

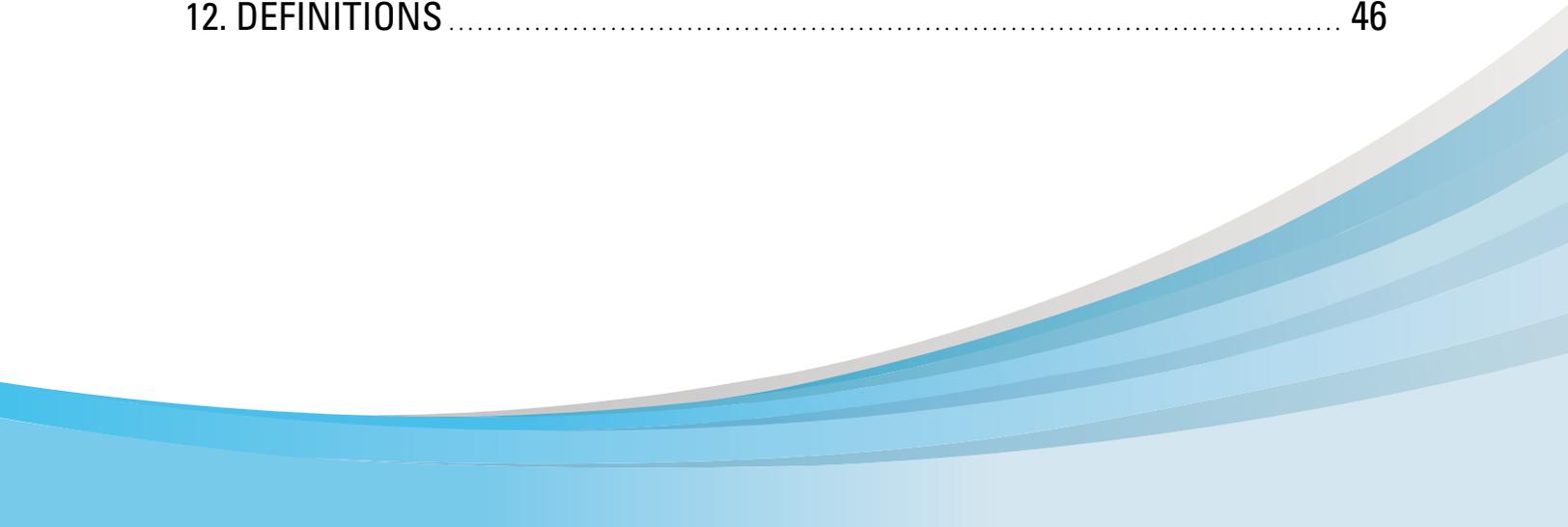
THE NÄMIC AIM

ADVANCEMENT
INVESTMENT
MEASUREMENT

NATIONAL ASSOCIATION FOR MULTI-ETHNICITY IN COMMUNICATIONS
2015 Cable Telecommunications Industry Multi-ethnic Diversity Report

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ABOUT NAMIC

NAMIC (National Association for Multi-ethnicity in Communications) is the premier organization focusing on multi-ethnic diversity in the communications industry. Founded in 1980 as a non-profit trade association, today NAMIC comprises over 2,700 professionals belonging to a network of 16 chapters nationwide. Through initiatives that focus on education, advocacy and empowerment, NAMIC champions equity and inclusion in the workforce, with special attention given to supporting industry giants as they drive towards the goal of a workforce that reflects the multi-ethnic richness of the populations they serve. Please visit www.namic.com for more information about NAMIC and its many opportunities.

–NAMIC president and CEO, Eglon E. Simons

“ Sustainable innovation and appeal in the global market square will depend on the unflagging vigilance by the industry and its leaders to attract, promote and retain diverse talent, particularly in the higher ranks of the influence and decision-making pyramid. ”

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INTRODUCTION

ABOUT MERCER

Mercer is a global consulting leader in talent, health, retirement, and investments. Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset — their people. Mercer's more than 20,000 employees are based in more than 40 countries and the firm operates in over 130 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global professional services firm offering clients advice and solutions in the areas of risk, strategy and people. For more information, visit www.mercer.com. Follow Mercer on Twitter @Mercer.

ABOUT THE WALTER KAITZ FOUNDATION

The Walter Kaitz Foundation stands at the center of the cable industry's long-standing commitment to diversity as it seeks to advance the contributions of women and multi-ethnic professionals in cable. Through the funds we raise, the organizations we support, and the programs we produce, the Walter Kaitz Foundation serves as a catalyst for increasing diversity in cable in three areas – its workforce, its supplier base and its programming.

ABOUT THIS REPORT

The National Association for Multi-Ethnicity in Communications (NAMIC) and Women in Cable Telecommunications (WICT) teamed up for a third time to combine their research surveys—NAMIC's AIM (Advancement Investment Measurement) and WICT's PAR (Pay Equity, Advancement Opportunities and Resources for Work/Life Integration) Initiative—for the 2015 NAMIC and WICT Cable Telecommunications Industry Diversity Survey. The survey was conducted by Mercer as a third-party expert. The Walter Kaitz Foundation funded this project.

This important research provides a baseline of statistics on the status of multi-ethnic employment in the cable telecommunications industry. Now in its eighth wave, NAMIC's biennial diversity survey is a powerful example of the organization's partnership with companies to provide information and resources to build a pipeline of diverse talent in the cable telecommunications industry.

The findings from the NAMIC AIM are important determinants of NAMIC's programmatic direction, and leverage support for other strategic diversity endeavors. In fact, the initial 1999 research spawned NAMIC's flagship Executive Leadership Development Program (ELDP), currently held in partnership with the University of Virginia Darden School of Business. In 2005, strong inferences gleaned from later research gave rise to the creation of the NAMIC Leadership Seminar, targeting industry professionals from across the full multicultural spectrum who are interested in becoming culturally competent leaders and, as important, are committed to crafting personal blueprints for career success. In more recent years, content of the Annual NAMIC Conference has also been influenced by the research in an effort to ensure that NAMIC members and broader constituencies have access to information that leverages the benefits of an increasingly diverse workforce and consumer base.

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SURVEY METHODOLOGY

The primary research methodology for this study was a survey of cable telecommunications companies. The survey consisted of 56 quantitative and qualitative questions. In January 2015, an e-mail invitation that included a hyperlink to the survey was sent to approximately 80 companies. The survey was open for eight weeks, with periodic reminders sent to non-respondents. These efforts resulted in twenty-seven companies completing the survey. Thirteen of these companies were programmers, nine companies were multi-system operators, and five companies were either industry suppliers or nonprofits. Moreover, twenty-two organizations participated in both the 2013 and 2015 NAMIC AIM surveys, five organizations were new to the survey in 2015, and three organizations that participated in 2013 did not participate in 2015.

According to Mercer estimates, cable programmers, operators, and related businesses directly employ about 400,000 people in the United States.¹ The twenty-seven companies that responded to the survey represent more than 260,000 U.S. employees, or approximately 65% of this workforce, suggesting that the survey results are representative of the cable telecommunications industry.

Like the 2013 NAMIC AIM survey, the 2015 survey captured information on diversity at the highest leadership levels within the industry, and also captured information that enabled the creation of industry-wide Internal Labor Market (ILM) maps showing the workforce dynamics—i.e., hires, promotions, and exits—of people of color in the industry. Moreover, this information was used to generate projections of how representation of people of color at executive and management levels can be expected to change over the next five years. Each survey participant received ILM maps and projections reflecting its organization.

Furthermore, information from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database was used to generate national representation benchmarks. The database provides aggregated information on the distribution of women and minorities by EEO-1 job classification for private employers with more than 100 employees. Data are available by geographic area and industry. For this study, 2013 information was captured for: all industries, for the Information sector (NAICS 51), and for the Broadcasting (NAICS 515) and Telecommunications (NAICS 517) industries, which are both part of the Information sector.² The Information sector includes organizations involved in publishing (including software publishing), motion picture and sound recording, broadcasting, telecommunications, data processing and hosting, and other information services such as internet publishing and web search portals. Each survey participant also received custom representation benchmarks reflective of the organization's largest work locations.

1 Estimated by calculating the growth rate of employment for organizations participating in both the 2013 and 2015 NAMIC AIM surveys and applying this growth rate to the employment estimate in Bortz Media & Sports Group, Inc. Cable Across America: An Economic Impact Report 2012, 2013 (Retrieved from <http://www.ncta.com>).

2 More detail on the NAICS industry classification can be found at <http://www.census.gov/eos/www/naics/>.

Lastly, the survey captured diversity practices and commitment to diversity and inclusion in the cable telecommunications industry, as well as the prevalence of non-traditional employee benefits. New to the survey this year, respondents were asked to provide information on the ways in which they support LGBT employees in the workplace, veterans returning to the civilian workforce, and people with disabilities.

For reporting employee headcount, participating organizations were asked to report full-time employees who were active, on disability (STD & LTD), or on leave of absence, excluding temporary/contingent employees and employees who reside and work outside the United States and its territories. Not all survey participants responded to all of the survey questions. Results were calculated based on the number of organizations that responded to a given question.

The survey was conducted in 2015 and survey respondents were asked to report on 2014 workforce demographics by gender and race/ethnicity for a variety of job categories. In keeping with how survey results have historically been reported, survey data included in this report are labeled as 2015 data. The results in this report reflect the most current data available.



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THE BUSINESS CASE FOR DIVERSITY

Historically, the rationale for organizational diversity and inclusion efforts focused on the legal and compliance justification coupled with the moral imperative that “it’s the right thing to do.” More recently, however, the focus has shifted to the business case for diversity. The business case for diversity is clear. An extensive body of trusted research has demonstrated the value of a diverse and inclusive workforce. Catalyst recently reviewed the research on the connection between diversity and business outcomes and its review demonstrated that diversity—for example, women in leadership, board positions, or workforces; racial and ethnic diversity; and LGBT inclusion—is positively associated with important business outcomes.³ The word cloud in Figure 1 summarizes Catalyst’s findings. Specifically, a business outcome appears in the word cloud if a research study shows a relationship between diversity and that outcome. The greater the number of research studies that show a link between diversity and an outcome, the larger the relative size of the outcome in the word cloud. Most notably, numerous research studies show that diversity is positively related to return on equity, financial performance, and employee satisfaction, as well as innovation, creativity, and knowledge formation and patents. Mounting evidence suggests that organizations interested in improving their financial performance, better leveraging their talent, having a workforce that reflects the marketplace, and increasing innovation and group performance need to make diversity and inclusion a priority.



Figure 1. Business Case for Diversity. Mercer graphic based on Catalyst’s review of the research.

³ Catalyst. Diversity Matters, 2014, available at <http://www.catalyst.org/knowledge/diversity-matters>.

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EXECUTIVE SUMMARY: 2015 NAMIC AIM HIGHLIGHTS

This executive summary highlights key findings from the 2015 NAMIC AIM cable telecommunications industry diversity survey. The findings reflect the responses of twenty-seven participating organizations, thirteen of which are programmers, nine of which are multi-system operators, and five of which are industry suppliers or nonprofits. Collectively, these twenty-seven companies employ more than 260,000 people.

Key Highlights

- **Thirty-nine percent of full-time employees are people of color.** Across organizations responding to the 2015 NAMIC AIM survey, 39% of employees are people of color. This figure is higher than the four national benchmarks collected, which have representation of people of color ranging from 32% to 36%. For multi-system operators, 40% of full-time employees are people of color, which also exceeds the national benchmarks. For programmers, 32% of full-time employees are people of color, which is at the low end of the national benchmarks.
- **Sixteen percent of executives and senior-level managers are people of color.** Based on the 2015 NAMIC AIM survey, 16% of executives and senior-level managers in the cable telecommunications industry are people of color. This figure exceeds the national benchmarks, which range from 12% to 13%. The figure is 13% for multi-system operators, comparable to the national benchmarks, and 19% for programmers, which considerably exceeds the national benchmarks.
- **Twenty-seven percent of entry and mid-level managers are people of color.** Currently, 27% of entry and mid-level managers are people of color. This figure is also 27% for multi-system operators and programmers. These figures exceed the national benchmarks, which range from 22% to 26%.
- **Thirty-two percent of professionals are people of color.** For participating organizations, 32% of professionals are people of color. This figure is towards the high end of the national benchmarks, which range from 26% to 33%. For multi-system operators, 31% of professionals are people of color, which is also towards the high end of the national benchmarks. For programmers, 34% of professionals are people of color, which exceeds the national benchmarks.
- **Twelve percent of board members are people of color.** For responding organizations, the percentage of board members who are people of color is 12%. This figure is the same for multi-system operators; for programmers, the percentage of board members who are people of color is 8%. In comparison, people of color constitute 15% of board directors among the largest 200 S&P 500 companies.⁴

⁴ Spencer Stuart. Spencer Stuart U.S. Board Index 2014, 2014, available at <https://www.spencerstuart.com/research-and-insight/spencer-stuart-us-board-index-2014>.

- **Representation of people of color in the cable telecommunications industry generally increased over the past two years.** Looking at the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys (i.e., “survey-over-survey” participants) shows that the representation of people of color in the cable telecommunications industry increased by one percentage point for board directors, executives and senior-level managers, entry and mid-level managers, and full-time employees. On the other hand, the percentage of professionals who are people of color was unchanged for the survey-over-survey participants. The trends are similar for multi-system operators and programmers, with one notable exception. Specifically, the representation of people of color on boards of directors declined by two percentage points for multi-system operators and increased by six percentage points for programmers.
- **Hire rates favor people of color.**⁵ Hire rates for employees of color exceed those of white employees, indicating industry efforts to improve the representation of people of color via sourcing efforts. These efforts are most visible at the executive and senior manager level where the hire rate for people of color is more than double the rate for whites. The findings are similar for both multi-system operators and programmers.
- **Promotion rates are lower for people of color.** Across the responding organizations, promotion rates are lower for people of color as compared to whites. The difference is most notable for promotions into the executive and senior manager level, where the promotion rate for white employees is twice the rate for people of color. For multi-system operators and programmers, the promotion rate of white employees into the executive and senior manager level is 2.5 times and 1.5 times the rate for people of color, respectively.
- **Turnover rates are higher for people of color.** Turnover rates are higher for people of color as compared to white employees. These differences are visible at all levels, but are most notable at the executive and senior manager level, where the turnover rate for employees of color is more than fifty percent higher than the rate for white employees. The higher turnover rates for people of color as compared to white employees holds true for both multi-system operators and programmers.
- **The industry outlook is for an increase in the representation of people of color at the manager level and above.** If recent workforce dynamics persist, the proportion of the executive and managerial workforce who are people of color is expected to increase by more than two percentage points over the next five years. Specifically, despite lower promotion rates and higher exit rates for people of color, robust hire rates suggest that the percentage of the executive and managerial workforce who are people of color will increase from its current level of 26% to just shy of 29% in five years. The representation of people of color at executive and management levels is expected to increase by two percentage points over the next five years for both multi-system operators and programmers, to 29% and 27%, respectively. These outcomes can be further improved if organizations are able to promote and retain people of color at the same rates as their white counterparts.

⁵ Hire rates, promotion rates, and turnover rates in this document refer to rates at the Staff level and above (i.e., Staff, Professionals, Managers, and Executives/Senior Managers) and exclude Blue Collar workers.

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2015 INDUSTRY SCORECARD

Table 1

Employees of Color

	2015 Industry	2015 MSO	2015 PROG	National benchmark - All Industries	National benchmark - Information Sector	National benchmark - Telecomm Industry	National benchmark - Broadcasting Industry	Industry percentage point change from 2013*
All Employees	39%	40%	32%	36%	32%	36%	36%	+1 pp
Professionals	32%	31%	34%	26%	30%	33%	28%	0 pp
Advertising Sales Employees	23%	15%	29%	-	-	-	-	+2 pp
Call Center / Customer Support Employees	60%	61%	23%	-	-	-	-	+2 pp
Creative and/or Content Development Employees	29%	21%	30%	-	-	-	-	+3 pp
Digital Media Employees	31%	19%	32%	-	-	-	-	+4 pp
Enterprise / Mid-Market, Business-to Business Sales and Support Employees	31%	32%	27%	-	-	-	-	-1 pp
Technology Non Management Employees	33%	30%	43%	-	-	-	-	+2 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits). National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Table 2

Managers of Color

	2015 Industry	2015 MSO	2015 PROG	National benchmark - All Industries	National benchmark - Information Sector	National benchmark - Telecomm Industry	National benchmark - Broadcasting Industry	Industry percentage point change from 2013*
Board of Directors	12%	12%	8%	15%	–	–	–	+1 pp
Executive and Senior-Level Managers	16%	13%	19%	12%	13%	13%	13%	+1 pp
Entry and Mid-Level Managers	27%	27%	27%	22%	24%	26%	26%	+1 pp
Call Center / Customer Support Management	41%	42%	14%	–	–	–	–	+1 pp
Regional Management	25%	23%	31%	–	–	–	–	+2 pp
Technology Management	25%	23%	31%	–	–	–	–	0 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits). With the exception of Board of Directors, national benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database. For Board of Directors, the national benchmark is from the Spencer Stuart U.S. Board Index 2014 and denotes the representation of people of color on the boards of the largest 200 S&P 500 companies.

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

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MULTI-ETHNICITY ACROSS EMPLOYEE LEVELS AND FUNCTIONS

This section examines the racial and ethnic diversity of those in leadership, management, professional, and other key positions within the cable telecommunications industry.

BOARDS OF DIRECTORS

Looking at the members of boards of directors of the participating cable telecommunication companies, 12% are people of color (see Table 2). The figure is considerably smaller for programmers (8%) as compared to multi-system operators (12%). In comparison, people of color constitute 15% of board directors at the largest 200 S&P 500 companies.⁶ Looking at the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys (“survey-over-survey” participants) shows that the representation of people of color on boards of directors increased by one percentage point over the past two years.

Across the participating cable telecommunications organizations, Asians constitute 3% of board directors, which is one percentage point higher than the representation of Asians on the boards of directors at the largest 200 S&P 500 companies (see Table 3).⁷ African Americans/Blacks account for 6% of board members at cable telecommunications organizations, which is three percentage points lower than the representation of African Americans/Blacks on the boards of directors at the largest 200 S&P 500 companies.⁸ Looking at Hispanics/Latinos, 3% of board members at cable telecommunications companies are Hispanics/Latinos. This figure is two percentage points lower than the representation of Hispanics/Latinos on the boards of directors at the largest 200 S&P 500 companies.⁹

6 Spencer Stuart. Spencer Stuart U.S. Board Index 2014, 2014, available at <https://www.spencerstuart.com/research-and-insight/spencer-stuart-us-board-index-2014>.

7 Ibid.

8 Ibid.

9 Ibid.

Table 3

Board of Directors: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	National benchmark	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	–	0 pp
Asian	3%	4%	1%	2%	0 pp
African American / Black	6%	5%	4%	9%	0 pp
Hispanic / Latino	3%	3%	2%	5%	0 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	–	0 pp
Two or more races	0%	0%	1%	–	0 pp
White	88%	88%	92%	84%**	-1 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits). The national benchmark is from the Spencer Stuart U.S. Board Index 2014 and denotes the representation of people of color on the boards of the largest 200 S&P 500 companies.

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

**Includes non-US directors.

EXECUTIVES AND SENIOR-LEVEL MANAGERS

Based on the 2015 NAMIC AIM survey, 16% of executives and senior-level managers in the cable telecommunications industry are people of color. The figure is 13% for multi-system operators and 19% for programmers. These figures equal or exceed the national benchmarks, which range from 12%-13%. For survey-over-survey participants, the representation of people of color among executives and senior-level managers increased by one percentage point over the past two years.

A look at the representation of people of color at the executive and senior manager level for different racial and ethnic groups shows that African Americans/Blacks, Asians, and Hispanics/Latinos each constitute 5% of executives and senior managers (see Table 4). The figure for African Americans/Blacks exceeds the national benchmarks, which range from 2%-4%. The figures for Asians and Hispanics/Latinos are comparable to the national benchmarks, which range from 3%-6% for Asians and 3%-5% for Hispanics/Latinos.

Table 4

Executives and Senior-Level Managers: Race/Ethnicity

	2015 Industry	2015 MSO	2015 PROG	National benchmark - All Industries	National benchmark - Information Sector	National benchmark - Telecomm Industry	National benchmark - Broadcasting Industry	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	0%	0%	0%	0%	0 pp
Asian	5%	4%	5%	5%	6%	6%	3%	+1 pp
African American / Black	5%	5%	6%	3%	2%	2%	4%	-1 pp
Hispanic / Latino	5%	3%	8%	4%	3%	3%	5%	+1 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0 pp
Two or more races	1%	0%	1%	1%	1%	1%	1%	0 pp
White	84%	87%	81%	88%	87%	87%	87%	-1 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits). National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

ENTRY AND MID-LEVEL MANAGERS

The 2015 NAMIC AIM survey results show that 27% of entry and mid-level managers are people of color. This figure is also 27% for both multi-system operators and programmers. This exceeds the national benchmarks, which range from 22% to 26%. Looking at the survey-over-survey participants, the representation of people of color among entry and mid-level managers increased over the past two years by one percentage point.

Across the participating organizations, representation of Asians in entry and mid-level manager roles is 5% (see Table 5). This figure is on the low end of the national benchmarks, which range from 5% to 9%. Hispanics/Latinos constitute 9% of those in entry and mid-level manager roles. This figure is comparable to the national benchmarks, which range from 7%-9%. The representation of African Americans/Blacks in entry and mid-level manager jobs is 12%, which exceeds the national benchmarks that range from 7%-10%.

Table 5

Entry and Mid-Level Managers: Race/Ethnicity

	2015 Industry	2015 MSO	2015 PROG	National benchmark - All Industries	National benchmark - Information Sector	National benchmark - Telecomm Industry	National benchmark - Broadcasting Industry	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	1%	0%	0%	0%	0%	0%	0 pp
Asian	5%	4%	6%	6%	9%	6%	5%	0 pp
African American / Black	12%	13%	8%	7%	7%	10%	10%	0 pp
Hispanic / Latino	9%	8%	11%	7%	7%	8%	9%	+1 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0 pp
Two or more races	1%	1%	1%	1%	1%	1%	1%	0 pp
White	73%	73%	73%	78%	76%	74%	74%	-1 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits). National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

PROFESSIONALS

According to the 2015 NAMIC AIM survey results, 32% of professionals in the cable telecommunications industry are people of color. This figure is towards the high end of the national benchmarks, which range from 26%-33%. For multi-system operators, 31% of professionals are people of color, which is also towards the high end of the national benchmarks. For programmers, 34% of professionals are people of color, which exceeds the national benchmarks. Based on the survey-over-survey participants, the representation of people of color among professionals did not change over the past two years.

Looking at different racial and ethnic groups, African Americans/Blacks constitute 11% of professionals across the participating cable telecommunications organizations (see Table 6). This figure is on the high end of the national benchmarks, which range from 7%-11%. Hispanics/Latinos represent 10% of professionals. This figure, too, is on the high end of the benchmarks, which range from 6%-10%. Asians represent 9% of professionals. This figure is on the low end of the benchmarks, which range from 6%-16%.

Table 6

Professionals: Race/Ethnicity

	2015 Industry	2015 MSO	2015 PROG	National benchmark - All Industries	National benchmark - Information Sector	National benchmark - Telecomm Industry	National benchmark - Broadcasting Industry	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	1%	0%	0%	0%	0%	0%	0 pp
Asian	9%	9%	7%	11%	16%	13%	6%	-1 pp
African American / Black	11%	12%	12%	8%	7%	11%	10%	0 pp
Hispanic / Latino	10%	8%	14%	6%	6%	7%	10%	+1 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%	0%	0%	0 pp
Two or more races	1%	1%	2%	1%	1%	1%	1%	0 pp
White	68%	69%	66%	74%	70%	67%	72%	0 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits). National benchmarks are from the Equal Employment Opportunity Commission's (EEOC) Job Patterns for Minorities and Women in Private Industry database.

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

PEOPLE OF COLOR IN KEY CABLE TELECOMMUNICATIONS JOBS

The 2015 survey captured information on the prevalence of people of color in key cable communications jobs. Data were collected for the following individual contributor and manager roles:

- Advertising Sales
- Call Center/Customer Support
- Creative and/or Content Development
- Digital Media
- Enterprise/Mid-Market, Business-to-Business Sales and Support
- Technology Non-Management
- Call Center/Customer Support Management
- Regional Management
- Technology Management

Among the six individual contributor jobs examined, people of color are most prevalent in call center/customer support jobs (60%). Representation of people of color drops off for the other five individual contributor jobs, ranging from a low of 23% for advertising sales jobs to a high of 33% for technology non-management jobs. Across five of the six individual contributor jobs examined, the representation of people of color increased since 2013 for the survey-over-survey participants. The exception is Enterprise/Mid-Market, Business-to-Business Sales and Support, where the representation of people of color declined by one percentage point for the survey-over-survey participants. For the three managerial roles examined, people of color are most prevalent in call center/customer support management jobs (41%) and less prevalent in regional management jobs (25%) and technology management jobs (25%). The representation of people of color for survey-over-survey participants increased over the past two years for both call center/customer support management jobs (+1 percentage point) and regional management jobs (+2 percentage points), but stayed the same for technology management jobs.

Individual Contributor Jobs

Advertising Sales

Across participating organizations, 23% of advertising sales employees in the cable telecommunications industry are people of color. Since the 2013 survey, the survey-over-survey participants experienced a two percentage point increase in the representation of people of color among advertising sales employees. People of color are more prevalent among programmers (29%) than among multi-system operators (15%). Looking at the representation of people of color for different racial and ethnic groups, Hispanics/Latinos, at 11%, have the highest representation (see Table 7), followed by African Americans/Blacks (7%). Asians represent 3% of advertising sales employees. For the survey-over-survey participants, only Hispanics/Latinos experienced an increase in representation from 2013 (+2 percentage points).

Table 7

Advertising Sales: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	0 pp
Asian	3%	2%	5%	0 pp
African American / Black	7%	6%	7%	0 pp
Hispanic / Latino	11%	6%	15%	+2 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	1%	1%	1%	0 pp
White	77%	85%	71%	-2 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Call Center/Customer Support

Sixty percent of call center/customer support employees in the cable telecommunications industry are people of color. The survey-over-survey participants experienced an increase in the representation of people of color of two percentage points since the 2013 survey. People of color are considerably more prevalent among multi-system operators (61%) than among programmers (23%). For people of color, the predominant racial/ethnic group represented is African Americans/Blacks, who represent 43% of call center/customer support employees (see Table 8). Hispanics/Latinos constitute 11% of call center/customer support employees and Asians constitute 2%. However, these results are primarily reflective of multi-system operators. Representation of African Americans/Blacks in call center/customer support jobs for programmers is 14% and representation for Hispanics/Latinos is 5%.

Table 8

Call Center/Customer Support: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	1%	0 pp
Asian	2%	2%	2%	0 pp
African American / Black	43%	44%	14%	+2 pp
Hispanic / Latino	11%	11%	5%	-1 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	3%	3%	2%	+1 pp
White	40%	39%	77%	-2 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Creative and/or Content Development

Across the survey participants, 29% percent of creative and/or content development employees are people of color. This figure is 21% for multi-system operators and 30% for programmers. The survey-over-survey participants experienced a three percentage point increase in the representation of people of color in creative and/or content development jobs over the past two years, primarily due to an increase in the representation of Hispanics/Latinos. Looking at different racial and ethnic groups, Hispanics/Latinos constitute 14% of creative and/or content development employees (see Table 9), although the figure is considerably higher for programmers (15%) than for multi-system operators (6%). Nine percent of creative and/or content development employees are African Americans/Blacks and 4% are Asian.

Table 9

Creative and/or Content Development: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	0 pp
Asian	4%	2%	5%	0 pp
African American / Black	9%	12%	9%	-1 pp
Hispanic / Latino	14%	6%	15%	+3 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	2%	1%	2%	+1 pp
White	71%	79%	70%	-3 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Digital Media

Currently, 31% of digital media employees at cable telecommunications companies are people of color. The figure is notably higher for programmers (32%) than for multi-system operators (19%). Survey-over-survey participants experienced a four percentage point increase in the representation of people of color in digital media jobs over the past two years, primarily due to a three percentage point increase in the representation of Hispanics/Latinos. Asians, African Americans/Blacks, and Hispanics/Latinos are all similarly represented, constituting 10%, 10%, and 9%, respectively, of digital media employees in the cable telecommunications industry (see Table 10).

Table 10

Digital Media: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	0 pp
Asian	10%	7%	10%	0 pp
African American / Black	10%	6%	11%	+1 pp
Hispanic / Latino	9%	7%	9%	+3 pp
Native Hawaiian / Pacific Islander	1%	0%	1%	0 pp
Two or more races	1%	0%	1%	0 pp
White	69%	81%	68%	-4 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Enterprise/Mid-Market, Business-to-Business Sales and Support

For participating organizations, 31% of business-to-business sales and support employees are people of color. Survey-over-survey participants experienced a one percentage point decline in the representation of people of color in these roles. Multi-system operators (32%) are more likely than programmers (27%) to have people of color in business-to-business sales and support positions. The primary racial/ethnic groups represented are African Americans/Blacks and Hispanics/Latinos, at 13% and 11% of employees, respectively (see Table 11). Looking at survey-over-survey participants, African Americans/Blacks experienced a decline in representation of two percentage points since 2013, while the representation for other racial/ethnic groups was unchanged.

Table 11

Enterprise/Mid-Market, Business-to-Business Sales and Support: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	0 pp
Asian	4%	3%	4%	0 pp
African American / Black	13%	13%	13%	-2 pp
Hispanic / Latino	11%	13%	8%	0 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	2%	2%	2%	0 pp
White	69%	68%	73%	+1 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Technology Non-Management

Thirty-three percent of technology non-managers are people of color. For survey-over-survey participants, the percentage of technology non-managers who are people of color increased by two percentage points since 2013. Representation of people of color in technology non-manager roles is higher for programmers (43%) than for multi-system operators (30%). Among people of color, Hispanics/Latinos have the highest representation in technology non-manager roles at 12%, followed closely by African Americans/Blacks at 11% (see Table 12). Representation of Hispanics/Latinos in technology non-management jobs is considerably higher for programmers (22%) than it is for multi-system operators (9%). Asians currently represent 8% of technology non-managers.

Table 12

Technology Non-Management: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	1%	1%	0%	0 pp
Asian	8%	7%	7%	-2 pp
African American / Black	11%	12%	12%	+1 pp
Hispanic / Latino	12%	9%	22%	+2 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	1%	1%	1%	0 pp
White	67%	70%	57%	-2 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Management Jobs

Call Center/Customer Support Management

Forty-one percent of call center/customer support management employees in the cable telecommunications industry are people of color. Survey-over-survey participants experienced a one percentage point increase in the representation of people of color in these roles over the past two years. Multi-system operators (42%) are considerably more likely than programmers (14%) to have people of color in call center/customer support management positions. African Americans/Blacks currently represent 26% of call center/customer support managers (see Table 13). Hispanics/Latinos represent 11% of call center/customer support managers and Asians represent 3% of call center/customer support managers.

Table 13

Call Center/Customer Support Management: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	0%	0%	0%	0 pp
Asian	3%	3%	0%	+1 pp
African American / Black	26%	27%	10%	-1 pp
Hispanic / Latino	11%	11%	4%	+1 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	1%	1%	0%	0 pp
White	59%	58%	86%	-1 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Regional Management

Twenty-five percent of regional managers are people of color. Looking at the survey-over-survey participants, the representation of people of color in regional manager roles increased two percentage points since 2013, primarily due to an increase in the representation of African Americans/Blacks. People of color in regional manager roles are more prevalent among programmers (31%) than among multi-system operators (23%). Among people of color, African Americans/Blacks have the highest representation in regional manager roles at 12% (see Table 14). Hispanics/Latinos account for 7% of regional managers and Asians constitute 3% of regional managers.

Table 14

Regional Management: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	1%	1%	0%	0 pp
Asian	3%	2%	7%	-1 pp
African American / Black	12%	12%	13%	+2 pp
Hispanic / Latino	7%	7%	9%	0 pp
Native Hawaiian / Pacific Islander	0%	0%	1%	0 pp
Two or more races	1%	1%	1%	0 pp
White	75%	77%	69%	-2 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

Technology Management

Twenty-five percent of technology managers are people of color. The representation of people of color among technology managers remained unchanged since 2013 for survey-over-survey participants. The representation of people of color for programmers (31%) is higher than the representation of people of color for multi-system operators (23%). Asians, African Americans/Blacks, and Hispanics/Latinos are each equally represented at 8% of technology managers. For survey-over-survey participants, African Americans/Blacks experienced a decline in representation of three percentage points over the past two years, while Hispanics/Latinos experienced a two percentage point increase.

Table 15

Technology Management: Race/Ethnicity

	2015 Industry	2015 Multi-System Operators	2015 Programmers	Industry percentage point change from 2013*
American Indian / Alaska Native	1%	1%	0%	0 pp
Asian	8%	6%	9%	0 pp
African American / Black	8%	8%	9%	-3 pp
Hispanic / Latino	8%	6%	12%	+2 pp
Native Hawaiian / Pacific Islander	0%	0%	0%	0 pp
Two or more races	1%	1%	1%	0 pp
White	75%	77%	69%	0 pp

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Industry trends are calculated based on the 22 organizations that participated in both the 2013 and 2015 NAMIC AIM surveys. Values have been rounded to the nearest whole percentage point.

8

INTERNAL LABOR MARKET MAPS AND PROJECTIONS

As in the 2013 NAMIC AIM survey, this year’s survey captured information that enabled the creation of industry-wide Internal Labor Market (ILM) maps showing the workforce dynamics—i.e., hire rates, promotion rates, and exit rates—of people of color in the cable telecommunications industry. Moreover, this information was used to generate projections of how the representation of people of color at executive and management levels can be expected to change over the next five years.

Every organization has an internal labor market—either by design or default. People are selected into the organization, and they advance, perform, stay, or leave in response to an organization’s unique mix of workforce management practices. Internal labor market dynamics constantly shape an organization’s workforce. Unlike external labor markets, these dynamics are controllable. An internal labor market (ILM) map is one way an organization can visualize its internal labor market.

ILM maps are “system-at-a-glance” descriptive summaries of key aspects of an organization’s workforce dynamics. The maps display where people are and how they move according to career levels in the organization. Career levels represent major points of career advancement within the organization. Each career level has a different level of responsibility, authority, job scope, and pay. The ILM map depicts headcount at each career level, entry into career levels from the outside (via hiring) versus from below (via promotions), and departures from the organization.

ILM maps can help an organization understand the proportion of employees at each career level; the extent to which an organization is “buying” talent (via hiring) or “building” talent (via promotion) and if this aligns with the organization’s talent strategy; if there is sufficient velocity or movement in the system to motivate employees; and if there are career “choke points” or bottlenecks, and if these choke points are associated with relatively high turnover rates. ILM maps can also be used to depict the flow of diverse talent throughout an organization.

The ILM map in Figure 2 depicts the flow of talent in 2014 throughout the organizations that participated in the 2015 NAMIC AIM survey and paints a picture of workforce dynamics in the cable telecommunications industry.¹⁰ The ILM map has four career levels—Executives/Sr. Managers, Managers, Professionals, and Staff.¹¹ The horizontal bars in the center of the map represent 2014 headcount at each career level.¹² The longer a bar, the more people in a career level. The shape of the ILM map shows that the bulk of employees in the cable telecommunications industry are located at the Staff level (~54%), with considerably fewer people at the Professional level (~23%) and Manager level (~21%), and very few at the Executive/Sr. Manager level (~2%). This pyramid shape is indicative of a strong hierarchy, with employees concentrated in lower career levels and headcount and advancement opportunities declining as one moves up the hierarchy.

10 The ILM map reflects 24 organizations that provided the information needed to create the map.

11 The Blue Collar career level has been excluded from the ILM map.

12 Headcount is the average of the number of full-time employees on December 31, 2013 and December 31, 2014.

The upward arrows from one career level to the next indicate 2014 promotion rates.¹³ There is limited upward mobility out of the Staff level (3.3% promotion rate), more robust movement from the Professional level to the Manager level (9.7% promotion rate), and very limited movement into the Executive/Sr. Manager level (1% promotion rate). The arrows on the left hand side of the map indicate the 2014 hire rate at each career level.¹⁴ Hire rates are higher at lower levels, suggesting that the primary ports of entry into the industry are at the Staff and Professional levels. While the industry does hire into the Manager and Executive/Sr. Manager levels, the industry relies more heavily on building talent at these levels (via promotion) than on buying talent (via hiring). The arrows on the right hand side of the map indicate the 2014 exit rate at each career level.¹⁵ As we typically see for organizations and industries, exit rates are higher at lower levels of the career hierarchy.



Figure 2. Internal Labor Market Map for the Cable Telecommunications Industry. The ILM map reflects 24 organizations that provided the information needed to create the map. The map excludes blue collar workers.

13 Promotion rate is the number of promotions from one level to the next, divided by headcount in the originating level.

14 Hire rate is the number of hires into a level, divided by the headcount at that level.

15 Exit rate is the number of exits at each level, divided by the headcount at that level.

The ILM map in Figure 3 depicts the flow of talent throughout the cable telecommunications industry by minority status.¹⁶ The blue portion of the bar represents the number of employees of color in each career level, while the red portion represents the number of white employees in each career level. The representation of people of color declines as one moves up the career hierarchy, from 47% at the Staff level to 16% at the Executive/Sr. Manager level. The map also depicts promotion rates from one career level to the next for employees of color versus white employees. Across the responding organizations, promotion rates are lower for people of color as compared to whites. The difference is most notable for promotions into the executive and senior manager level, where the promotion rate for white employees (1.2%) is twice the rate for people of color (0.6%). However, hire rates favor people of color, indicating industry efforts to improve the representation of people of color via sourcing efforts. These efforts are most visible at the executive and senior manager level, where the hire rate for people of color (11.5%) is more than double the rate for white employees (4.7%). Turnover rates are higher for people of color. These differences are visible at all levels, but are most notable at the executive and senior manager level, where the turnover rate for employees of color (13.5%) is more than fifty percent higher than the turnover rate for white employees (8.9%).

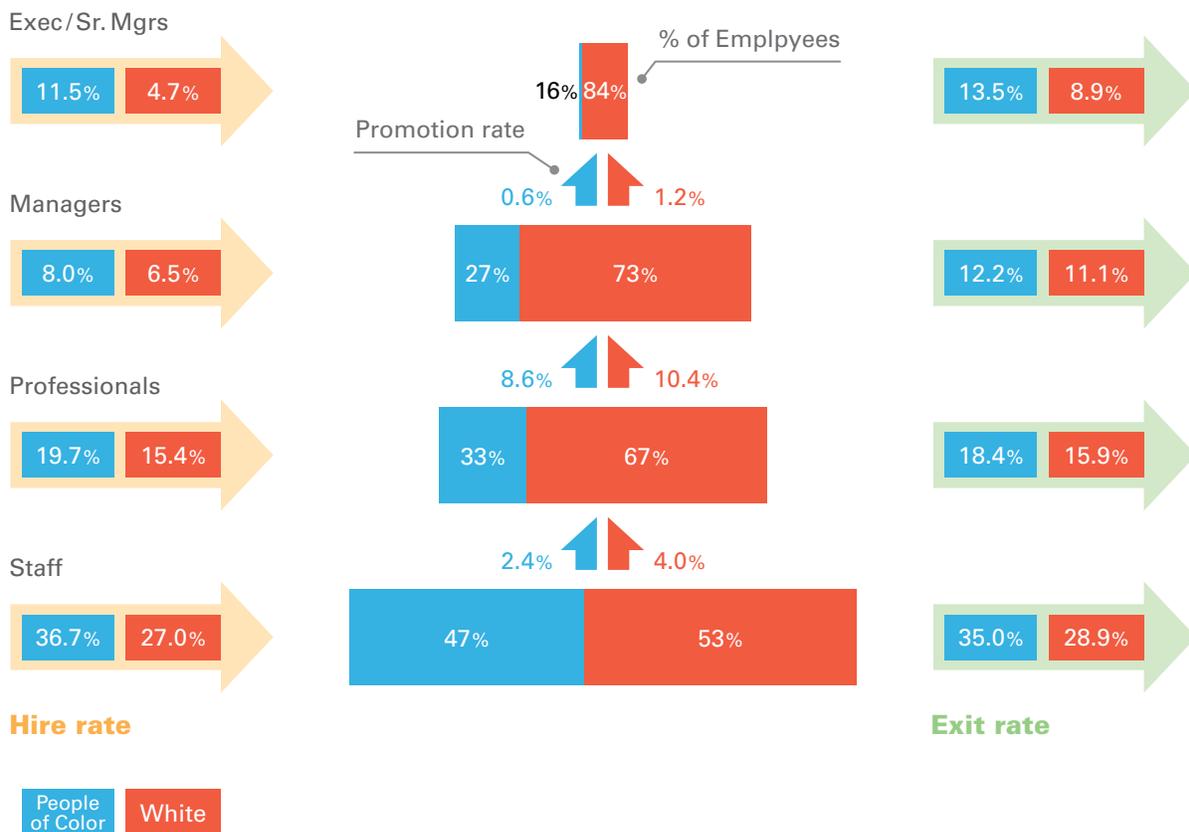


Figure 3. Internal Labor Market Map for the Cable Telecommunications Industry by Minority Status. The ILM map reflects 24 organizations that provided the information needed to create the map. The map excludes blue collar workers.

16 The ILM map by minority status reflects 24 organizations that provided the information needed to create the map.

Figure 4 shows how the representation of people of color at executive and management levels is projected to change over the next five years under different scenarios for future workforce dynamics in the cable telecommunications industry. Assuming the workforce dynamics experienced in 2014—i.e., hire rates, promotion rates, and exit rates—continue over the next five years, representation of people of color at executive and manager levels is expected to increase by more than two percentage points over the next five years. Specifically, despite lower promotion rates and higher exit rates for people of color, robust hire rates suggest that the percentage of the executive and managerial workforce who are people of color will increase from its current level of 26% to just shy of 29% in five years (see “Baseline scenario”). If the exit rates for employees of color at each level are reduced to match the exit rates of white employees at these levels, representation of people of color at executive and manager levels is expected to increase over the next five years to 30% (see “With adjusted turnover”). If the promotion rate for employees of color at each level is increased to the promotion rate for white employees, representation of employees of color at executive and manager levels is expected to rise to close to 31% over the next five years (see “With adjusted promotions”). Moreover, if both the turnover rates and promotion rates of people of color, where they are not on par with their white counterparts, are brought into alignment, representation of people of color at executive and manager levels is expected to increase over the next five years to more than 32% (see “With simultaneous adjustments”).

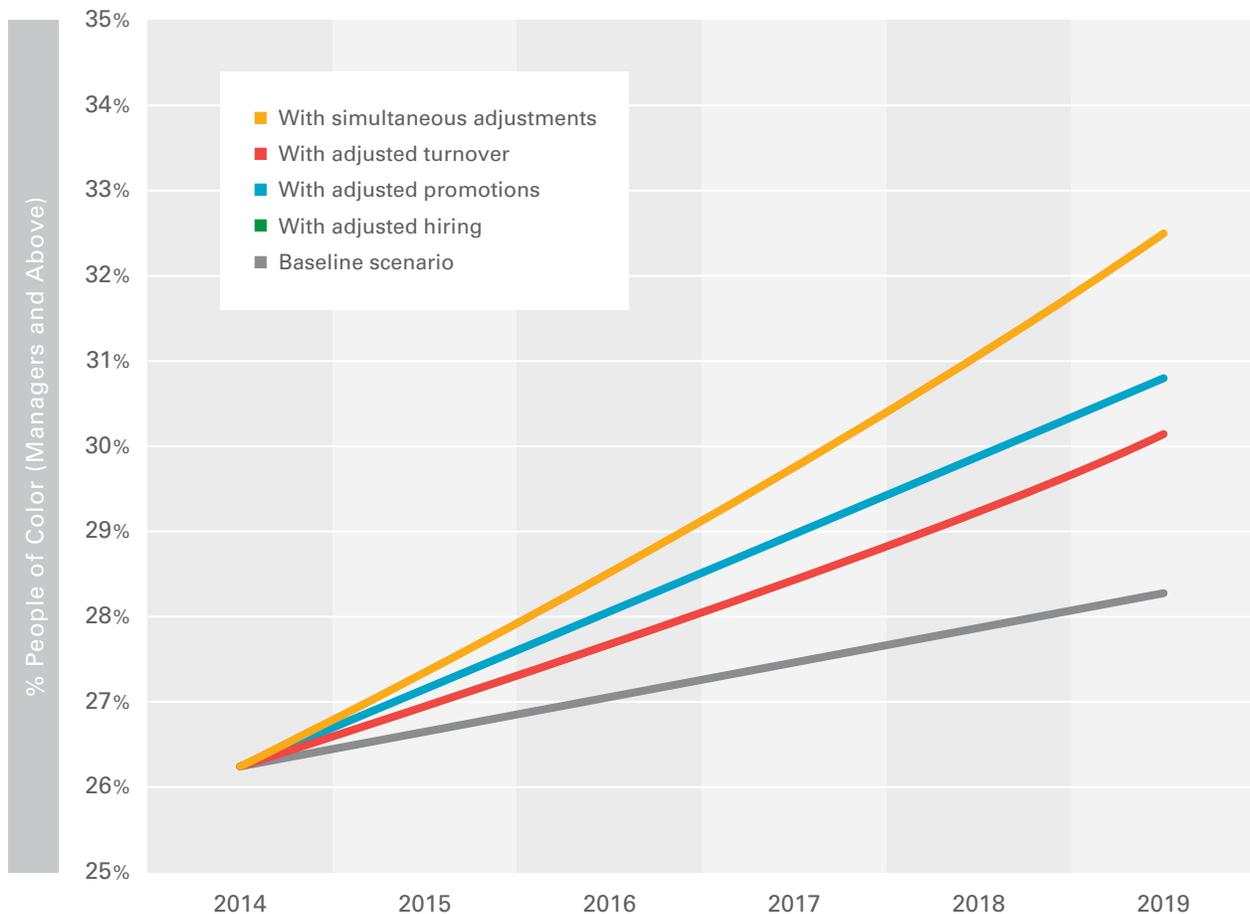


Figure 4. Projected Representation of People of Color at Executive and Management Levels. The green line is not visible because hiring rates already favor people of color (i.e., the green line is underneath the grey baseline).

MULTI-SYSTEM OPERATORS

The ILM map in Figure 5 shows the flow of talent in 2014 throughout the participating multi-system operators.¹⁷ The majority of employees are located at the Staff level (~64%), with about 16% at the Professional level and 19% at the Manager level. Only about 1% of employees are at the Executive/Sr. Manager level. Similar to what we saw for the overall ILM map for the cable telecommunications industry, upward movement out of the Staff level at multi-system operators is limited (2.3% promotion rate), with substantially more movement from the Professional level to the Manager level (12.1% promotion rate). Moves into the Executive/Sr. Manager level are very rare (0.4% promotion rate). Moreover, hire rates and exit rates are higher at lower levels of the career hierarchy.



Figure 5. Internal Labor Market Map for Multi-System Operators. The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map excludes blue collar workers.

¹⁷ The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The Blue Collar career level has been excluded from the ILM map.

The ILM map in Figure 6 depicts the flow of employees of color and white employees in 2014 for multi-system operators.¹⁸ The map shows that the representation of employees of color is lower at higher career levels, ranging from 49% at the Staff level to 13% at the Executive/Sr. Manager level. The promotion rate for employees of color is lower than the promotion rate for white employees at each career level. Moreover, across all levels, exit rates are higher for employees of color than for white employees. On the other hand, hire rates are greater for employees of color as compared to white employees.

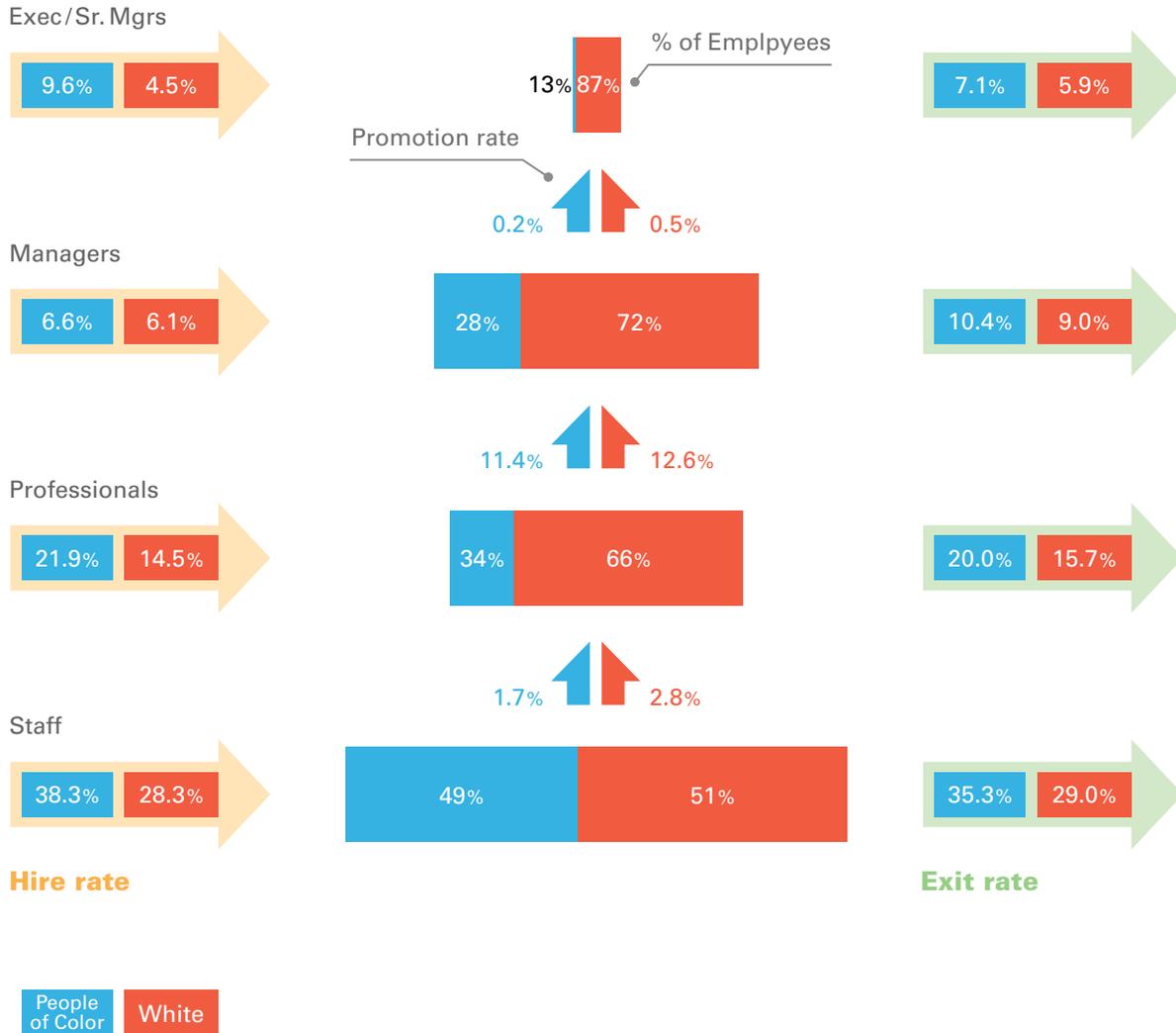


Figure 6. Internal Labor Market Map for Multi-System Operators by Minority Status. The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map excludes blue collar workers.

¹⁸ The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The Blue Collar career level has been excluded from the ILM map.

Figure 7 shows that if the workforce dynamics experienced by multi-system operators in 2014 continue over the next five years, representation of people of color at executive and manager levels can be expected to increase by about two percentage points over the next five years, from approximately 27% to more than 29%. However, if the promotion and turnover rates of people of color, where they are not commensurate with their white counterparts, are brought into alignment, representation of people of color at executive and manager levels can be expected to increase over the next five years to close to 33%.

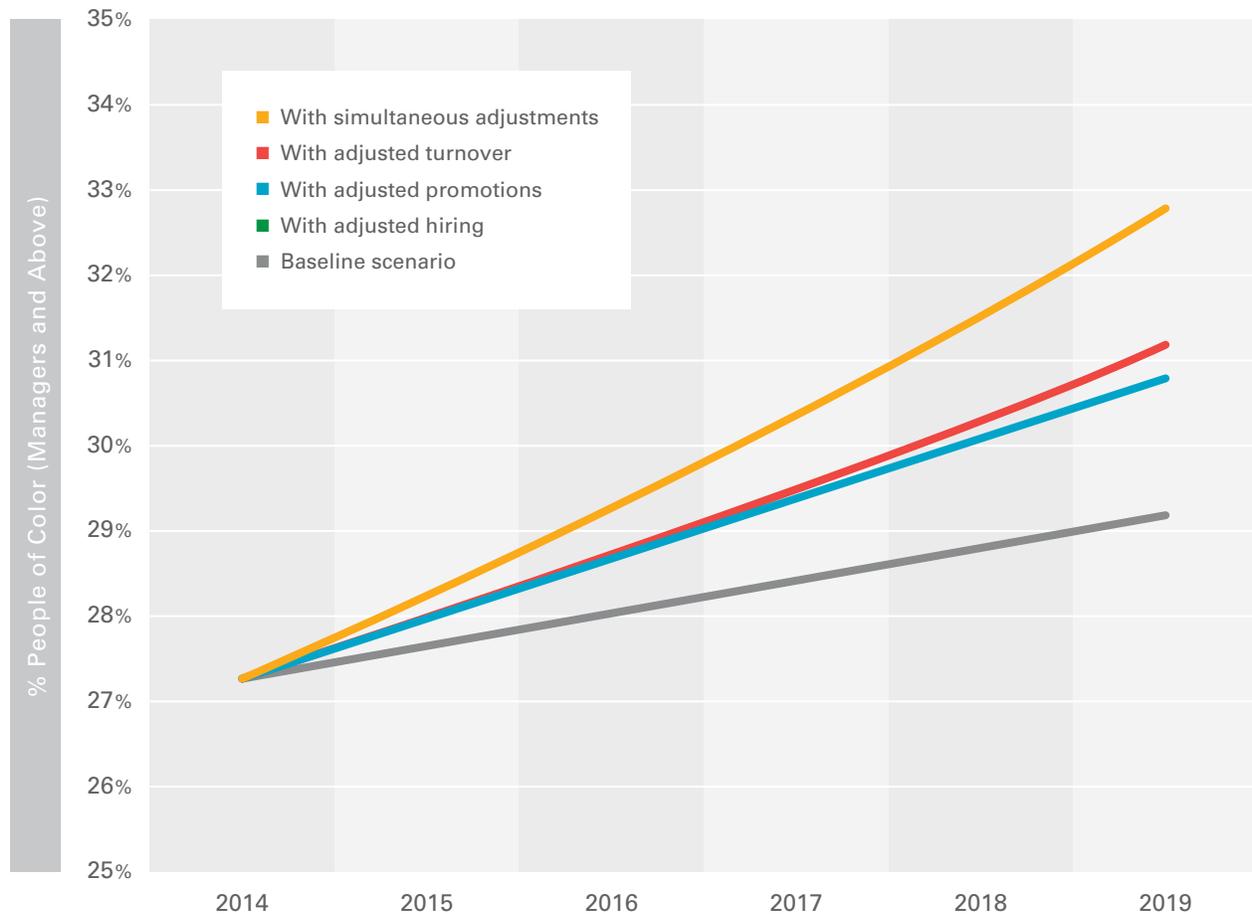


Figure 7. Projected Representation of People of Color at Executive and Management Levels for Multi-System Operators. The green line is not visible because hiring rates already favor people of color (i.e., the green line is underneath the grey baseline).

PROGRAMMERS

The ILM map in Figure 8 shows the flow of talent in 2014 throughout the participating programming organizations.¹⁹ Unlike the ILM map for the cable telecommunications industry overall and the ILM map for multi-system operators, the largest career level for programmers is the Professional level (~41%) rather than the Staff level. The Staff level among programmers contains roughly 26% of employees and the Manager level contains about 29%. The remaining employees are at the Executive/Sr. Manager level (~5%). Moreover, unlike the overall ILM map and the multi-system operator ILM map, where upward movement out of the Staff level is very limited, the promotion rate out of the Staff level into the Professional level exceeds 10%. Hire rates show that the primary points of entry into these organizations are at the Staff and Professional levels, although hires occur at all levels.



Figure 8. Internal Labor Market Map for Programmers. The ILM map reflects 12 programmers that provided the information needed to create the map. The map excludes blue collar workers.

¹⁹ The ILM map reflects 12 programmers that provided the information needed to create the map. The Blue Collar career level has been excluded from the ILM map.

The ILM map in Figure 9 illustrates the flow of employees of color and white employees for programmers in 2014.²⁰ The representation of employees of color declines moving up the career hierarchy, ranging from 36% at the Staff level to 18% at the Executive/Sr. Manager level. The promotion rate at each level is higher for white employees than for employees of color. Moreover, at each career level, the exit rate is higher for people of color as compared to white employees. The hire rate for employees of color at each level exceeds the hire rate for white employees, showing that programming organizations are successfully recruiting people of color into their organizations.

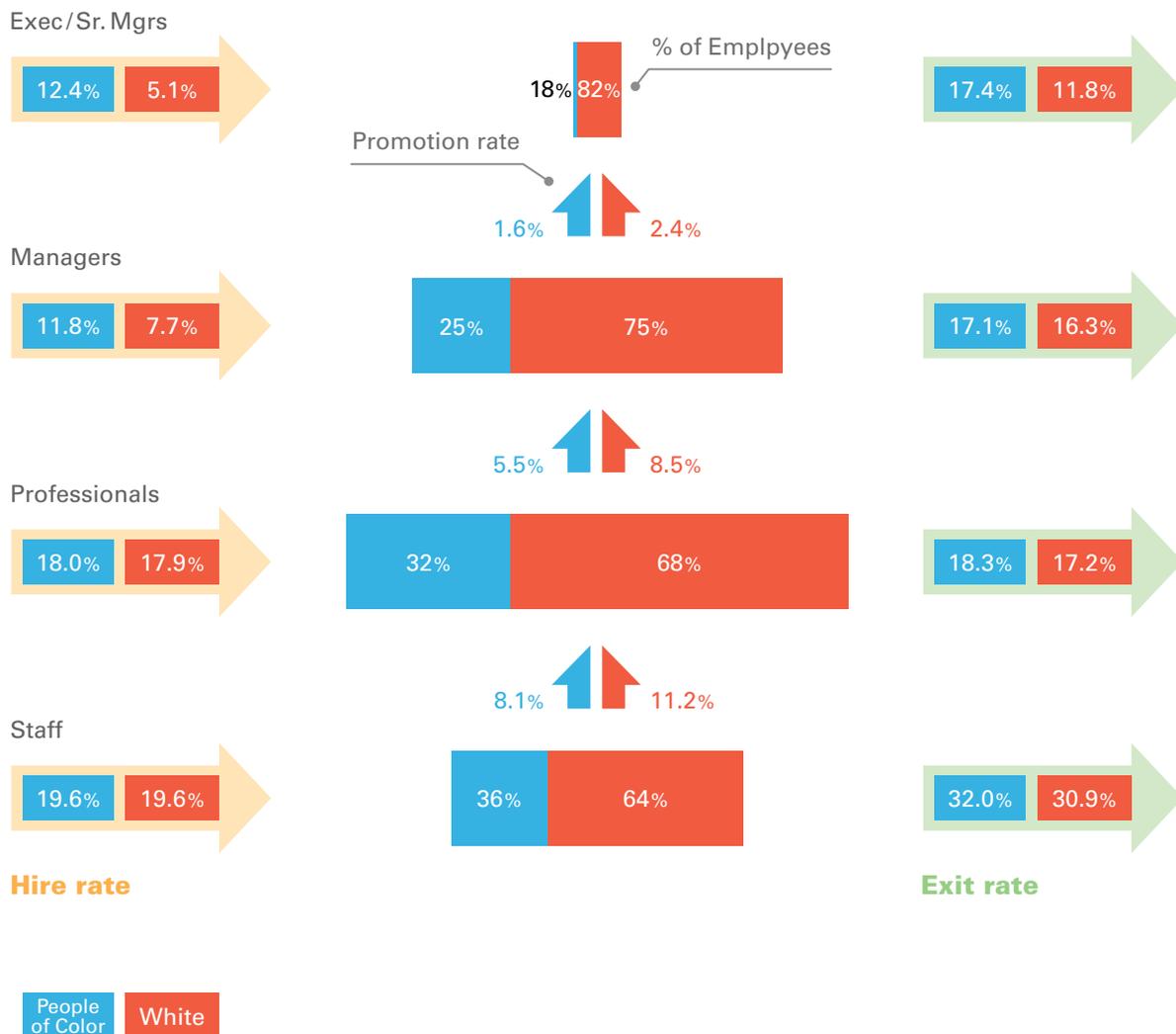


Figure 9. Internal Labor Market Map for Programmers by Minority Status. The ILM map reflects 12 programmers that provided the information needed to create the map. The map excludes blue collar workers.

20 The ILM map reflects 12 programmers that provided the information needed to create the map. The Blue Collar career level has been excluded from the ILM map.

Figure 10 shows that if the recent workforce dynamics experienced by programmers persist over the next five years, representation of people of color at executive and manager levels would be expected to increase over the next five years from 25% to more than 27%. Moreover, if programmers successfully increase the promotion rates of employees of color and reduce the turnover rates of employees of color such that they match those of white employees, representation of people of color at executive and manager levels would be expected to increase over the next five years to 32%.

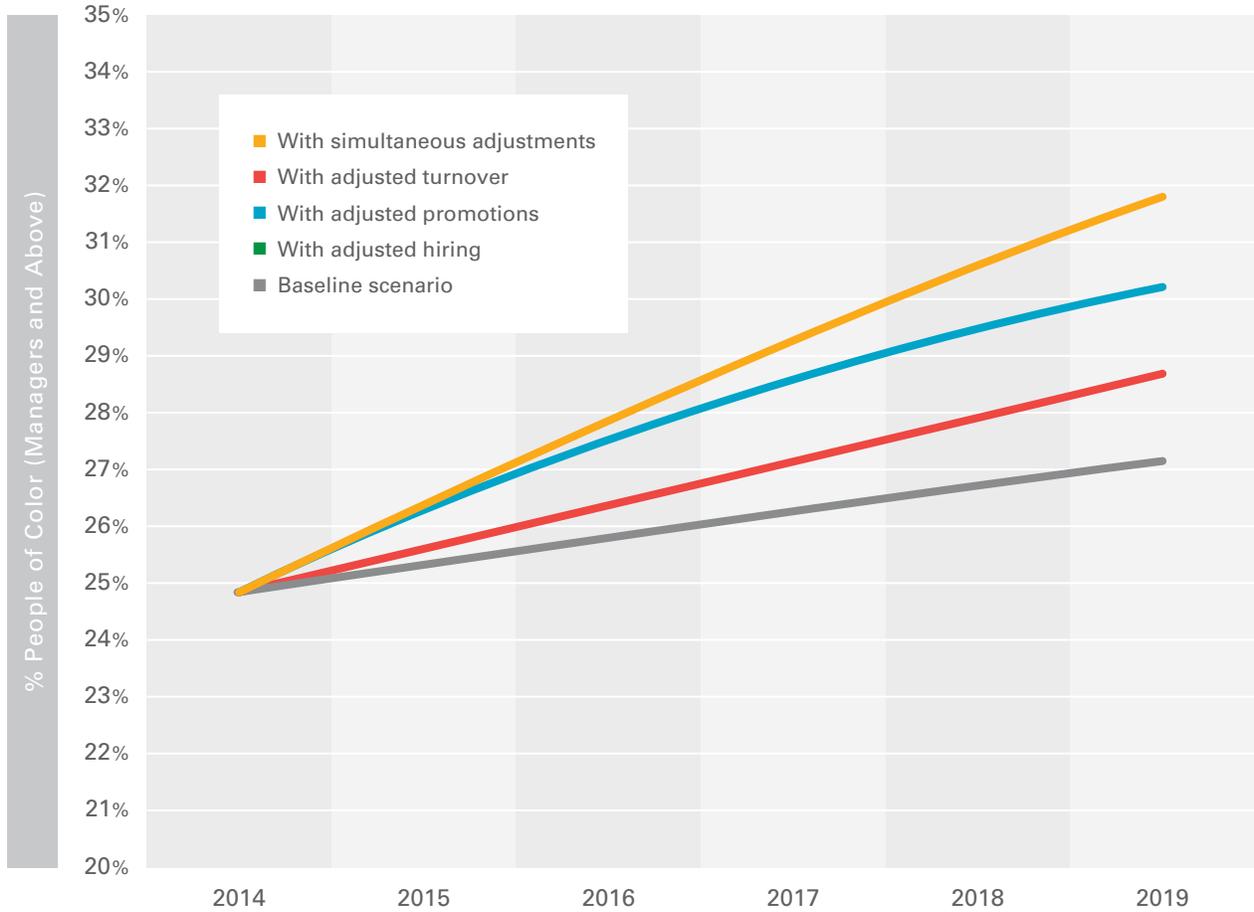


Figure 10. Projected Representation of People of Color at Executive and Management Levels for Programmers. The green line is not visible because hiring rates already favor people of color (i.e., the green line is underneath the grey baseline).

9

DIVERSITY POLICIES AND PRACTICES

As part of the 2015 NAMIC AIM survey, participating organizations were asked about their diversity policies and practices. The head of HR is most commonly the person responsible for spearheading diversity and inclusion initiatives (46%), followed by the head of diversity & inclusion (31%), and, less frequently, the CEO/President (23%). Note that participants were allowed to provide multiple responses to this question (i.e., identify more than one person who is responsible for spearheading diversity and inclusion initiatives). Forty-four percent of responding organizations have staff dedicated exclusively to diversity and inclusion (see Table 16). The proportion is similar for multi-system operators (56%) and programmers (54%). For organizations with staff dedicated exclusively to diversity and inclusion, the median number of full-time equivalent employees (FTEs) on staff is 4, although this figure is higher for programmers (6 FTEs) than for multi-system operators (4 FTEs). Moreover, 63% of responding organizations have an internal group that focuses on diversity. For organizations with an internal group, all of them report that the group contains a senior executive, the CEO and/or a direct report.

Table 16

Diversity-related Staff and Internal Groups

	2015 Industry	2015 Multi-System Operators	2015 Programmers
Organization has staff dedicated exclusively to diversity and inclusion	44%	56%	54%
Median number of full-time equivalent employees (FTEs) on staff dedicated exclusively to diversity and inclusion*	4.0%	4.0%	6.0%
Organization has an internal group that focuses on diversity	63%	67%	62%
If organization has an internal group, senior executive, CEO and/or direct report is a member of the group	100%	100%	100%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

*Excludes organizations reporting zero FTEs dedicated exclusively to diversity and inclusion.

The 2015 NAMIC AIM survey collected information from participating organizations on the ways in which CEOs in the cable telecommunications industry demonstrate support for diversity initiatives. The most common ways in which CEOs in the industry demonstrate support for diversity initiatives are (1) taking responsibility for signing off on diversity metrics and programs (50%); (2) ensuring that the corporate vision statement incorporates diversity (46%); (3) having a diversity- and inclusion-related personal quote on the corporate website (46%); and (4) regularly meeting with employee resource groups/affinity groups (38%). Across all of these, the CEOs of multi-system operators are more likely to engage in these activities than the CEOs of programmers. The full results are detailed in Table 17.

Table 17

Ways in Which CEOs Demonstrate Support for Diversity Initiatives

	2015 Industry	2015 Multi-System Operators	2015 Programmers
Takes responsibility for signing off on diversity metrics and programs	50%	83%	46%
Ensures the corporate vision statement incorporates diversity and inclusion	46%	83%	38%
Has diversity and inclusion related personal quote on the corporate website	46%	67%	38%
Regularly meets with various employee resource groups/affinity groups	38%	67%	23%
Assigns individuals to be members of the diversity council	29%	50%	23%
Takes responsibility for signing off on executive compensation targets tied to diversity	29%	50%	23%
Takes responsibility for signing off on supplier diversity goals	25%	50%	23%
Formally heads up the diversity council	17%	50%	8%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

The 2015 NAMIC AIM survey also requested information on the frequency with which responding organizations engaged in eighteen key diversity practices (see Table 18). The three most common practices are (1) community outreach related to diversity (81%), (2) routinely checks for and acts to close gender and race/ethnicity gaps in hiring rates (81%), and (3) leadership development opportunities are specifically tailored for women and people of color (73%). The three least common diversity-related practices employed by responding organizations are (1) bonus/incentive pay for management is linked to the achievement of organizational diversity goals (19%), (2) programs with a focus on global/international diversity exist in the organization (31%), and (3) people managers are held accountable for diversity-related tasks or outcomes in the performance management process (33%).

Multi-system operators are more likely than programmers to engage in certain key diversity practices. For example, 78% of multi-system operators report that they align their diversity strategy with business goals and objectives, compared to 46% of programmers. Furthermore, 67% of multi-system operators develop strategies to ensure diversity in suppliers and contractors, compared to 42% of programmers. Additionally, for 56% of multi-system operators, people managers are held accountable for diversity-related tasks or outcomes in the performance management process, compared to 31% of programmers. On the other hand, programmers are more likely than multi-system operators to routinely check for and act to close gender and race/ethnicity gaps in hiring rates (92% of programmers vs. 67% of multi-system operators), turnover rates (85% of programmers vs. 56% of multi-system operators), and promotion rates (77% of programmers vs. 56% of multi-system operators). Also, programmers are more likely than multi-system operators to have mentoring programs for women and people of color (75% of programmers vs. 56% of multi-system operators) and to have programs with a focus on global/international diversity (58% of programmers vs. 11% of multi-system operators).



Table 18

Percent of Organizations Engaging in Key Diversity Practices

	2015 Industry	2015 Multi-System Operators	2015 Programmers
Community outreach is related to diversity (e.g., links between organization and educational institutions, government, etc.)	81%	89%	85%
Routinely checks for and acts to close gender and race/ethnicity gaps in hiring rates	81%	67%	92%
Leadership development opportunities are specifically tailored for women and people of color	73%	89%	83%
Routinely checks for and acts to close gender and race/ethnicity gaps in turnover rates	70%	56%	85%
Routinely checks for and acts to close gender and race/ethnicity gaps in promotion rates	67%	56%	77%
Routinely checks for and acts to close gender and race/ethnicity gaps in performance ratings	63%	67%	69%
Targeted leadership development opportunities (e.g., mentoring, coaching, etc.) are designed to increase diversity in higher-level positions	62%	56%	67%
Aligns its diversity strategy with its business goals and objectives	56%	78%	46%
Mentoring programs for women and people of color	54%	56%	75%
Develops strategies to ensure diversity in its suppliers, contractors, etc.	54%	67%	42%
Employee attitude/satisfaction/engagement survey includes items that relate to organizational diversity and inclusion	50%	56%	67%
Routinely reviews and acts upon employee attitude/satisfaction/engagement survey responses by gender and race/ethnicity	48%	56%	62%
Diversity awareness is celebrated in the form of different cultural events (e.g., Black History Month, Hispanic Heritage Month, etc.)	46%	33%	58%
Sponsorship programs for women and people of color	42%	56%	42%
Employee affinity groups/ERGs exist in the organization (e.g., employee resource networks, which are groups formed around an aspect of diversity)	35%	33%	50%
People managers are held accountable for diversity-related tasks or outcomes in the performance management process	33%	56%	31%
Programs with a focus on global/international diversity exist in the organization	31%	11%	58%
Bonus/incentive pay for management is linked to the achievement of organizational diversity goals	19%	22%	25%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

Looking at diversity and inclusion training, 52% of organizations participating in the 2015 NAMIC AIM survey provided diversity and inclusion training in 2014. Multi-system operators were more likely (78%) than programmers (38%) to offer diversity and inclusion training in 2014. For organizations that offered diversity and inclusion training in 2014, a majority responded that training is mandatory (as opposed to voluntary) (see Table 19). Specifically, 57% have mandatory training for executives and senior-level managers, for entry and mid-level managers, and for entry-level employees. Multi-system operators are more likely than programmers to have mandatory training. For example, 71% of multi-system operators have mandatory diversity and inclusion training for executives and senior-level managers, as compared to 20% of programmers.

Table 19

Mandatory vs. Voluntary Diversity and Inclusion Training

		2015 Industry	2015 Multi-System Operators	2015 Programmers
Executive and senior-level managers	Mandatory	57%	71%	20%
	Voluntary	43%	29%	80%
Entry and mid-level managers	Mandatory	57%	71%	20%
	Voluntary	43%	29%	80%
Entry-level employees	Mandatory	57%	57%	40%
	Voluntary	43%	43%	60%

Table reflects organizations that offered diversity and inclusion training in 2014. Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

New to the NAMIC AIM survey this year, respondents were asked to provide information on the ways in which their organizations support LGBT employees in the workplace, veterans returning to the civilian workforce, and people with disabilities.

SUPPORT FOR LGBT EMPLOYEES

Across respondents, the most common ways in which organizations support LGBT employees in the workplace are a publicized commitment to LGBT employees (56%), and supervisory training that includes sexual orientation and gender identity as topics (56%) (see Table 20). The study revealed that 44% of organizations have LGBT-focused employee affinity groups or ERGs. Relatively few organizations have sponsorship programs (11%), targeted leadership development programs (11%), or mentoring programs (28%). Programmers are considerably more likely to have supervisory training that includes sexual orientation and gender identity as topics (78% for programmers vs. 50% for multi-system operators), while multi-system operators are considerably more likely to have a senior-level champion for LGBT hiring, development, and retention efforts (50% for multi-system operators vs. 22% for programmers).

Table 20

Ways in which organizations support LGBT employees in the workplace

	2015 Industry	2015 Multi-System Operators	2015 Programmers
Publicized commitment to LGBT employees	56%	50%	67%
Supervisory training includes sexual orientation and gender identity as topics	56%	50%	78%
Employee affinity groups/ERGs	44%	50%	56%
Senior-level champion for LGBT hiring, development, and retention efforts	33%	50%	22%
Mentoring programs	28%	33%	33%
Sponsorship programs	11%	0%	22%
Targeted leadership development programs	11%	0%	22%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

SUPPORT RETURN OF VETERANS TO THE CIVILIAN WORKFORCE

In terms of veterans, the most common ways in which participating organizations support veterans returning to the civilian workforce are through a public commitment to hire, train, and support veterans (76%) and a careers web site that includes a section on veteran recruitment (71%) (see Table 21). Furthermore, more than half of participating organizations have a senior-level champion for veteran hiring, development, and retention efforts. Targeted leadership development programs (5%), internal training programs that are designed specifically for veterans (14%), and sponsorship programs (14%) are relatively uncommon. All of the responding multi-system operators have a careers web site that includes a section on veteran recruitment, compared to 60% of programmers. Moreover, 75% of multi-system operators have a senior-level champion for veteran hiring, development, and retention efforts, compared to 40% of programmers.

Table 21

Ways in which organizations support return of veterans to the civilian workforce

	2015 Industry	2015 Multi-System Operators	2015 Programmers
Public commitment to hire, train, and support veterans	76%	88%	90%
Careers web site includes section on veteran recruitment	71%	100%	60%
Senior-level champion for veteran hiring, development, and retention efforts	57%	75%	40%
Dedicated recruiting team	43%	63%	40%
Employee affinity groups/ERGs	38%	38%	50%
Mentoring programs	24%	25%	30%
Sponsorship programs	14%	25%	10%
Internal training program designed specifically for veterans	14%	13%	20%
Targeted leadership development programs	5%	0%	10%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

SUPPORT FOR PEOPLE WITH DISABILITIES

Sixty-two percent of responding organizations have a public commitment to hire, train, and support people with disabilities (see Table 22). Moreover, close to half of responding organizations (48%) have a careers web site that includes a section on recruitment for people with disabilities, and 43% have a recruiting team dedicated to people with disabilities. No organizations have targeted leadership development programs, and sponsorship programs (5%) and internal training programs designed specifically for people with disabilities (10%) are uncommon. Across the support mechanisms surveyed, multi-system operators are more likely to offer support to people with disabilities. For example, 88% of multi-system operators have a public commitment to hire, train, and support people with disabilities, compared to 55% of programmers. Moreover, 75% of multi-system operators have a careers web site that includes a section on recruitment for people with disabilities, compared to 36% of programmers. Lastly, 63% of multi-system operators have a recruiting team dedicated to people with disabilities, compared to 36% of programmers.

Table 22

Ways in which organizations support people with disabilities

	2015 Industry	2015 Multi-System Operators	2015 Programmers
Public commitment to hire, train, and support people with disabilities	62%	88%	55%
Careers web site includes section on recruitment for people with disabilities	48%	75%	36%
Dedicated recruiting team	43%	63%	36%
Employee affinity groups/ERGs	33%	38%	36%
Senior-level champion for hiring, development, and retention efforts for people with disabilities	29%	50%	18%
Mentoring programs	24%	25%	27%
Internal training program designed specifically for people with disabilities	10%	13%	9%
Sponsorship programs	5%	13%	0%
Targeted leadership development programs	0%	0%	0%

Note: Percentages have been rounded to the nearest whole percent. Industry results include operators, programmers, and others (i.e., suppliers, non-profits).

10

ACHIEVING SUSTAINABLE WORKFORCE DIVERSITY AND INCLUSION²¹

Your company's diversity is an outcome to be managed, and reflects your organization's internal labor market dynamics. The key to effective diversity management is understanding what workforce you've created, where it's headed, and where it needs to go. . . and then to focus on those interventions that are likely to be most effective for your organization. Moreover, workforce diversity can only be sustained if it is supported by an inclusive culture (as defined by values, norms, behaviors, leadership, and organizational practices). Managing both the internal labor market and cultural dynamics are fundamental to achieving sustainable workforce diversity and inclusion. Unfortunately, many organizations struggle with building a truly inclusive environment. From Mercer's experience, this happens for three key reasons: (1) The "Data" challenge; (2) the "Culture" challenge; and the "Implementation" challenge.

THE "DATA" CHALLENGE

Many organizations lack the evidence that reflects the reality of their internal labor market. Without such evidence, they struggle to measure progress, tackle the right issues, lobby for action, and galvanize business leaders to support the cause. Mercer strongly believes that to address their diversity and inclusion challenges, organizations need to look closely at their own data, understand the story their data is telling them, identify root-cause drivers of success, and focus their leaders and their strategies on those drivers. "Cutting and pasting" does not work; what works for one organization will not generally work for others, even within the same industry.

THE "CULTURE" CHALLENGE

Inclusiveness is not a "natural" outcome of greater diversity. Many organizations struggle to counteract the natural tendencies of their cultures towards assimilation, fragmentation, and/or divisiveness. Inclusiveness is often created as the result of a new breed of "inclusive" leaders, who clearly comprehend and use their culture-shaping power. The challenge here is two-fold: developing such leaders takes time; and confronting and addressing non-inclusive behaviors takes courage.

²¹ The views and opinions expressed in this section are solely those of Mercer. These views and opinions do not necessarily represent those of NAMIC or the Kaitz Foundation.

THE “IMPLEMENTATION” CHALLENGE

Diversity and inclusion initiatives are implemented successfully when the following key conditions are in place: (1) company-specific business case; (2) strong commitment from the top, combined with clear accountability; (3) well-defined and measurable goals and outcomes; (4) key stakeholder alignment and support; and (5) integration with HR and business processes and practices (including performance management, workforce planning, talent development, succession planning, etc.). When these conditions are not sufficiently met, implementation of diversity and inclusion initiatives often stagnates.

KEYS TO BUILDING A SUCCESSFUL DIVERSITY AND INCLUSION STRATEGY

An effective diversity and inclusion strategy must bring senior leaders together to develop data-driven tactics that are measurably aligned with business goals, and that act as the basis for your overall talent plan design. The process should begin with an assessment that draws on qualitative and quantitative data to clarify current-state issues and to identify opportunities. The right strategy will depend on your organization’s unique culture, workforce makeup, and business challenges. A key first step in implementation will be engaging leaders in a development experience that allows them to enhance their diversity leadership, since visible leadership is vital to successful execution.

Ultimately, diversity and inclusion is a culture change initiative. To make a lasting difference that can withstand leadership changes and business cycles, diversity and inclusion must be an integral part of how the organization goes about its daily business. Making deep, cultural changes will require support from internal partners across multiple functions and levels; a strategy that draws goals directly from the business strategy; integration with the complete suite of people management systems and processes; and diversity “champions” with the skills and cultural competency essential to bringing these first three elements together.

11

CONCLUSIONS

The 2015 NAMIC AIM Survey shows that the proportion of full-time employees in the cable telecommunications industry who are people of color is 39%. The percentage of executives and senior-level managers in the cable telecommunications industry who are people of color is 16%, while the percentage of entry and mid-level managers who are people of color is 27%. Moreover, despite lower promotion rates and higher exit rates for people of color, robust hire rates suggest that the percentage of people of color at executive and management levels is expected to increase from its current level of 26% to just shy of 29% in five years.

Figure 11 shows the five-year industry outlook assuming recent workforce dynamics persist (i.e., under the “Baseline” scenario) as well as under the assumption that organizations are able to close gaps in promotion and turnover rates. If organizations are able to promote and retain people of color at the same rates as their white counterparts, we expect to see further increases in the representation of people of color at executive and management levels over the next five years. Specifically, if organizations are able to close promotion and retention gaps, the representation of people of color at executive and management levels is expected to reach 32% in the next five years.

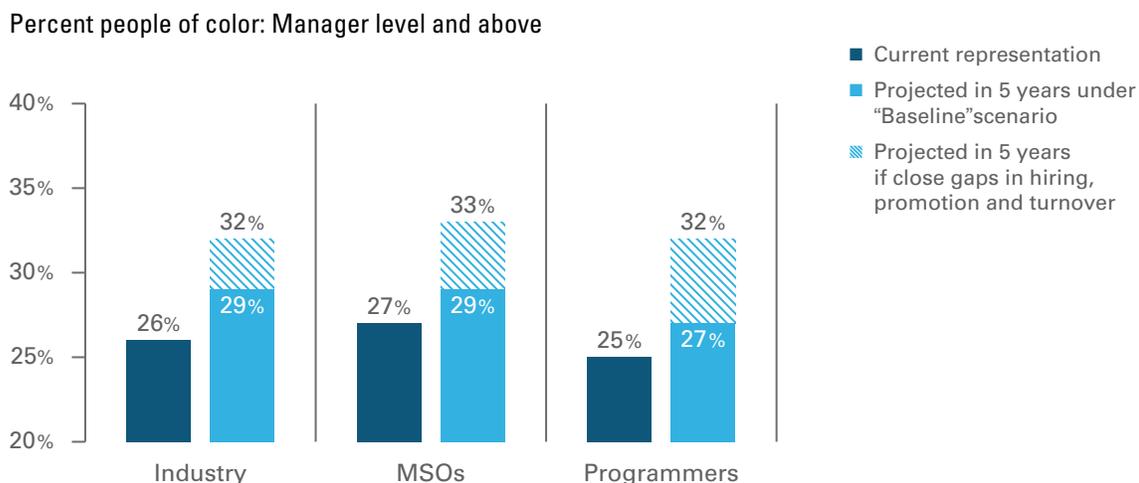


Figure 11. The industry outlook.

The 2015 survey shows that cable telecommunications companies do a good job at recruiting people of color. To improve diversity outcomes at the executive and manager levels, however, companies must also focus on the retention and development of people of color. NAMIC will continue to use its education, advocacy, and empowerment resources, along with its solution-building strategic initiatives, to partner with the cable telecommunications industry in the goal of continued business success aligned with an increasingly diverse, increasingly knowledgeable consumer base.

12

DEFINITIONS

Advertising Sales – Includes employees in traditional and digital sales.

Blue Collar – Includes production and / or operations workers.

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

Call Center / Customer Support – Employees provide customer-facing support and manage billing, installation, cross-marketing and other communications directly with customers via telephone, e-mail, web-based online chat, fax or other technologies.

Call Center / Customer Support Management – Includes employees who manage call center / customer support employees.

Compressed Workweeks – Allows full-time employees to work longer days for part of the week or pay period in exchange for shorter days, or a day off, each week or pay period.

Creative and / or Content Development – Employees develop and oversee the creation of content, including on-air promotion and production.

Digital Media – Employees develop and operate new content delivery platforms and services, including designing customer interface and running technology that supports new business, such as websites and distributed content platforms. There may be overlap between this category and IT project management and project development.

Employee Resource Networks (ERGs) – Groups formed around an aspect of diversity within an organization.

Enterprise / Mid-Market, Business-to-Business Sales and Support – Includes traditional and digital.

Executive and Senior-Level Managers – Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of enterprises / organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. Examples of these kinds of managers are: chief executive officers, chief operating officers, chief financial officers, line of business heads, presidents or executive vice presidents of functional areas or operating groups, chief information officers, chief human resources officers, chief marketing officers, chief legal officers, management directors and managing partners.

Executive / Senior Managers – Includes employees who determine policy and direction of the organization or a functional area and direct its activities, usually through other managers.

They control the selection of senior employees and the allocation of resources.

Entry and Mid-Level Managers – Individuals who serve as managers, other than those who serve as Executive / Senior-Level Officials and Managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the Executive / Senior-Level management and typically lead major business units. They implement policies, programs and directives of executive / senior management through subordinate managers and within the parameters set by Executive / Senior-Level management. Examples of these kinds of managers are: vice presidents and directors, group, regional or divisional controllers; treasurers; human resources, information systems, marketing, and operations managers. Also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises / organizations, conveying the directions of higher level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and non-exempt personnel. Examples of these kinds of managers are: first-line managers; team managers; unit managers; operations and production managers; branch managers; administrative services managers; purchasing and transportation managers; storage and distribution managers; call center or customer service managers; technical support managers; and brand or product managers.

Flextime – Allows employees to choose their work hours within limits established by the employer.

Job Sharing – Two or more employees share the responsibilities, accountability, and compensation of one full-time job.

Managers – Includes employees who co-ordinate and organize the activities of a discrete unit or service within the organization, usually reporting to a senior manager. They establish operational and administrative procedures, formulate policy relevant to their areas, and organize, lead and direct others to achieve their goals.

People of Color – Includes those classified as Hispanic/Latino, African American/Black, Native Hawaiian/Pacific Islander, Asian, American Indian/Alaskan Native, or Two or More Races.

Professionals – Most jobs in this category require bachelor and graduate degrees, and / or professional certification. In some instances, comparable experience may establish a person's qualifications. Most occupations in this group are responsible for professional & technical day-to-day activities of the division / company. In some instances, relevant experience is required in addition to the formal qualification. Senior positions may take team leader roles designed around specialist expertise rather than people management. Examples of these kinds of positions include: accountants and auditors; airplane pilots and flight engineers; architects; artists; chemists; computer programmers; designers; dieticians; editors; engineers; lawyers; librarians; mathematical scientists; natural scientists; registered nurses; physical scientists; physicians and surgeons; social scientists; teachers; and surveyors.

Race / Ethnicity - Excludes those classified as Hispanic/Latino from the six race designations. For example, African American/Black should be interpreted as African American/Black (not Hispanic/Latino) and White should be interpreted as White (not Hispanic/Latino).

Regional Management – Includes management employees who work in the organization's regional or divisional offices.

Shift Flexibility – Allows employees to coordinate with co-workers to adjust their schedules by trading, dropping, or picking up shifts.

Staff – Includes clerical, operational support and technicians – excluding blue-collar employees. Include employees who perform operational tasks according to specific standards and guidelines. Most occupations in this group require only limited job knowledge or relevant experience.

Technology Non-management – Includes non-management employees who are involved in the integrated planning, design, optimization and operation of technological products, processes and services.

Technology Management – Includes management employees who are involved in the integrated planning, design, optimization and operation of technological products, processes, and services.

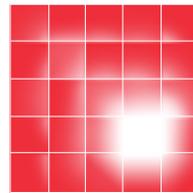
Terminations – Includes voluntary and involuntary termination, and retirement.

Year-end Revenue – Revenue for the latest completed fiscal year, reported in U.S. dollars. Revenue includes total sales, earnings, and all other income (pre-tax), which are found on financial statements. Revenue for U.S. operations only, including its territories, is reported.



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