



THE NÄMIC AIM

2011 Cable Telecommunications Industry Diversity Survey

In Collaboration with SHRM



An Executive Summary



About This Report

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

While the survey was conducted in 2011, survey respondents were asked to report on 2010 workforce demographics, by gender and race/ethnicity, for a variety of job categories. Therefore, much of the data included in this report are labeled as 2011 data. This is consistent with how the surveys have historically been conducted.

Survey Methodology

The primary research methodology for this study was a census survey of cable telecommunications industry companies. The survey consisted of 83 quantitative and qualitative questions. In March 2011, an e-mail invitation that included a hyperlink to the survey was sent to approximately 70 companies. The survey was accessible for eight weeks, with reminders sent to nonrespondents. These efforts resulted in twenty-five companies completing the survey.

Cable programmers, multi-system operators and related businesses contribute 369,300 jobs to the U.S. economy.¹ The twenty-five companies that responded to the survey represent 219,294 U.S. domestic full-time equivalent employees (FTEs), or approximately 54% of this workforce, and therefore is a highly representative sample of the cable telecommunications industry. Fourteen of these companies were programmers, eight companies were multi-system operators, and three companies were either industry suppliers or nonprofits.

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

Additionally, workforce demographic data in this executive summary were benchmarked against Equal Employment Opportunity Commission (EEOC) data for all industries, as well as the telecommunications and information industry. Diversity practices among cable telecommunications organizations were benchmarked against responses from a random sample of SHRM members, a subset of which

¹Bortz Media & Sports Group, Inc. (2010). *An analysis of the cable industry's impact on the U.S. economy*. Denver, CO: Author.

represented the telecommunications industry. Further details about the comparison data can be found on page six.

Key Highlights

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

The top five diversity practices employed by cable telecommunications organizations in the 2011 NAMIC AIM and WICT PAR survey, listed in order, are as follows:

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

People of Color²

- **The proportion of people of color among full-time employees has increased.** In 2011, cable telecommunications organizations indicated that 33% of their full-time employees were people of color, which represented a three percentage point increase from 2008 NAMIC survey findings (30%). However, this is slightly lower than the percentage of people of color employees in the EEOC telecommunications industry (36%) data, but in line with EEOC all-industry data (34%). Programmers noted that 37% of full-time employees were people of color, marking a seven percentage point increase over 2008 NAMIC survey findings. The percentage of employees of color among multi-system operators increased from 28% in 2008 to 30% in 2011.
- **There are more people of color holding executive-level positions.** The percentage of people of color for executive/senior-level officials and managers increased from 16% in 2008 to 24% in 2011 among programmers--an increase of eight percentage points. Multi-system operators also showed gains, increasing the percentage of people of color executives from 7% to 12% during the same period. Among programmers, 31% of first/mid-level officials and managers were people of color compared with 18% at multi-system operator organizations. Changes in the

² In 2011, *people of color* included the following race/ethnicity categories: Asian/Pacific Islander, Black/African American, Hispanic/Latino, Native American/Alaska Native and Multiple Ethnicity. In 2008, *people of color* included the following race/ethnicity categories: Asian/Pacific Islander, Black/African American and Hispanic/Latino.

definition of mid-level managers since NAMIC's 2008 survey preclude comparisons with results from previous years.

- **Multi-ethnicity is slowly increasing in executive- and mid-level management positions.** In the executive/senior-level officials and managers category, the percentage of Asian/Pacific Islanders increased from 1% in 2008 to 3% in 2011, the percentage of Hispanics/Latinos increased from 0% to 3%, and the percentage of Blacks/African Americans increased from 11% to 12%. Results for first/mid-level officials and managers were mixed: the Asian/Pacific Islander category increased from 2% to 4%, the Hispanic/Latino category increased from 4% to 7%, and the Black/African American category decreased slightly from 14% in 2008 to 13% in 2011.
- **The percentage of people of color holding seats on boards of directors showed little to no growth.** Board representation among people of color, 14% in 2011, remained virtually unchanged from 2008 (13%). Multi-system operators indicated a decrease of two percentage points from 11% in 2008 to 9% in 2011, whereas programmers remained at 16% over the same time period.
- **The number of people of color in the highest paid positions inched upward.** In 2011, 18% of the 10% highest paid employees were people of color, an increase from 13% in 2008. The 10% highest paid employees of any organization generally fall into the executive ranks. Consequently, this percentage is very similar to what was reported for executive/senior-level officials and managers.

Women

- **Representation of women among full-time employees increased.** Cable telecommunications organizations indicated 43% of their full-time employees were women in 2011, which represented a seven percentage point increase from WICT PAR survey findings of 36% in 2009. While this increase is notable, percentages were slightly higher for EEOC comparisons for both the telecommunications industry and all industries (45% and 48% respectively). Multi-system operators showed a decrease in the percentage of women full-time employees, from 35% in 2009 to 31% in 2011. In 2011, programmers, however, reported 47% of full-time employees were women, a two percentage point increase since 2009.
- **The percentage of women on cable telecommunications organizations' boards of directors outpaced *Fortune 500* organizations.** In 2011, the percentage of women in the boardroom was 20% for cable telecommunications organizations, compared with 16% for *Fortune 500* organizations.³ Multi-system operators reported 11%, and programmers reported 20%.

³Alliance for Board Diversity. (2011). *Missing pieces: Women and minorities on Fortune 500 boards*. Retrieved September 20, 2011, from http://theabd.org/Missing_Pieces_Women_and_Minorities_on_Fortune_500_Boards.pdf.

- **There are more women in leadership positions.** Representation of women in executive-level positions (executive/senior-level officials and managers) increased five percentage points, from 25% in 2009 to 30% in 2011. The findings for cable telecommunications organizations outpaced that for the EEOC telecommunications industry comparison (21%) and the EEOC all-industry comparison (28%).
- **Thirty percent of the top 10% highest paid employees were women.** In 2011, among the 10% highest paid staff in cable telecommunications organizations, 30% were women. As this is newly collected data for WICT PAR, comparisons cannot be made. Programmers indicated that 32% of the 10% highest paid employees were women, compared with 25% for multi-system operators.
- **The number of women who were new hires showed gains.** In 2011, the percentage of new hires who were women was 46% for cable telecommunications organizations, representing a six percentage point increase from 40% in 2009. Forty-eight percent of newly hired employees among programmers were women, showing no increase from 2009. The percentage of new hires who were women among multi-system operators decreased, however, from 39% in 2009 to 35% in 2011.
- **Representation of women in digital media positions has decreased.** The percentage of digital media employees who were women at cable telecommunications organizations decreased to 31%. This was a five percentage point decrease from 2009.⁴ Cable telecommunications organizations had higher percentages of women compared with the EEOC telecommunications industry comparison, at 22%.⁵ However, the EEOC all-industry comparison for women in digital media was 50%, much higher than findings for the cable telecommunications industry. Among multi-system operators, the representation of women in digital media positions decreased from 35% in 2009 to 21% in 2011, whereas among programmers, it increased by three percentage points, from 37% in 2009 to 40% in 2011.

Conclusions

People of Color

There were a number of advances in the cable telecommunications industry for people of color. Increases occurred for full-time employees and executive- and mid-level management positions. While

⁴ In the 2009 WICT PAR survey, this category was referred to as “new media”.

⁵ The EEOC comparison for digital media employees is the job category of technician. Technicians are defined by the EEOC as occupations requiring a combination of basic scientific knowledge and manual skill that can be obtained through two years of post-high-school education, such as the education offered in many technical institutes and junior colleges, or through equivalent on-the-job training. This category includes computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

there has been some progress, Asian/Pacific Islanders and Hispanics/Latinos in particular are severely underrepresented relative to their numbers in the general U.S. population. The representation of people of color on boards of directors still remains a challenge, with little to no growth occurring since the 2008 NAMIC survey.

Women

In 2011, cable telecommunications organizations increased their representation of women in a number of positions, including executives, boards of directors, and new hires. However, opportunities still remain to ensure pay equity for women. In 2011, a new metric, the top 10% highest paid employees, was collected, and the results indicated that women comprised only 30% of this category.

Comparison Data

- Throughout the report, the cable telecommunications organizations' survey results, when applicable, were compared by programmers and multi-system operators, and historical NAMIC (2008) or WICT PAR (2009) data.
- Equal Employment Opportunity Commission (EEOC) data were used in workforce demographic comparisons with the cable telecommunications organizations' survey results. Industry classifications were based on the North American Industry Classification System (NAICS) which is the standard used by federal statistical agencies in classifying business establishments. The EEOC data are from the 2009 EEO-1 National Aggregate Report or EEO-1 National Aggregate Report by NAICS-3. The "EEOC comparison - All industries" includes data from all industries collected by the EEOC. The "EEOC comparison - Telecommunications industry" is a subsector of the NAICS Information industry, which is defined as establishments providing telecommunications and the services related to that activity and primarily engaged in operating, maintaining and/or providing access to facilities for the transmission of voice, data, text, sound and video. A transmission facility may be based on a single technology or a combination of technologies. Examples of industries included in this subsector are satellite, telecommunications and mobile companies.
- The SHRM telecommunications industry comparison for the organizational diversity practice data is derived from a subset of 674 SHRM members (HR professionals) who were randomly selected to participate in the SHRM 2011 Workplace Diversity Practices Survey. This survey was conducted in June 2011. The organizations in this comparison group include cable, satellite, telecommunications and mobile companies as well as other organizations in the NAICS Information industry.
- The analysis by organization staff size for the SHRM all-industry diversity practice data comparisons is based on the total number of U.S. domestic full-time equivalent employees (FTEs): small-sized organizations (1 to 999 FTEs), medium-sized organizations (1,000 to 4,999 FTEs) and large-sized organizations (5,000 or more FTEs).

About NAMIC

Founded in 1980, we are the premier organization that educates, advocates and empowers for multi-ethnic diversity in the communications industry. Our success lies in the ability to cultivate individual careers as well as partnering with our country's leading media companies who are committed to advancing the business case for diversity.

NAMIC helps facilitate the personal and professional development of individuals from entry-level to the C-Suite. Comprising nearly 2400 professionals from all industry sectors, NAMIC members come from a broad range of disciplines and represent cable telecommunications, broadcast, digital, film, and print media.

Through its educational offerings and industry-wide initiatives, NAMIC continues to broaden its impact as demographic shifts, globalization, and technology rapidly change the way business is done. For over three decades, NAMIC has been shaping critical thinkers, advancing careers, and empowering individuals and companies alike, to optimize the strategic opportunities inherent in both workforce and consumer diversity.

NAMIC is at the forefront of driving ethnic diversity in the communications industry. Our signature is developing a pipeline of diverse talent for the next generation of industry leadership. This is carried out in a variety of ways, as NAMIC engages with professionals and the companies invested in their success. Education, mentoring, leadership development, and positioning diversity as an essential business asset are the areas in which we excel.

About WICT

For over thirty years, Women in Cable Telecommunications (WICT) has partnered with cable telecommunications leaders to provide professional development programs, research, and services that help advance women in cable media. With over 8,700 members, WICT is the oldest and largest professional association serving women in the cable telecommunications industry.

Since 2003, the WICT PAR Initiative has measured the status of women employees in the cable industry based on three criteria: **P**ay Equity, **A**dvancement Opportunities and **R**esources for Work/Life Support. A comprehensive advocacy program helping companies to set goals, institutionalize practices, measure progress and achieve results, the PAR Initiative showcases best practices regarding company policy and procedures, which positively impacts the opportunities for women in the industry. Each year, the PAR Initiative grows more valuable as a resource for measuring and supporting the advancement of women in the cable telecommunications industry and has been supported by WICT's 20 chapters nationwide, as well as The Kaitz Foundation and the industry at large.

About SHRM

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

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