison.

All data was compiled and reviewed by Working Mother Media at each stage of collection, analysis and entry into the database.

Data was proofed at receipt, during the interview process, after it was entered into the PAR Initiative database, and against programmed edits that flagged numerical inconsistencies. At each stage of the generation of reports, data was audited to ensure that adjustments, such as equalizers, were producing numerically correct results. Reported figures are rounded to the nearest tenth of a point.

Scoring Qualitative Data

Participating companies were asked 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 their cultures, policies and practices that directly affect the upward mobility of women employed by them.

Companies were asked to include supporting data such as biographies of executive women, examples of situations in which the policies had helped women as intended, and processes for determining the effectiveness of their programs. 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. This would include such examples as full explanations of the status of leadership development programs in progress or the step-by-step process of handling of a female employee's inquiry into a perceived pay inequity.

Qualitative data was scored 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.

In the follow-up interviews, companies were also questioned about the ways that their investment in policies and cultures conducive to the advancement of women tied directly back to their company marketing and growth. As well, companies were asked how they tracked various aspects of their benefits, programs and culture: in other words, how effective were programs in delivering the intended results, and did companies continue to invest resources in programs with proven results.

Companies that participated in the past were asked to report on the status and results of programs that had been too early to measure in prior PAR Initiative reports.

About the WICT Foundation and Working Mother Media

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. Its current effort, the PAR Initiative, measures and supports the advancement of industry women against the following four standards: Pay Equity, Advancement Opportunities and Resources for Work/Life Support. 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 industry-wide advancements for women.



Women in Cable
TelecommunicationsSM
F O U N D A T I O N

About Working Mother Media

Working Mother Media is a multi-media 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 on-line 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.

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