



THE **NAMIC** **AIM**

2013 NAMIC AND WICT CABLE TELECOMMUNICATIONS INDUSTRY WORKFORCE DIVERSITY SURVEY

IN COLLABORATION WITH MERCER



EXECUTIVE SUMMARY



Underwritten by the Walter Kaitz Foundation

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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 2,200 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 ensuring that the leadership cadres of our nation's communications industry giants reflect the multi-ethnic richness of the populations they serve. Please visit www.namic.com for more information about NAMIC and its many opportunities.

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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 42 countries, and the firm operates in over 140 countries. Mercer is a wholly owned subsidiary of Marsh & McLennan Companies (NYSE: MMC), a global team of professional services companies offering clients advice and solutions in the areas of risk, strategy, and human capital.

ABOUT THE WALTER KAITZ FOUNDATION

As the cable industry's national foundation dedicated to advocating for diversity, the Walter Kaitz Foundation was established with the purpose of advancing the contributions of women and ethnic minorities in cable telecommunications. The Foundation was launched as a not-for-profit to provide resources and significant funding to organizations that support vital programs and initiatives that furthers diversity's cause.

ABOUT THIS REPORT

For the second time (the first being in 2011), the National Association for Multi-Ethnicity in Communications (NAMIC) and Women in Cable Telecommunications (WICT) teamed up 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—to form the 2013 NAMIC and WICT Cable Telecommunications Industry Diversity Survey. Mercer is the third-party expert engaged by NAMIC and WICT to conduct the survey. The Walter Kaitz Foundation funded this project.

Launched in 1999 and re-branded in 2011 as the NAMIC AIM (Advancement Investment Measurement), this important research provides a baseline of statistics on the status of multi-ethnic employment in the cable telecommunications industry. Now in its seventh 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 in the early phases of shaping their careers strategically. 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 instrument comprised 49 quantitative and qualitative questions. In May 2013, an e-mail invitation that included a hyperlink to the survey was sent to approximately 80 companies. The survey was accessible for ten weeks, with periodic reminders sent to non-respondents. These efforts resulted in twenty-five companies completing the survey. Thirteen of these were programmers, nine were multi-system operators, and three were either industry suppliers or nonprofits.

According to a recent study, cable programmers, multi-system operators, and related businesses directly employ 381,300 people in the United States.¹ The twenty-five companies that responded to the survey represent approximately 225,000 U.S. full-time and part-time employees, or roughly 59% of this workforce, suggesting that the survey results are representative of the cable telecommunications industry.

In addition to capturing information on diversity at the highest leadership levels within the industry, as has been done in past surveys, this year's survey also 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 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 own organization's workforce dynamics.

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, 2011 information was captured for all industries, for the Information sector (NAICS 51), and for the Broadcasting (NAICS 515) and Telecommunications (NAICS 517) industries.² Each survey participant received custom representation benchmarks reflective of the organization's largest work locations.

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

¹Bortz Media & Sports Group, Inc. (2013). *Cable Across America: An Economic Impact Report 2012*. 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/>.

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 2013 and survey respondents were asked to report on 2012 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 2013 data.

Quantitative survey benchmarks for the 2011 NAMIC AIM survey were calculated using a different methodology than the methodology used to generate quantitative benchmarks for the 2013 NAMIC AIM survey (and prior NAMIC AIM surveys). Thus, changes in survey benchmarks between 2011 and 2013 may be due, in part, to methodological differences.

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EXECUTIVE SUMMARY: 2013 NAMIC AIM HIGHLIGHTS

This executive summary highlights key findings from the 2013 NAMIC AIM cable telecommunications industry diversity survey. The findings reflect the responses of twenty-five participating organizations, thirteen of which are programmers, nine of which are multi-system operators, and three of which are industry suppliers or nonprofits. Collectively, these twenty-five companies employ more than 225,000 people.

Key Highlights

- **The proportion of people of color among full-time employees increased.** Across responding organizations, 38% of employees are people of color. This represents a five percentage point increase from the 2011 NAMIC AIM survey. Moreover, this figure is higher than the four national benchmarks collected, which have representation of people of color ranging from 32% to 36%. This sizable increase in representation appears to be driven by a nine percentage point increase for multi-system operators (from 30% in 2011 to 39% in 2013). On the other hand, programmers experienced a decrease in the proportion of people of color among full-time employees, falling from 37% in 2011 to 33% in 2013.
- **The percentage of executives and senior-level managers that are people of color has declined.** In the 2011 NAMIC AIM survey, 19% of executive/senior-level officials and managers were people of color; this figure declined to 15% in 2013. The decrease was driven by a decline among programmers, which experienced a seven percentage point reduction in the proportion of its executive/senior-level officials and managers that are people of color (from 24% to 17%). The proportion for multi-system operators remained steady at 12%. These figures are generally comparable to the national benchmarks, which range from 12%-14%.
- **Entry and mid-level managers experienced gains in the representation of people of color.** Currently, 26% of first/mid-level officials and managers are people of color. This is two percentage points higher than was found for participants in the 2011 NAMIC AIM survey. This increase was due to a nine percentage point increase for multi-system operators, which increased from 18% in 2011 to 27% in 2013. However, the percentage of first/mid-level officials and managers that are people of color for programmers fell from 31% in 2011 to 26% in 2013. The figures for multi-system operators and programmers equal or exceed the national benchmarks.
- **The percentage of board members that are people of color stayed the same.** For responding organizations, the percentage of board members that are people of color is 14%, which is the same as was found in the 2011 NAMIC AIM survey. For programmers, 4% of board members are people of color. This figure is 17% for multi-system operators. In

comparison, people of color constitute 13% of board directors at Fortune 500 companies and 16% of board directors at Fortune 100 companies.³

- **Promotion rates into management levels are lower and turnover rates are higher for people of color.** Across the responding organizations, the promotion rate into the first manager level is 9.8% for employees of color as compared to 12.9% for white employees. Similarly, the promotion rate into the executive and senior manager level is 0.8% for people of color and 1.7% for whites. Moreover, turnover rates at management levels are higher for people of color, most notably at the first manager level where the turnover rate for employees of color is 12.7% versus 9.8% for white employees.
- **If recent workforce dynamics continue, the proportion of the managerial workforce that is people of color is expected to remain steady over the next five years.** Despite lower promotion rates and higher exit rates for people of color at the management levels, robust hire rates suggest that the percentage of the managerial workforce that are people of color will remain around 25% over the next five years.

³ Alliance for Board Diversity. (2012). *Missing Pieces: Women and Minorities on Fortune 500 Boards – 2012 Alliance for Board Diversity Census*. Retrieved from <http://theabd.org/Reports.html>.

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2013 INDUSTRY SCORECARD

Table 1. Employees of Color

	2013 Industry	2013 MSO	2013 PROG	2011 Industry	2008 Industry	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry
All Employees	38%	39%	33%	33%	30%	35%	32%	36%	36%
Professionals	32%	30%	34%	29%	–	25%	29%	32%	29%
Advertising Sales Employees	21%	15%	28%	24%	–	–	–	–	–
Call Center / Customer Support Employees	54%	54%	17%	42%*	–	–	–	–	–
Creative and/or Content Development Employees	27%	19%	29%	25%	–	–	–	–	–
Digital Media Employees	28%	14%	30%	27%	–	–	–	–	–
Enterprise / Mid-Market, Business-to-Business Sales and Support Employees	28%	29%	26%	31%	–	–	–	–	–
Technology Non-Management Employees	30%	28%	39%	–	–	–	–	–	–

*Reflects multi-system operators only.

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole number. 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.

Table 2. Managers of Color

	2013 Industry	2013 MSO	2013 PROG	2011 Industry	2008 Industry	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry
Board of Directors	14%	17%	4%	14%	13%	13%/16%	–	–	–
Executive / Senior-Level Officials and Managers	15%	12%	17%	19%	12%	12%	13%	14%	13%
First / Mid-Level Officials and Managers	26%	27%	26%	24%	–	20%	22%	25%	26%
Call Center / Customer Support Management	42%	42%	50%	33%*	–	–	–	–	–
Regional Management	23%	21%	29%	30%	–	–	–	–	–
Technology Management	26%	19%	36%	23%	–	–	–	–	–

*Reflects multi-system operators only.

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole number. 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 benchmarks are from the Alliance for Board Diversity's Missing Pieces: Women and Minorities on Fortune 500 Boards – 2012 Alliance for Board Diversity Census. The first number denotes the representation of people of color on the boards of Fortune 500 companies. The second number denotes the representation of people of color on the boards of Fortune 100 companies.

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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.

BOARD OF DIRECTORS

An organization's board of directors is responsible for the governance of the organization, including setting the organization's objectives and selecting and overseeing the performance of the organization's chief executive. Looking at the boards of directors of the participating cable telecommunication companies, 14% of board members are people of color, which is the same as was found in the 2011 NAMIC AIM survey. The figure is considerably lower for programmers (4%) as compared to multi-system operators (17%). In comparison, people of color constitute 13% of board directors at Fortune 500 companies and 16% of board directors at Fortune 100 companies.⁴

Across the participating cable telecommunications organizations, Asians constitute 2% of board directors, which is four percentage points lower than was found in the 2011 survey and one percentage point lower than the representation of Asians on the boards of directors at Fortune 500 and Fortune 100 companies (see Table 3).^{5,6} African Americans/Blacks account for 8% of board members at cable telecommunications organizations, which is a three percentage point increase from 2011. Moreover, this figure is comparable to the representation of African Americans/Blacks on boards of directors at Fortune 500 companies (7%) and Fortune 100 companies (9%).⁷ Looking at Hispanics/Latinos, 3% of board members at cable telecommunications companies are Hispanics/Latinos. This is a one percentage point increase over the 2011 figure and similar to the representation of Hispanics/Latinos on the boards of directors at Fortune 500 companies (3%) and Fortune 100 companies (4%).⁸

⁴ Alliance for Board Diversity. (2012). *Missing Pieces: Women and Minorities on Fortune 500 Boards – 2012 Alliance for Board Diversity Census*. Retrieved from <http://theabd.org/Reports.html>.

⁵ *Ibid.*

⁶ The 2011 NAMIC AIM survey and the Fortune 500 and Fortune 100 board representation figures include Native Hawaiians/Pacific Islanders with Asians.

⁷ Alliance for Board Diversity. (2012). *Missing Pieces: Women and Minorities on Fortune 500 Boards – 2012 Alliance for Board Diversity Census*. Retrieved from <http://theabd.org/Reports.html>.

⁸ *Ibid.*

Table 3. Board of Directors: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Industry	Fortune 500/ Fortune 100
American Indian / Alaska Native	0%	0%	0%	1%	–
Asian	2%	2%	1%	6%*	3%/3%*
African American / Black	8%	8%	3%	5%	7%/9%
Hispanic / Latino	3%	4%	0%	2%	3%/4%
Native Hawaiian / Pacific Islander	0%	0%	0%	–	–
Two or more races	1%	2%	0%	0%	–
White	86%	83%	96%	86%	87%/84%

*Includes Native Hawaiian / Pacific Islander.

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole number. 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 benchmarks are from the Alliance for Board Diversity's Missing Pieces: Women and Minorities on Fortune 500 Boards – 2012 Alliance for Board Diversity Census. The first number denotes representation on the boards of Fortune 500 companies. The second number denotes representation on the boards of Fortune 100 companies.

EXECUTIVES AND SENIOR-LEVEL MANAGERS

Executives and senior-level managers “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.”⁹ Based on the 2013 NAMIC AIM survey results, the percentage of executives and senior-level managers in the cable telecommunications industry that are people of color has declined since 2011. In the 2011 survey, 19% of executive/senior-level officials and managers were people of color; this figure declined to 15% in 2013. The decrease was driven by a decline among programmers, which experienced a seven percentage point reduction in the proportion of its executive/senior-level officials and managers that are people of color (from 24% to 17%). The proportion for multi-system operators remained steady at 12%. These figures are generally comparable to the national benchmarks, which range from 12%-14%.

Looking at the representation of people of color at the executive and senior manager level for different racial and ethnic groups shows that, at 6%, African Americans/Blacks have the highest

⁹ U.S. Equal Employment Opportunity Commission. (2006) *EEO-1 Instruction Booklet*. Retrieved from <http://www.eeoc.gov/employers/eo1survey/2007instructions.cfm>.

representation (see Table 4). While this figure exceeds the national benchmarks, which range from 2%-5%, it is six percentage points lower than the 2011 survey findings. On the other hand, representation among Asians as well as Hispanics/Latinos increased slightly between 2011 and 2013 (from 3% in 2011 to 4% in 2013, for both groups). These figures are comparable to the national benchmarks, which range from 3%-6% for Asians and 3%-5% for Hispanics/Latinos.

Table 4. Executive/Senior-Level Officials and Managers: Race/Ethnicity

	2013 Industry	2013 MSO	2013 PROG	2011 Industry	2008 Industry	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry
American Indian / Alaska Native	0%	0%	0%	<1%	–	0%	0%	0%	0%
Asian	4%	3%	3%	3%*	1%*	4%	5%	6%	3%
African American / Black	6%	6%	8%	12%	11%	3%	3%	2%	5%
Hispanic / Latino	4%	2%	6%	3%	0%	4%	5%	5%	3%
Native Hawaiian / Pacific Islander	0%	0%	0%	–	–	0%	0%	0%	0%
Two or more races	0%	0%	0%	<1%	–	0%	1%	1%	0%
White	85%	88%	83%	81%	88%	88%	87%	86%	87%

*Includes Native Hawaiian / Pacific Islander.

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole number. 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.

ENTRY AND MID-LEVEL MANAGERS

Entry and mid-level managers are primarily responsible for implementing the policies, programs, and directives identified by executives and senior-level managers, and for overseeing an organization's day-to-day operational activities. The 2013 NAMIC AIM survey results show that entry and mid-level managers experienced gains in the representation of people of color since 2011. Currently, 26% of first/mid-level officials and managers are people of color, which is two percentage points higher than was found for participants in the 2011 NAMIC AIM survey. This increase was due to a nine percentage point increase for multi-system operators, which increased from 18% in 2011 to 27% in 2013. However, for programmers, the percentage of first/mid-level officials and managers that are people of color fell from 31% in 2011 to 26% in 2013. The current representation figures equal or exceed the national benchmarks, which range from 20% to 26%.

Across the participating organizations, representation of Asians in entry and mid-level manager positions is 4%, the same as was found in the 2011 NAMIC AIM survey (see Table 5). Moreover, this figure is lower than the national benchmarks, which range from 5% to 8%. Hispanics/Latinos experienced a one percentage point increase in representation, going from 7% in 2011 to 8% in 2013. This figure is comparable to the national benchmarks. The representation of African Americans/Blacks in entry and mid-level manager jobs is 12%, which is a one percentage point decline from 2011. However, the representation of African Americans/Blacks exceeds the national benchmarks, which range from 7%-11%.

Table 5. First/Mid-Level Officials and Managers: Race/Ethnicity

	2013 Industry	2013 MSO	2013 PROG	2011 Industry	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry
American Indian / Alaska Native	0%	0%	0%	<1%	0%	0%	0%	0%
Asian	4%	4%	6%	4%*	5%	8%	6%	5%
African American / Black	12%	13%	10%	13%	7%	7%	10%	11%
Hispanic / Latino	8%	8%	9%	7%	7%	6%	7%	9%
Native Hawaiian / Pacific Islander	0%	0%	0%	–	0%	0%	0%	0%
Two or more races	1%	1%	1%	1%	1%	1%	1%	1%
White	74%	73%	74%	76%	80%	78%	75%	74%

*Includes Native Hawaiian / Pacific Islander.

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole number. 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.

PROFESSIONALS

Those in professional jobs typically require some form of post-secondary education or professional certification. According to the 2013 NAMIC AIM survey results, 32% of professionals in the cable telecommunications industry are people of color. This equals or exceeds the national benchmarks (25%-32%) and is a three percentage point increase from 2011. This is due to an increase in the representation of people of color at multi-system operators from 22% in 2011 to 30% in 2013. For programmers, the percentage of professionals that are people of color is 34%, which is a one percentage point decline from 2011.

Looking at different racial and ethnic groups, African Americans/Blacks constitute 12% of professionals across the participating cable telecommunications organizations (see Table 6). This meets or exceeds the national benchmarks, which range from 7%-12%. Asians represent 9% of professionals, as is true for Hispanics/Latinos. For Hispanics/Latinos, this figure is on the high end of the benchmarks, which range from 5%-9%. On the other hand, for Asians this figure is on the low end of the benchmarks, which range from 6%-15%.

Table 6. Professionals: Race/Ethnicity

	2013 Industry	2013 MSO	2013 PROG	National benchmark- All Industries	National benchmark- Information Sector	National benchmark- Telecomm Industry	National benchmark- Broadcasting Industry
American Indian / Alaska Native	0%	1%	0%	0%	0%	0%	0%
Asian	9%	10%	7%	11%	15%	14%	6%
African American / Black	12%	11%	13%	7%	7%	10%	12%
Hispanic / Latino	9%	6%	12%	5%	6%	6%	9%
Native Hawaiian / Pacific Islander	0%	0%	0%	0%	0%	0%	0%
Two or more races	1%	1%	1%	1%	1%	1%	1%
White	68%	70%	66%	75%	71%	68%	71%

Note: A dash (-) indicates data were not available. Percentages have been rounded to the nearest whole number. 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.

PEOPLE OF COLOR IN KEY CABLE TELECOMMUNICATIONS JOBS

Like the 2011 NAMIC AIM survey, the 2013 survey captured information on the prevalence of people of color in key cable communications jobs across participating organizations. 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 (54%). Representation of people of color in these jobs increased twelve percentage points from the 2011 NAMIC AIM survey. Representation of people of color drops off considerably for the other five individual contributor jobs, ranging from a low of 21% for advertising sales jobs to a high of 30% for technology non-management jobs. For the three managerial roles examined, people of color are most prevalent in call center/customer support management roles (42%). Representation of people of color in these roles increased nine percentage points between 2011 and 2013.

Individual Contributor Jobs

Advertising Sales. Across participating organizations, 21% of advertising sales employees in the cable telecommunications industry are people of color. This is a three percentage point decline from the 2011 NAMIC AIM survey results. People of color are more prevalent among programmers (28%) than among multi-system operators (15%). Looking at the representation of people of color for different racial and ethnic groups, Hispanics/Latinos, at 9%, have the highest representation (see Table 7), followed by African Americans/Blacks (7%). Asians represent 4% of advertising sales employees. Compared to the 2011 NAMIC AIM survey, these figures represent a one percentage point increase in representation for Hispanics/Latinos, a three percentage point decline for African Americans/Blacks, and a one percentage point increase for Asians.

Table 7. Advertising Sales: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Industry
American Indian / Alaska Native	0%	0%	0%	<1%
Asian	4%	2%	5%	3%*
African American / Black	7%	6%	8%	10%
Hispanic / Latino	9%	6%	13%	8%
Native Hawaiian / Pacific Islander	0%	0%	0%	–
Two or more races	1%	1%	1%	2%
White	79%	85%	72%	76%

*Includes Native Hawaiian / Pacific Islander.

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

Call Center/Customer Support. More than half of call center/customer support employees in the cable telecommunications industry are people of color. This figure increased twelve percentage points between 2011 and 2013 (from 42% in 2011 to 54% in 2013).¹⁰ For people of color, the predominant racial/ethnic group represented is African Americans/Blacks, who represent 35% of call center/customer support employees (see Table 8). Hispanics/Latinos constitute 13% of call center/customer support employees and Asians constitute 3%. However, these results are primarily reflective of multi-system operators. Representation of African Americans/Blacks in call center/customer support jobs for programmers is a more modest 3% and representation for Hispanics/Latinos is 6%. On the other hand, representation of Asians is higher for programmers (7%).

Table 8. Call Center/Customer Support: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers
American Indian / Alaska Native	1%	1%	1%
Asian	3%	3%	7%
African American / Black	35%	35%	3%
Hispanic / Latino	13%	13%	6%
Native Hawaiian / Pacific Islander	0%	0%	0%
Two or more races	2%	2%	0%
White	46%	46%	83%

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

Creative and/or Content Development. Across the survey participants, 27% percent of creative and/or content development employees are people of color, which is a two percentage point increase from the 2011 NAMIC AIM survey results.¹¹ This figure is driven by programmers, where 29% of creative and/or content development employees are people of color. Looking at different racial and ethnic groups, Hispanics/Latinos constitute 12% of creative and/or content development employees (see Table 9), although the figure is considerably higher for

¹⁰ The 2011 NAMIC AIM survey result reflects multi-system operators only.

¹¹ The 2011 NAMIC AIM survey result reflects programmers only.

programmers (13%) than for multi-system operators (5%). Ten 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

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Programmers
American Indian / Alaska Native	0%	0%	0%	<1%
Asian	4%	3%	4%	5%*
African American / Black	10%	10%	10%	11%
Hispanic / Latino	12%	5%	13%	9%
Native Hawaiian / Pacific Islander	0%	0%	0%	–
Two or more races	1%	1%	1%	1%
White	73%	81%	71%	75%

*Includes Native Hawaiian / Pacific Islander.

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

Digital Media. Compared to the 2011 NAMIC AIM survey, slightly more digital media employees at cable telecommunications companies are people of color (28% in 2013 versus 27% in 2011). The figure is higher for programmers (30%) than for multi-system operators (14%). For people of color, the most highly represented racial or ethnic group is Asians, who represent 10% of digital media employees (see Table 10). This is a three percentage point increase since 2011. Hispanics/Latinos also experienced an increase between 2011 and 2013, going from 4% of digital media employees in 2011 to 7% in 2013. On the other hand, African Americans/Blacks experienced a decline in representation in digital media jobs, falling from 15% in 2011 to 9% in 2013.

Table 10. Digital Media: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Industry
American Indian / Alaska Native	0%	0%	0%	<1%
Asian	10%	7%	11%	7%*

African American / Black	9%	4%	10%	15%
Hispanic / Latino	7%	1%	7%	4%
Native Hawaiian / Pacific Islander	1%	1%	1%	–
Two or more races	1%	1%	1%	1%
White	72%	86%	70%	73%

*Includes Native Hawaiian / Pacific Islander.

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

Enterprise/Mid-Market, Business-to-Business Sales and Support. For participating organizations, 28% of business-to-business sales and support employees are people of color. This is a three percentage point decline from the 2011 NAMIC AIM survey results. This decline is due to a decline in the representation of African Americans/Blacks, who experienced a seven percentage point decline in representation between 2011 and 2013 (see Table 11). Representation for Hispanics/Latinos increased from 8% in 2011 to 9% in 2013, while representation for Asians remained unchanged at 3%. Programmers (26%) and multi-system operators (29%) are about equally likely to have people of color in business-to-business sales and support positions, although programmers are more likely to employ Asians and multi-system operators are more likely to employ Hispanics/Latinos.

Table 11. Enterprise/Mid-Market, Business-to-Business Sales and Support: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Industry
American Indian / Alaska Native	0%	1%	0%	<1%
Asian	3%	3%	6%	3%*
African American / Black	13%	13%	12%	20%
Hispanic / Latino	9%	10%	7%	8%
Native Hawaiian / Pacific Islander	0%	0%	0%	–

Two or more races	2%	2%	1%	<1%
White	72%	71%	74%	69%

*Includes Native Hawaiian / Pacific Islander.

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

Technology Non-Management. Technology non-management is a job category that is new to the NAMIC AIM survey. It was added in 2013 to complement the technology management position included in the 2011 NAMIC AIM survey. Technology non-management includes non-management employees who are involved in the integrated planning, design, optimization and operation of technological products, processes, and services. Thirty percent of technology non-managers are people of color. The figure is higher for programmers (39%) than for multi-system operators (28%) (See Table 12). Asians (9%), African Americans/Blacks (10%), and Hispanics/Latinos (10%) are about equally represented in technology non-management jobs. However, representation of Hispanics/Latinos in technology non-management jobs is notably higher for programmers (20%) as compared to multi-system operators (7%).

Table 12. Technology Non-Management: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers
American Indian / Alaska Native	1%	1%	0%
Asian	9%	8%	8%
African American / Black	10%	11%	10%
Hispanic / Latino	10%	7%	20%
Native Hawaiian / Pacific Islander	0%	0%	0%
Two or more races	1%	1%	1%
White	70%	72%	61%

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

Management Jobs

Call Center/Customer Support Management. The 2013 NAMIC AIM survey results show that 42% of call center/customer support management employees in the cable telecommunications industry are people of color. This is a nine percentage point increase from the 2011 NAMIC AIM survey.¹² The increase is principally due to an increase in the representation of African Americans/Blacks, who currently represent 28% of call center/customer support managers (see Table 13). Hispanics/Latinos represent 10% of call center/customer support managers and Asians represent 2%. Similar to call center/customer support jobs, these results are primarily reflective of multi-system operators. For programmers, half of call center/customer support managers are white and half are Hispanic and Latino.

Table 13. Call Center/Customer Support Management: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Multi-System Operators
American Indian / Alaska Native	0%	1%	0%	1%
Asian	2%	2%	0%	3%*
African American / Black	28%	28%	0%	19%
Hispanic / Latino	10%	10%	50%	9%
Native Hawaiian / Pacific Islander	0%	0%	0%	–
Two or more races	1%	1%	0%	1%
White	58%	58%	50%	67%

*Includes Native Hawaiian / Pacific Islander.

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

Regional Management. Regional management employees include management employees who work in an organization’s regional or divisional offices. Currently, 23% of regional managers are people of color. This is a seven percentage point decline from 2011. People of color are more prevalent among programmers (29%) than among multi-system operators (21%). African Americans/Blacks account for 11% of regional managers and this figure is the same for both programmers and multi-system operators (see Table 14). Hispanics/Latinos account for 7% of regional managers, although representation of Hispanics/Latinos among programmers (11%) is more than double the representation among multi-system operators (5%). Asians constitute 5%

¹² The 2011 NAMIC AIM survey result reflects multi-system operators only.

of regional managers, and the representation of Asians is similar for programmers (6%) and multi-system operators (4%).

Table 14. Regional Management: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers
American Indian / Alaska Native	0%	0%	0%
Asian	5%	4%	6%
African American / Black	11%	11%	11%
Hispanic / Latino	7%	5%	11%
Native Hawaiian / Pacific Islander	0%	0%	0%
Two or more races	0%	0%	1%
White	77%	79%	71%

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

Technology Management. Based on the 2013 NAMIC AIM survey, 26% of technology managers are people of color, which is three percentage points higher than the 2011 NAMIC AIM survey results. Comparing multi-system operators to programmers, the representation of people of color at programmers (36%) is nearly twice the representation at multi-system operators (19%). For people of color, the most highly represented racial or ethnic group is African Americans/Blacks, who represent 12% of technology managers (see Table 15). This is a four percentage point increase from 2011. The representation among technology managers of African Americans/Blacks is higher for programmers (19%) than for multi-system operators (7%). Asians constitute 7% of technology managers and Hispanics/Latinos constitute 6%, a one percentage point decline for both groups since 2011.

Table 15. Technology Management: Race/Ethnicity

	2013 Industry	2013 Multi-System Operators	2013 Programmers	2011 Industry
American Indian / Alaska Native	0%	1%	0%	<1%

THE NAMIC AIM: NAMIC 2013 EXECUTIVE REPORT

Asian	7%	6%	9%	8%*
African American / Black	12%	7%	19%	8%
Hispanic / Latino	6%	5%	6%	7%
Native Hawaiian / Pacific Islander	0%	0%	0%	-
Two or more races	1%	1%	1%	1%
White	74%	81%	64%	76%

*Includes Native Hawaiian / Pacific Islander.

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

7

INTERNAL LABOR MARKET MAPS AND PROJECTIONS

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 representation of people of color at executive and management levels can be expected to change over the next five years.

Every company has an internal labor market—either by design or default. People are selected in 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.¹³ 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.

The ILM map in Figure 1 depicts the flow of talent in 2012 throughout the organizations that participated in the 2013 NAMC AIM survey and paints a picture of the workforce dynamics in the cable telecommunications industry.¹⁴ The ILM map has four career levels: Executives/Sr. Managers; Managers; Professionals; and Staff.¹⁵ The horizontal bars in the center of the map represent the 2012 headcount at each career level.¹⁶ The longer is the 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 (about 57%), with considerably fewer people at the Professional and Manager levels (about 20% in each level), and even fewer at the Executive/Sr. Manager level (2.7%).

The upward arrows from one career level to the next indicate 2012 promotion rates.¹⁷ There is limited upward mobility out of the Staff level (4.3% promotion rate), more robust movement from the Professional level to the Manager level (12% promotion rate), and very limited movement

¹³ For a more detailed look at managing internal labor markets, see Nalbantian, H., Guzzo, R., Kieffer, D., & Doherty, J. (2004). *Play to Your Strengths: Managing Your Internal Labor Markets for Lasting Competitive Advantage*. New York, NY: McGraw Hill.

¹⁴ The ILM map reflects 24 organizations that provided the information needed to create the map.

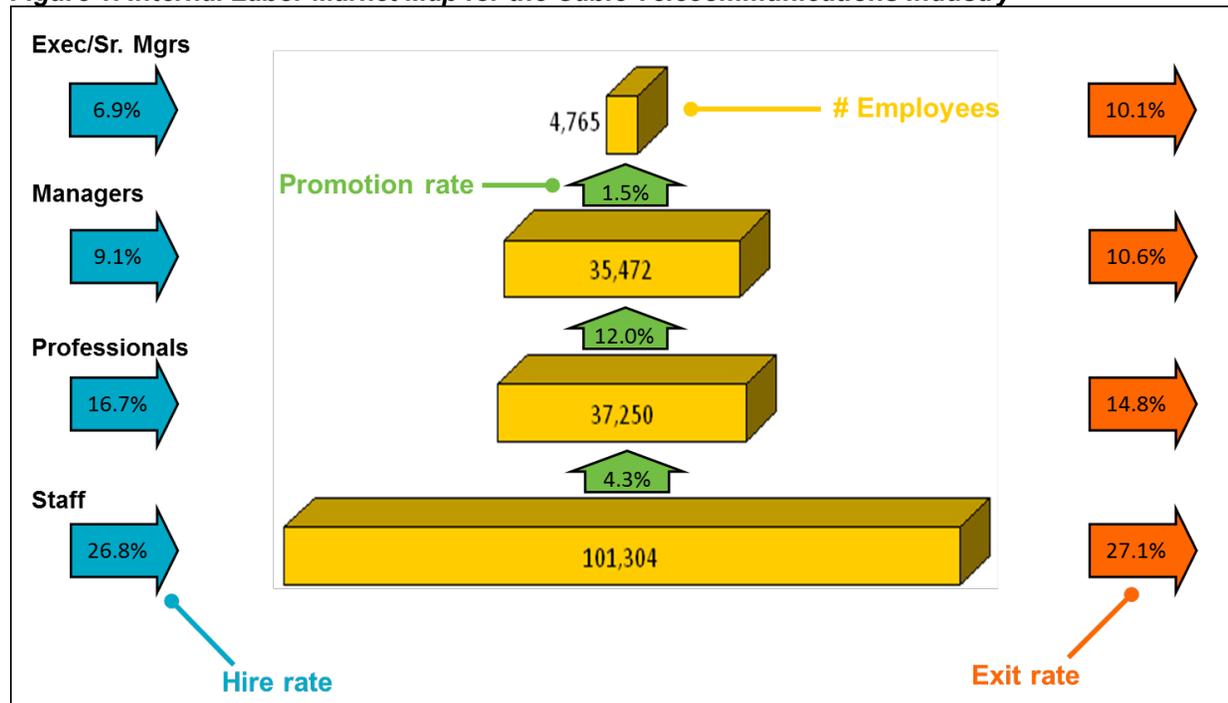
¹⁵ The Blue Collar career level has been excluded from the ILM map.

¹⁶ Headcount is the average of the number of full-time employees on December 31, 2011 and December 31, 2012.

¹⁷ Promotion rate is the number of promotions from one level to the next, divided by the headcount in the originating level.

into the Executive/Sr. Manager level (1.5% promotion rate). The arrows on the left hand side of the map indicate the 2012 hire rate at each career level.¹⁸ Hire rates are higher at lower levels, suggesting that the primary ports of entry into the industry are at the Staff and Professional levels. The arrows on the right hand side of the map indicate the 2012 exit rate at each career level.¹⁹ Like hire rates, exit rates are higher at lower levels of the career hierarchy.

Figure 1. 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.

The ILM map in Figure 2 depicts the flow of talent throughout the cable telecommunications industry by minority status.²⁰ The blue portion of the bar represents the number of employees of color in each career level, while the magenta portion represents the number of white employees in each career level. The representation of employees of color declines moving up the career hierarchy. Moreover, at each career level, the promotion rate for employees of color is less than that of white employees. However, the hire rate for employees of color at each career level exceeds the hire rate for white employees, indicating industry efforts to improve the representation of people of color at all career levels. As for exits, rates are higher for employees of color than for white employees.

¹⁸ Hire rate is the number of hires into a level, divided by the average headcount at that level.

¹⁹ Exit rate is the number of exits at each level, divided by the headcount at that level.

²⁰ The ILM map by minority status reflects 23 organizations that provided the information needed to create the map.

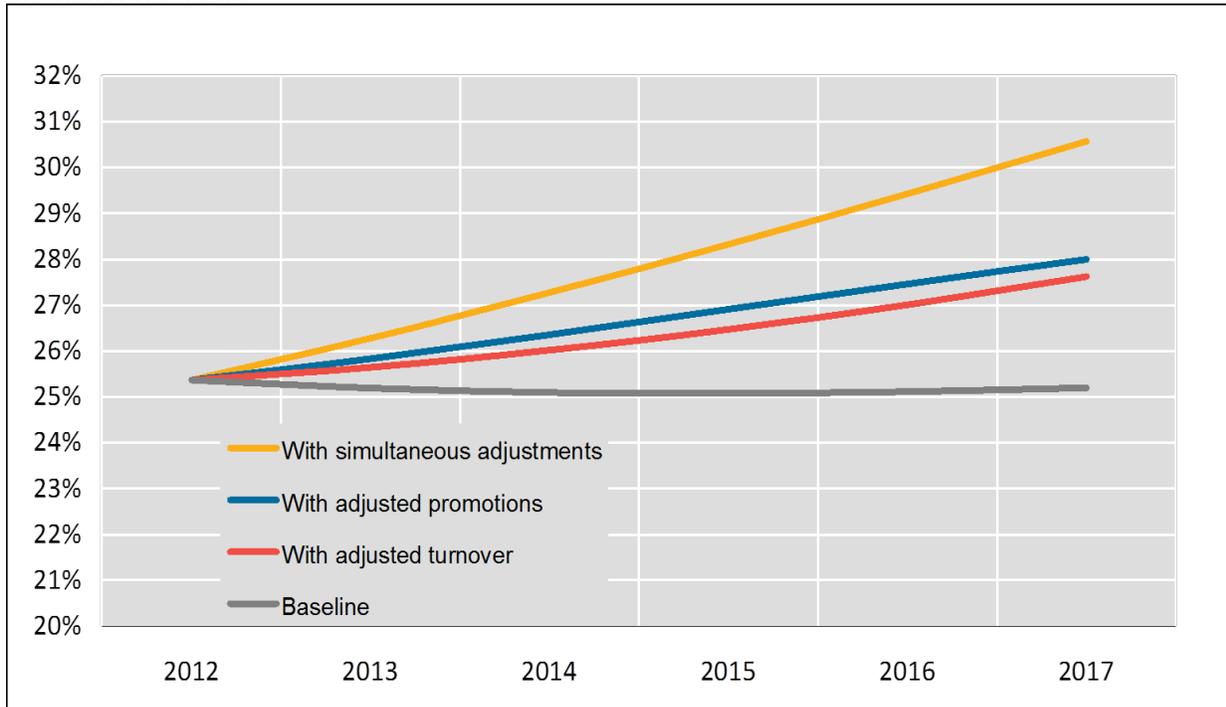
Figure 2. Internal Labor Market Map for the Cable Telecommunications Industry by Minority Status



The ILM map reflects 23 organizations that provided the information needed to create the map. The map excludes blue collar workers.

Figure 3 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 regarding future workforce dynamics in the cable telecommunications industry. Assuming the workforce dynamics experienced in 2012—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 remain steady at around 25% over the next five years (see baseline). If the promotion rate for employees of color at each level is brought up to the promotion rate for white employees, representation of employees of color at executive and manager levels is expected to increase to 28% over the next five years (see adjusted promotions line). 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 just shy of 28% (see adjusted turnover line). Lastly, if both the promotion rates and turnover 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 30% (see simultaneous adjustments line).

Figure 3. Projected Representation of People of Color at Executive and Management Levels over the Next Five Years

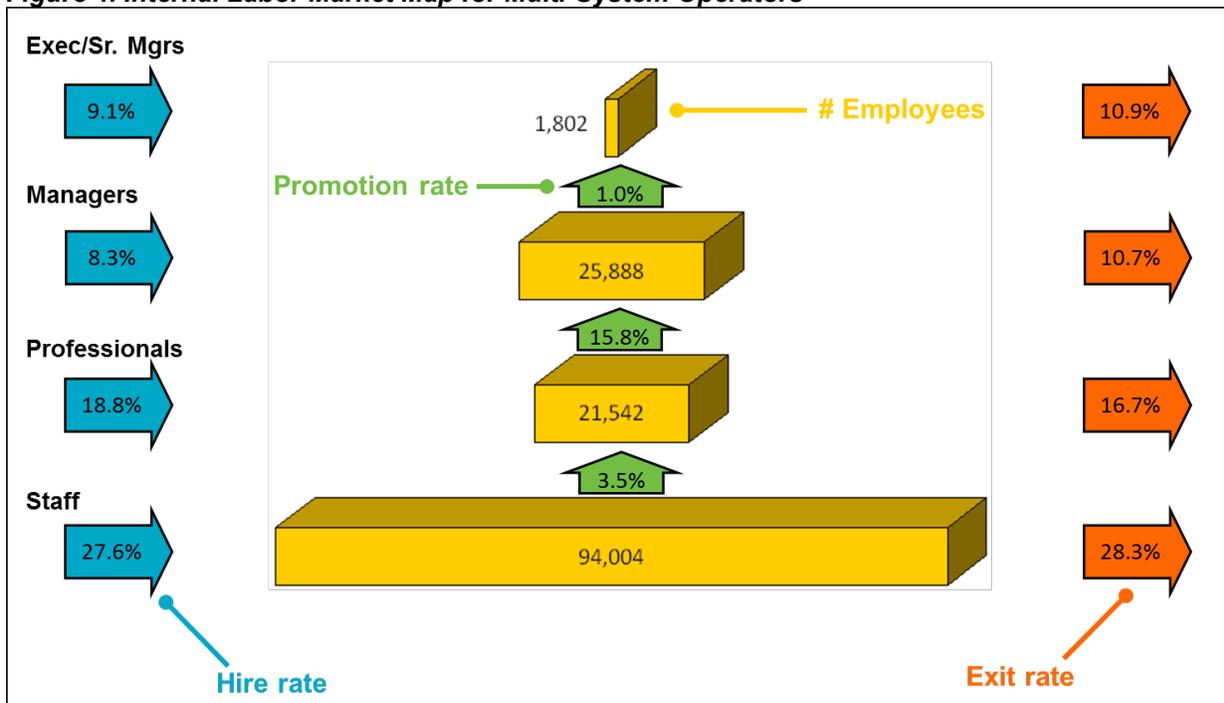


MULTI-SYSTEM OPERATORS

The ILM map in Figure 4 shows the flow of talent in 2012 throughout the participating multi-system operators.²¹ The majority of employees are located at the Staff level (about 66%). Roughly 15% are at the Professional level and 18% are at the Manager level. A modest 1.3% of employees are at the Executive/Sr. Manager level. As we saw with the overall ILM map for the cable telecommunications industry, upward mobility out of the Staff level at multi-system operators is limited (3.5% promotion rate), with considerably more movement from the Professional level to the Manager level (15.8% promotion rate). Moves into the Executive/Sr. Manager level are rare (1% promotion rate). Hire rates and exit rates are higher at lower levels of the career hierarchy.

²¹ 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 4. 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.

The ILM map in Figure 5 depicts the flow of employees of color and white employees in 2012 for multi-system operators.²² The map shows that the representation of employees of color is lower at higher career levels. Moreover, at each career level, the promotion rate for employees of color is lower than the promotion rate for white employees. With the exception of the hire rate at the Manager level, hire rates are higher for employees of color as compared to white employees. Across all levels, exit rates are higher for employees of color than for white employees.

²² 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.

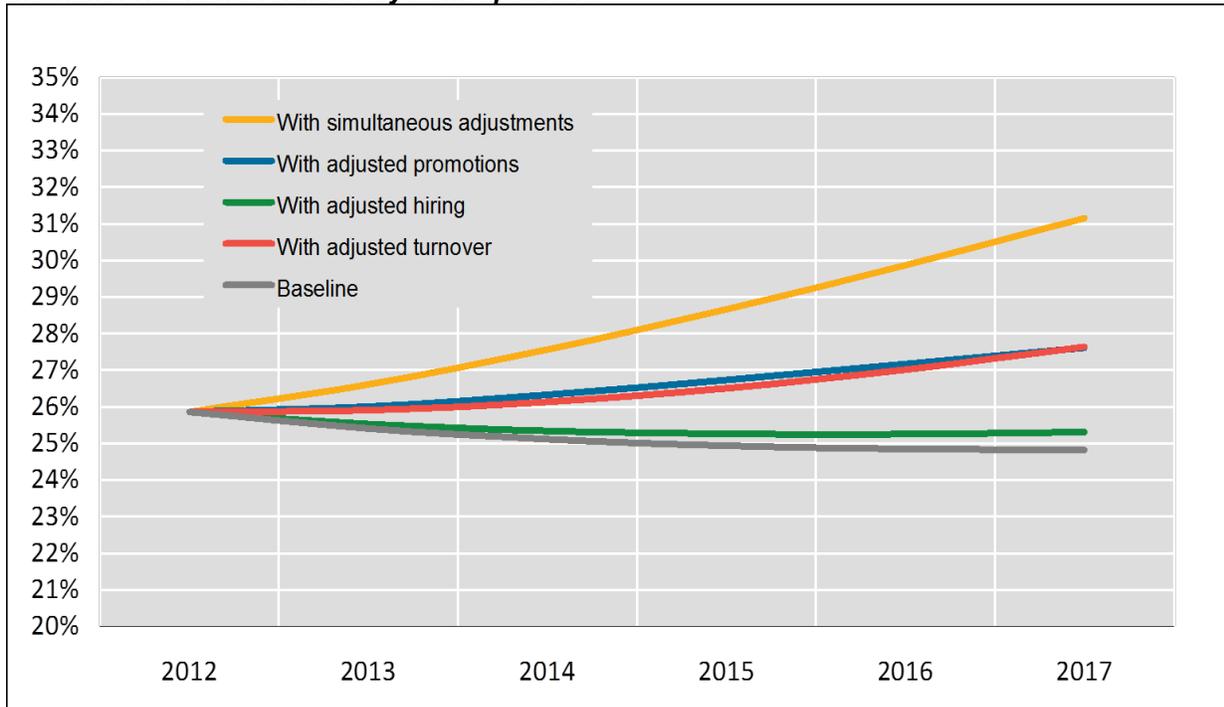
Figure 5. Internal Labor Market Map for Multi-System Operators by Minority Status



The ILM map reflects 8 multi-system operators that provided the information needed to create the map. The map excludes blue collar workers.

Figure 6 shows that if the workforce dynamics experienced by multi-system operators in 2012 continue over the next five years, representation of people of color at executive and manager levels can be expected to decline slightly over the next five years from approximately 26% to less than 25%. 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 more than 31%.

Figure 6. Projected Representation of People of Color at Executive and Management Levels over the Next Five Years for Multi-System Operators

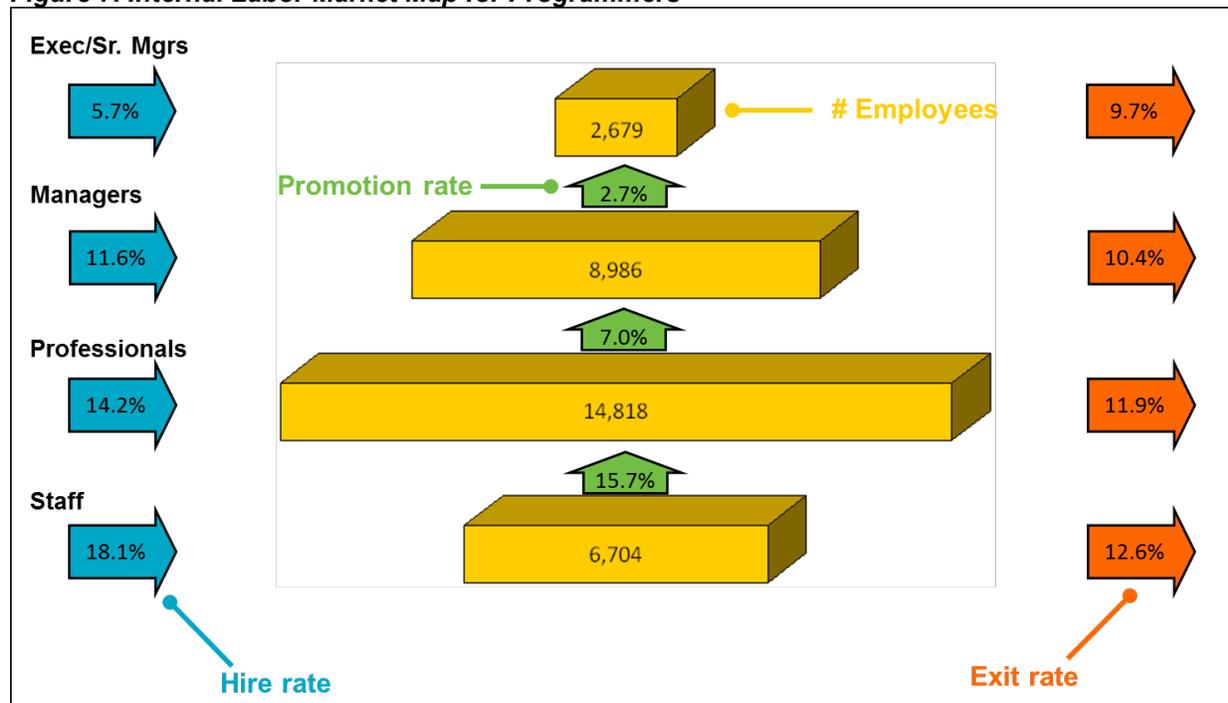


PROGRAMMERS

The ILM map in Figure 7 shows the flow of talent in 2012 throughout the participating programming organizations.²³ 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 (45%), followed by the Manager level (27%). Only 20% of employees are at the Staff level, with the remaining 8% at the Executive/Sr. Manager level. Moreover, unlike the overall ILM map and the multi-system operator ILM map, the movement rate out of the Staff level into the Professional level is a robust 15.7%. Furthermore, as seen in a more traditional career hierarchy, promotion rates decline moving up the hierarchy. The hire rates show that the primary points of entry into these organizations are at the lower career levels, although hires occur at all levels. Lastly, exit rates are notably lower at the Professional and Staff levels for programmers (11.9% and 12.6%, respectively) as compared to the exit rates at these levels for multi-system operators (16.7% and 28.3%, respectively).

²³ The ILM map reflects 13 programmers that provided the information needed to create the map. The Blue Collar career level has been excluded from the ILM map.

Figure 7. Internal Labor Market Map for Programmers



The ILM map reflects 13 programmers that provided the information needed to create the map. The map excludes blue collar workers.

The ILM map in Figure 8 illustrates the flow of employees of color and white employees for programmers in 2012.²⁴ The representation of employees of color declines moving up the career hierarchy. Moreover, promotion rates at each level are higher for white employees than for employees of color. 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. At the Manager and Professional levels, exit rates are higher for employees of color than for white employees.

²⁴ 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.

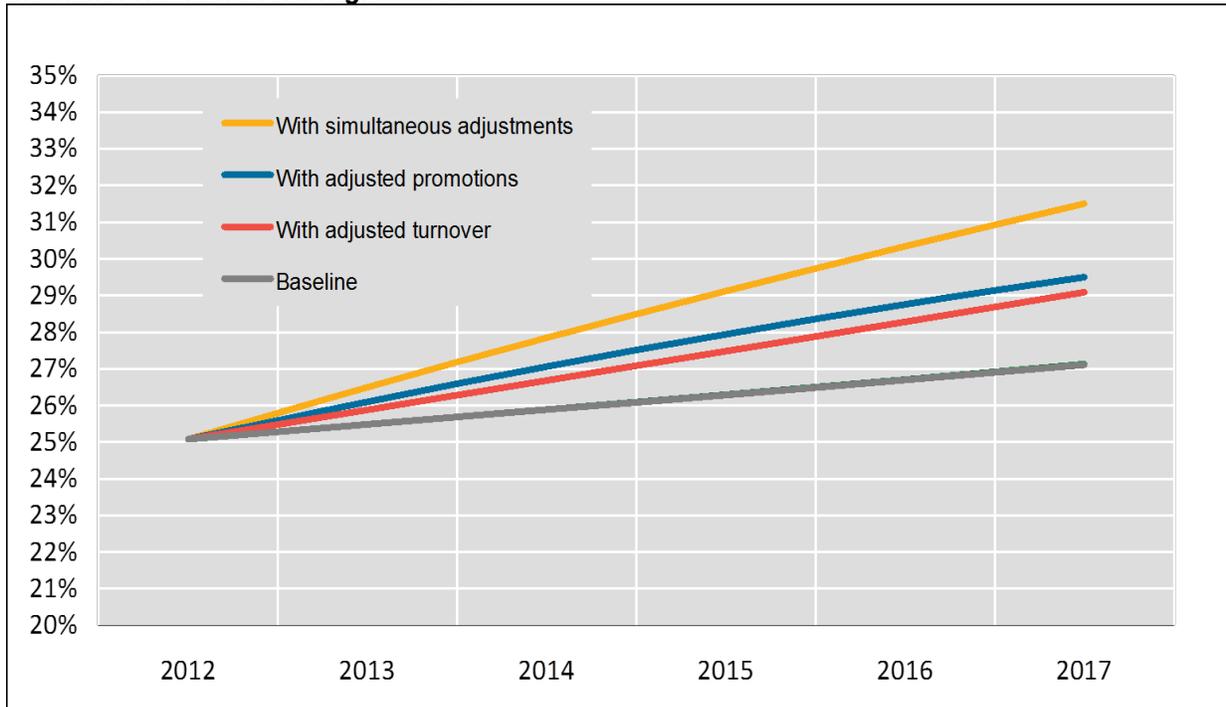
Figure 8. Internal Labor Market Map for Programmers by Minority Status



The ILM map reflects 12 programmers that provided the information needed to create the map. The map excludes blue collar workers.

Looking at Figure 9 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 slightly less than 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 at the Manager and Professional levels, such that they match those of white employees at these levels, representation of people of color at executive and manager levels would be expected to increase over the next five years to more than 31%.

Figure 9. Projected Representation of People of Color at Executive and Management Levels over the Next Five Years for Programmers



8

DIVERSITY POLICIES AND PRACTICES

As part of the 2013 NAMIC AIM survey, participating organizations were asked about their diversity policies and practices. Forty-three percent of responding organizations have staff dedicated exclusively to diversity (see Table 16). The proportion is higher for multi-system operators (56%) than for programmers (45%). Fifty-nine percent of responding organizations have an internal group that focuses on diversity. Again, the figure is higher for multi-system operators (67%) than for programmers (50%). Moreover, for the organizations with an internal group, the vast majority of them (92%) report that the group contains a senior executive, the CEO and/or a direct report.

Table 16. Diversity-related Staff and Internal Groups

	2013 Industry	2013 Multi-System Operators	2013 Programmers
Organization has staff dedicated exclusively to diversity	43%	56%	45%
Organization has an internal group that focuses on diversity	59%	67%	50%
If organization has an internal group, senior executive, CEO and/or direct report is a member of the group	92%	100%	80%

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

The CEO's commitment to diversity is an important aspect of an organization's diversity strategy. The 2013 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) ensuring that the corporate vision statement incorporates diversity (77%), (2) including a diversity-related personal quote on the corporate website (55%), and (3) taking responsibility for signing off on diversity metrics and programs (45%). The least common ways in which CEOs in the industry demonstrate support for diversity initiatives are (1) taking responsibility for signing off on supplier diversity goals (18%), (2) taking responsibility for signing off on executive compensation targets tied to diversity (18%), and (3) formally heading up the diversity council (23%). CEOs of multi-system operators are more likely than the CEOs of programmers to demonstrate support for the diversity initiatives included in the survey. The full results are detailed in Table 17.

Table 17. Ways in Which CEOs Demonstrate Support for Diversity Initiatives

	2013 Industry	2013 Multi-System Operators	2013 Programmers
Ensures the corporate vision statement incorporates diversity	77%	100%	82%
Has diversity related personal quote on the corporate website	55%	75%	45%
Takes responsibility for signing off on diversity metrics and programs	45%	50%	45%
Regularly meets with various employee resource groups / affinity groups	36%	50%	27%
Assigns individuals to be members of the diversity council	32%	38%	27%
Formally heads up the diversity council	23%	38%	18%
Takes responsibility for signing off on executive compensation targets tied to diversity	18%	25%	9%
Takes responsibility for signing off on supplier diversity goals	18%	38%	0%

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

The 2013 NAMIC AIM survey also requested information on the frequency with which responding organizations engaged in sixteen key diversity practices. The three most common practices are (1) recruiting strategies are designed to help increase diversity within the organization (96%), (2) the organization collects measurements/metrics on diversity-related practices (74%), and (3) community outreach is related to diversity (74%). On the other hand, the three least common diversity-related practices employed by responding organizations are (1) programs with a focus on global / international diversity exist in the organization (22%), (2) bonus / incentive pay for management is linked to the achievement of organizational diversity goals (26%), and (3) employee affinity groups / ERGs exist in the organization (30%). Multi-system operators are more likely than programmers to engage in many of the key diversity practices examined in the survey. For example, 78% of multi-system operators reported that people managers are held accountable for diversity-related tasks or outcomes in the performance management process. This figure is 18% for programmers. Moreover, 67% of multi-system operators have sponsorship programs for women and minorities, compared to 27% of programmers. One notable exception is that all of the responding programmers report having recruiting strategies that are designed to help increase diversity within the organization (as compared to 89% of multi-system operators). Moreover, programmers are more likely to have mentoring programs for women and minorities (73% of programmers versus 56% of multi-system operators). See Table 18 for complete results.

Table 18. Percent of Organizations Engaging in Key Diversity Practices

	2013 Industry	2013 MSO	2013 PROG
Recruiting strategies are designed to help increase diversity within the organization	96%	89%	100%
The organization collects measurements/metrics on diversity-related practices	74%	89%	82%
Community outreach is related to diversity (e.g., links between organization and educational institutions, government, etc.)	74%	89%	82%
The organization aligns diversity with business goals and objectives	70%	89%	64%
The organization develops strategies to ensure diversity in its suppliers, contractors, etc.	70%	89%	55%
Targeted leadership development opportunities are designed to increase diversity in higher-level positions within the organization (e.g., mentoring, coaching, etc.)	61%	78%	64%
Retention strategies are designed to help retain a diverse workforce	57%	78%	45%
Mentoring programs for women and minorities	57%	56%	73%
Diversity awareness is celebrated in the form of different cultural events (e.g., Black History Month, Hispanic Heritage Month, etc.)	57%	56%	64%
Organization's employee attitude/satisfaction/engagement survey includes items that relate to organizational diversity	52%	67%	55%
People managers are held accountable for diversity-related tasks or outcomes in the performance management process	43%	78%	18%
Leadership development opportunities are specifically tailored for diverse employees	43%	56%	45%
Sponsorship programs for women and minorities	39%	67%	27%
Employee affinity groups/ERGs exist in the organization (e.g., employee resource networks, which are groups formed around an aspect of diversity)	30%	33%	36%
Bonus/incentive pay for management is linked to the achievement of organizational diversity goals	26%	22%	27%
Programs with a focus on global/international diversity exist in the organization	22%	11%	36%

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

Diversity training is another key aspect of an organization's diversity strategy. A majority of organizations have mandatory diversity training (see Table 19). Specifically, 59% of responding organizations have mandatory diversity training for executive/senior level officials and

managers; 65% have mandatory training for first/mid-level officials and managers; and 59% have mandatory training for entry-level employees. No organizations report having no diversity training. For executive/senior level officials and managers and first/mid-level officials and managers, programmers are more likely than multi-system operators to have mandatory diversity training.

Table 19. Percent of Organizations Offering Diversity Training

		2013 Industry	2013 Multi-System Operators	2013 Programmers
Executive/senior level officials and managers	Mandatory	59%	44%	67%
	Voluntary	41%	56%	33%
	No training	0%	0%	0%
First/mid-level officials and managers	Mandatory	65%	56%	67%
	Voluntary	35%	44%	33%
	No training	0%	0%	0%
Entry-level employees	Mandatory	59%	56%	50%
	Voluntary	41%	44%	50%
	No training	0%	0%	0%

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

9

CONCLUSIONS

Since the 2011 NAMIC AIM survey, the percentage of full-time employees in the cable telecommunications industry that are people of color increased five percentage points to 38%. Moreover, this figure exceeds the four national benchmarks collected. Despite improvements in the representation of people of color overall, results at the leadership and management levels are mixed. Looking at the boards of directors of the participating cable telecommunication organizations, 14% of board members are people of color, which is unchanged from 2011. This is comparable to the representation of people of color on the boards of directors at Fortune 500 companies (13%) and lower than the representation of people of color on the boards of directors at Fortune 100 companies (16%). The percentage of executives and senior-level managers in the cable telecommunications industry that are people of color currently stands at 15%, a decline of four percentage points since 2011. However, this figure modestly exceeds the national benchmarks, which range from 12%-14%. Entry and mid-level managers experienced gains in the representation of people of color since 2011. Twenty-six percent of first/mid-level officials and managers are people of color, which is two percentage points higher than 2011, and the current representation figure equals or exceeds the national benchmarks, which range from 20% to 26%.

New to the NAMIC AIM survey this year, the 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. The results show that promotion rates into management levels are lower and turnover rates are higher for people of color. Specifically, the promotion rate into the first manager level is 9.8% for employees of color as compared to 12.9% for white employees. Similarly, the promotion rate into the executive and senior manager level is 0.8% for employees of color and 1.7% for white employees. Moreover, turnover rates at management levels are higher for people of color, most notably at the first manager level where the turnover rate for employees of color is 12.7% versus 9.8% for white employees. However, hire rates for employees of color exceed the hire rates for white employees, indicating industry efforts to recruit people of color.

Information on the current workforce dynamics in the industry 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. If recent workforce dynamics persist, the proportion of executives and managers in the cable telecommunications industry that are people of color is expected to remain steady. Specifically, despite lower promotion rates and higher exit rates for people of color at management levels, robust hire rates suggest that the percentage of the executive and management workforce that are people of color will remain around 25% over the next five years. Nevertheless, this outcome can be improved if cable telecommunication organizations are able to promote and retain people of color at the same rates as their white counterparts.

The 2013 NAMIC AIM survey shows that cable telecommunications companies have done a good job at recruiting people of color. However, to improve diversity outcomes, especially at the leadership and manager levels, companies must also focus on the retention and development of people of color. Without this focus, recent improvements in diversity outcomes are at risk of disappearing. 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.

10

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 / Senior-Level Officials and 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.

First / Mid-Level Officials and 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. The First / Mid-Level Officials and Managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line of business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises / organizations, conveying the directions of higher level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and 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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