

CORPORATION FOR PUBLIC
BROADCASTING



AFFIRMATIVE ACTION PROGRAM

FY 2010 Performance Report and
FY 2011 Affirmative Action Plan

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CORPORATION FOR PUBLIC BROADCASTING

AFFIRMATIVE ACTION POLICIES AND IMPLEMENTATION

A. Equal Employment Opportunity Policy

The Corporation for Public Broadcasting, a private, nonprofit corporation established in the District of Columbia, is committed to Equal Employment Opportunity. While the Corporation is not required by Executive Order 11246 to have an Affirmative Action policy, it does so voluntarily. CPB will not discriminate against any individual on the basis of race, color, religion, national origin, sex, age, pregnancy, marital status, personal appearance, sexual orientation, family responsibilities, physical or mental handicap or disability, matriculation, or political affiliation. It will not tolerate sexual harassment in its workplace. Further, it will take all reasonable steps necessary to ensure the practice of nondiscriminatory treatment of all persons in its workforce.

B. Implementation of CPB's Policy through an Affirmative Action Plan

CPB creates an annual Affirmative Action Plan for adoption by the Board of Directors to implement its policies, hereafter, referred to as the "Plan." The Plan positions the Corporation to: ensure that all qualified applicants receive an equal opportunity for employment at CPB, including individuals with a physical or mental disability; maintain diversity in racial/ethnic and gender representation in its workforce; and serve as a leader in the area of affirmative action/equal employment opportunity in the public broadcasting industry.

C. Dissemination

All new and current employees are notified of the Plan's approval and publication on CPB's Intranet site. All CPB employment postings, advertisements, and application forms acknowledge the Corporation's status as an Equal Opportunity/Affirmative Action employer.

D. Individual Staff Responsibilities

1. The President and Chief Executive Officer: The President and Chief Executive Officer (CEO) bears ultimate responsibility for the success of CPB's affirmative action/EEO policies and is responsible for delivering an annual report to the Board of Directors on implementation of the Affirmative Action Plan.
2. The Corporate EEO Officer: The Corporate EEO Officer makes recommendations to the President and CEO for affirmative action as necessary. The Corporate EEO Officer advises the President on the resolution of affirmative action/EEO problems; maintains procedures to ensure EEO compliance in all employment-related activities; keeps current on changes in EEO laws and regulations; informs the CPB staff of any

such changes; and maintains corporate EEO files. Currently the Human Resources Department works together to fulfill the Officer role.

3. Department Heads: All department heads with supervisory authority are expected to abide by EEO corporate policies and procedures. They are responsible for ensuring that employees in their unit(s) are free from all forms of discrimination, including sexual harassment. Supervisors receive management training and are evaluated on how well they meet their responsibility for Affirmative Action/EEO.

E. Complaints

Any CPB employee who believes that he or she has been discriminated against should contact the Corporate EEO Officer or his/her designee, to seek informal resolution of the complaint. Any formal complaint must be filed in accordance with the procedures outlined in the Corporation's Personnel Policies Manual (see policy 404).

Nothing in the CPB process for resolving EEO complaints is intended to limit or prohibit any CPB employee from exercising his or her right to seek redress with federal or local government agencies.

CORPORATION FOR PUBLIC BROADCASTING

FY 2010 AFFIRMATIVE ACTION PERFORMANCE REPORT

A. Summary of CPB Workforce and Employment Activities

In FY 2010 the total number of employees on staff decreased from 114 to 111. A total of 12 new employees were hired, and 15 employees left CPB. Of the new hires, 7 (58%) are women and 8 (67%) are minorities. Of the employees who left CPB, 9 (60%) are women and 8 (53%) are minorities. In FY 2010 CPB hired seven student interns in various departments; one male, six females and one of the seven were a minority.

During these reporting periods, no formal EEO complaints were filed against CPB.

B. CPB Workforce at a Glance

Table I shows CPB’s 2009 and 2010 workforce profile at the beginning and end of the reporting period, compared to U.S. Census Bureau statistics for the Washington/Baltimore metropolitan area (Washington-Baltimore DC-MD-VA-WV).

Table I	Corporation for Public Broadcasting				2000 U.S. Census (Wash.-Balt.)
	September 30, 2009		September 30, 2010		
Total Staff	114	100%	111	100%	100%
Non-Minority	69	61%	66	59%	68%
Minorities	45	39%	45	41%	32%
Males	51	45%	51	46%	44%
Females	63	55%	60	54%	56%

As reflected in this table, CBP has exceeded the census availability percentages for minority representation in both FY 2009 and FY 2010. For females, CPB has essentially met the census availability percentages for FY 2009 and FY 2010.

The following tables provide further breakout of female and minority representation by job groups. Included in “Executive/Senior Officials & Managers” are CPB’s senior vice president and above positions. “First/Mid Officials & Managers” include vice president, executive and senior director positions. “Professionals” include all remaining non-administrative support positions at the director and below positions. “Administrative Support” includes administrative and technical positions.

Table II shows CPB’s female workforce by job group, as of September 30, 2009 and 2010, compared to that of the Washington/Baltimore metropolitan area census.

Table II	Female Staff Representation				2000 U.S. Census (Wash.-Balt.)
	September 30, 2009		September 30, 2010		
Total Females	63	55%	60	54%	56%
Executive/Sr Officials & Mgrs.	2	17%	2	17%	39%
First/Mid Officials & Mgrs.	7	37%	8	38%	56%
Professionals	36	59%	39	64%	59%
Administrative Support	18	77%	11	65%	79%

Employment of Women: As illustrated above, women continue to make up more than half of CPB’s workforce (54% at the end of FY 2010) and are represented in all four job groups. In three of the four job groups, Executive/Senior Official & Managers, First/Mid Officials & Managers and Administrative Support, our percentage representation falls below the 2000 census availability data. For Professionals, we exceed the availability data.

Table III shows CPB’s minority workforce by job group, as of September 30, 2009 and 2010, compared to that of the Washington/Baltimore metropolitan area census.

Table III	Minority Staff Representation				2000 U.S. Census (Wash.-Balt.)
	September 30, 2009		September 30, 2010		
Total Minorities	43	39%	45	41%	32%
Executive/Sr Officials & Mgrs.	2	17%	1	8%	18%
First/Mid Officials & Mgrs.	5	26%	4	19%	32%
Professionals	22	38%	27	44%	39%
Administrative Support	14	64%	13	76%	49%

Employment of Minorities: Minorities were represented in all job groups in FY 2009 and 2010. CPB fell below job group representation in FY 2010 for Executive/Senior Official & Managers and First/Mid Officials & Managers and exceeded minority representation as compared to the census data in both the Professional and Administrative Support job groups.

C. Comparison of Incumbency to Availability

CPB has conducted a comparison of the current percentage of female and minority incumbents within each of our job groups against the final availability established for each group. This was completed using the “80%” test, a methodology available for employers to use to evaluate the female and minority representation within their workforce. This test requires that a “placement goal” be established in any job group in which representation is less than 80% of the availability for that job group. Such goals are not a quota of any kind. Rather, they are quantifiable targets that are reasonably attainable with good faith efforts.

In that regard, CPB will undertake good faith efforts to meet any goals established, while continuing to evaluate all applicants without regard to race, sex, color, age, religion, national origin, disability, sexual orientation, marital status, or any other protected basis under applicable federal and District of Columbia laws.

The results of our comparison of incumbency to availability are summarized on the charts below. Job groups where incumbency for minorities and/or females with representation less than 80% of the availability are highlighted to reflect that a goal is required.

CPB COMPARISON OF INCUMBENCY TO AVAILABILITY

FEMALES – FY 2009

EEO Job Group Name	Females Availability	Total Incumbents	Total Females	% Females	Incumbency Compared to Availability	Goal Required YES/NO
Executives/Sr Officials & Mgrs	39%	12	2	17%	44%	YES
First/Mid Officials & Mgrs	56%	19	7	37%	66%	YES
Professionals	59%	60	36	60%	102%	NO
Administrative Support	79%	23	18	78%	99%	NO
TOTALS		114	63	55%		

FEMALES – FY 2010

EEO Job Group Name	Females Availability	Total Incumbents	Females	% Females	Incumbency Compared to Availability	Goal Required YES/NO
Executive/Sr. Officials & Mgrs	39%	12	2	17%	44%	YES
First/Mid Officials & Mgrs	56%	21	8	38%	68%	YES
Professionals	59%	61	39	64%	108%	NO
Administrative Support	79%	17	11	65%	82%	NO
TOTALS		111	60	54%		

MINORITIES – FY 2009

EEO Job Group Name	Minorities Availability	Total Incumbents	Minorities	% Minorities	Incumbency Compared to Availability	Goal Required YES/NO
Executive/Sr Officials & Mgrs	18%	12	2	17%	94%	NO
First/Mid Officials & Mgrs	32%	19	5	26%	81%	NO
Professionals	39%	60	23	38%	97%	NO
Administrative Support	49%	23	15	65%	133%	NO
TOTALS		114	45	39%		

MINORITIES – FY 2010

EEO Job Group Name	Minorities Availability	Total Incumbents	Minorities	% Minorities	Incumbency Compared to Availability	Goal Required YES/NO
Executive/Sr. Officials & Mgrs.	18%	12	1	8%	44%	YES
First/Mid Officials & Mgrs	32%	21	4	19%	59%	YES
Professionals	39%	61	27	44%	113%	NO
Administrative Support	49%	17	13	76%	155%	NO
TOTALS		111	45	41%		

D. Identification of Opportunities

The overall composition of CPB’s workforce as of September 30, 2010, was 54% female and 41% minority of a total staff of 111 employees.

As of September 30, 2010 the results of our incumbency compared to availability indicate that for both females and minorities two of the four job groups have an incumbent to availability ratio of less than 80%. For those two groups, CPB has established placement goals equal to the percentage of availability. For the Executive/Senior Officials and Managers and First/Mid Officials and Managers groups, the percentage representation for females and minorities is less than would reasonably be expected based upon their availability. However, due to the small number of employees at CPB, achieving incumbency representation is difficult in these smaller population job categories.

E. Establishment of Goals

Based upon the identification of the job groups with representation of females with representation less than would reasonably be expected, the following two placement goals have been established:

Job Group	Total % Females	Census Availability	Goal
Exec/Sr Officials & Mgrs	17%	39%	Increase female representation to availability.
First/Mid Officials & Mgrs	38%	56%	Increase female representation to availability.

Based upon the identification of the job groups with representation of minorities with representation less than would reasonably be expected, the following two placement goals have been established:

Job Group	Total % Minorities	Census Availability	Goal
Exec/Sr Officials & Mgrs	8%	18%	Increase minority representation to availability.
First/Mid Officials & Mgrs	19%	32%	Increase minority representation to availability.

It should be noted that any placement goals established because female or minority representation is less than would reasonably be expected based on the availability do not amount to an admission of impermissible conduct, a finding of discrimination, or a lack of good faith affirmative action efforts.

Although placement goals have been established for specific job groups where representation is less than would reasonably be expected, CPB will continue to make efforts to place qualified females within all departments.

F. Performance of Specific FY 2010 Affirmative Action Objectives

1. Objective:

Continue to assure that equal employment opportunity guides every phase of the recruitment process. Encourage women, minorities, and individuals with disabilities to apply for CPB job openings. Continue to identify and utilize new sources for recruiting minorities and females, particularly taking advantage of the Internet to widen applicant pools.

Results:

During the reporting period, CPB encouraged applications from women and minorities and recruited from a wide and diverse pool of applicants. We continued to use recruiting sources that have a wide circulation and traditionally attract a very diverse group of applicants, particularly Washington Post.com and JobFox.com. During the reporting period we posted vacant positions with an additional group of recruitment sources particularly aimed at attracting minorities and women including:

- National Association of Multi-Ethnicity in Communications
- IMDiversity
- Women for Hire
- American Women in Radio & Television
- Second Chance Employment Service
- Diversity and Inclusion
- Aquent Diversity Talent Network

In FY 2010 we made a concerted effort to have a strong intern program in CPB and to recruit and hire a diverse group of applicants. This year CPB provided seven summer internships for students at the graduate and undergraduate level. Of the seven interns, six were female and one was a minority. The chart below summarizes new hires.

CPB New Hires						
	FY 2009			FY 2010		
	Minority	Female	Total	Minority	Female	Total
Exec/Sr Officials & Mgrs.	1	1	3	0	1	1
First/Mid Officials & Mgrs.	1	1	3	0	0	1
Professionals	5	6	11	3	3	5
Admin Support	3	5	9	4	2	5
TOTAL	10	13	26	7	6	12
PERCENT	38%	50%	100%	58%	50%	100%

CPB also hires through the Green Door program, which places and trains individuals with a history of mental illness in temporary work assignments. CPB has had a successful history with this program.

2. Objective:

Continue to develop managers to better lead and develop staff which will benefit both managers and employees and foster growth.

Results:

Continued to expand on staff training programs which will encompass development in the areas of management, hiring, orientation for new employees, project and contract management, and compliance.

3. Objective:

Foster CPB's overall goal of diversity by helping staff recognize that the organization benefits from diverse viewpoints and experiences. Help prepare public broadcasting for the future through activities intended to foster a more diverse workforce.

Results:

In 2010, CPB made strategic investments in three key areas – Digital, Dialogue and Diversity – to ensure that the climate for diversity continues to evolve. We continued our initiatives focusing on community engagement and technology because of their role in increasing public media's reach into our interconnected world.

Diversity

CPB expanded relationships with our diversity partners to broaden the reach of public media and allow greater opportunities for underrepresented groups. In order to strengthen our capacity to serve as a catalyst within the industry, we hired a new Senior Vice President responsible for diversity and innovation to help achieve our goals.

Digital

CPB funded projects to explore how emerging digital platforms can be used to build dialogue and civic engagement with different audiences. We also supported training initiatives to help underrepresented groups adapt to the digital age.

Dialogue

Dialogue is necessary for finding common ground, reducing misinformation and building bridges. With this in mind, CPB spearheaded the development of a “vision paper” to articulate a plan and spark action within the public media system as it relates to minority population segments. CPB also helped stations strengthen their connections to communities by funding engagement campaigns targeting underrepresented groups.

Diversity is the cornerstone of a democratic media society; we are privileged to play a role in creating an atmosphere where authentic voices are perceived as our greatest strength and asset. Where democracy flourishes, diverse ideas and viewpoints can be freely discussed, improved upon, rejected, or conserved. Where diversity flourishes, innovation and progress are forged from the sparks generated when different perspectives come together on common ground. Where dialogue flourishes, a democratic, diverse discourse brings about understanding and enlightenment. Public service media in the digital age connects the greater community with common venues of communication that help define the rights and responsibilities of citizenship.

CPB's commitment to promote greater innovation and diversity in public media resulted in establishing a \$20 million Diversity and Innovation Fund, to be spent over two years to support the PBS National Program Service. Recognizing that innovation is central to the goal of attracting younger, more racially and ethnically diverse viewers and content creators, the fund will encourage the use of new and emerging technology across four content areas: television-centered, multiplatform content; digital initiatives; education initiatives; and gaming.

The fund is managed like a venture capital investment fund: investing seed money, providing incentives for partnership, analyzing return on investment, and analyzing impact. Most fund-supported projects are to be chosen from responses to formal requests for proposals (RFPs)—with guidelines posted on the CPB and PBS Web sites—rather than “over-the-transom” pitches. The first RFP asked for proposals in a variety of popular genres, including science, history, travel, natural history, which will explore digital “beyond broadcast” strategies that may include Web presence, mobile applications, social media, and inclusion in the Digital Learning Library and/or the PBS Teachers service.

The organization has continued to serve as a national partner in the Emma L. Bowen Scholarship program which provides minority students with summer internships at public broadcasting stations.

CPB funds the Minority Consortia, which in turn select and fund programs about their communities, including African Americans, Native Americans, Latinos, Asian Americans, and Pacific Islanders.

The Consortia functions as developers, producers, and distributors of radio and television programming that appeals to diverse audiences and harnesses the creative talents of minority communities. These organizations also award grants to producers for program production, training, exhibition, and outreach activities.

Over the course of several years, CPB has been working to develop a public radio service that will target the needs of Latino listeners. In FY 2010 CPB continued work to establish the Latino Radio Program Service, including working with a public radio station in the Los Angeles market to carry the service and exploring the potential of

exporting this service through syndication to other established markets. There is also broad potential for further distribution of this content.

Enhancing Services for Underserved Audiences: CPB embarked on a project to increase public broadcasting services to underserved audiences by helping the minority organizations develop strategies and financial investments to achieve a higher, more effective level of service. The project included assessing and analyzing efforts by the television National Minority Consortia, the equivalent radio minority organizations, and other stakeholders in the industry.

4. Objective:

Implement changes to, and train staff on, CPB's EEO and sexual harassment policies. Ensure that managers and staff are respectful of all members of our diverse workforce.

Results:

CPB has undertaken a review of its personnel policies, including those on EEO, compliance procedures and sexual harassment. Updated policies have been drafted and are in the final review stage and will be issued in the upcoming fiscal year. CPB has developed new training modules designed for staff and management on these areas, as well as other areas related to management and compliance, to take place in FY 2011.

CORPORATION FOR PUBLIC BROADCASTING

FY 2011 AFFIRMATIVE ACTION PLAN

Based on the analysis of the current CPB workforce and employment activities, the following objectives, activities and measures of success have been developed for FY 2011. **Human Resources will track activities and report results to management on a quarterly basis.**

Objective #1: *Maintain or increase overall minority and female representation within CPB workforce through an external recruitment process designed to attract minority and female applicants.*

Resources/Activities: Continue to identify and utilize new sources, especially the Internet, for recruiting a diverse pool of applicants. For external recruitments, for non-executive positions, employ at least three sources likely to yield a diverse applicant pool; for executive positions, use at least five sources. Ensure that external recruiting agencies hired by CPB present qualified female and/or minority applicants to CPB for each position. Ensure that departments consider qualified female and/or minority applicants.

Measures of Success: Maintenance or increase in overall minority and female representation within CPB workforce.

Objective #2: *Maintain or increase minority and female representation within the Executive/Sr. Officials & Managers and First/Mid Officials & Managers job groups, through external recruitment processes, internal promotions and other retention strategies.*

Resources/Activities: Ensure the recruiting agencies hired by CPB offer qualified female and/or minority applicants for each open position in Executive/Sr. Officials & Managers and First/Mid Officials & Managers job groups, and that recruitment includes potential internal candidates. Ensure that departments consider qualified female and/or minority applicants. Ensure that professional development is a required aspect of annual CPB performance reviews; employees in the First/Mid Officials and Managers and Professionals job groups and their supervisors should plan for professional development to build skills currently needed in Executive/Sr. Officials & Managers and First/Mid Officials & Managers positions. Continue tuition support, computer loan program and career development. Encourage current female and minority staff members to apply for Executive/Sr. Officials & Managers and First/Mid Officials & Managers positions; if not qualified, address skills shortfalls with professional development planning.

Measures of Success: Maintenance or increase in minority and female representation in the Executive/Sr. Officials & Managers and the First/Mid Officials and Managers job groups.

Objective #3: *As part of a comprehensive internal training program, develop and implement on EEO Policies and Procedures module for managers, and a Diversity/Sexual Harassment Awareness module for all staff members.*

Resources/Activities: Working with the selected consulting firm, KnowledgeBank develop a curriculum that includes learning objectives, delivery/training methods and materials (such as policy manuals). Conduct training sessions, and distribute materials as needed. Survey managers and staff post-training regarding their awareness and attitudes towards CPB's EEO and sexual harassment policies and procedures.

Measures of Success: Survey results showing that managers have a good awareness of, and positive attitudes towards CPB's EEO and sexual harassment policies and procedures.

Objective #4: *Increase the participation of minorities and females in public broadcasting by supporting professional and leadership development for diverse students, producers and/or station staff.*

Resources/Activities: Continue to ensure opportunities for women and minorities in the CPB-funded professional development projects such as Producer's Academy, National Association of Latino Independent Producer's (NALIP) professional development project, the National Black Programming Consortium's (NBPC) New Media Institute, and scholarships to attend industry conferences and events like the Third Coast International Audio Festival. CPB has invested in the Emma Bowen Scholarship program, which placed minority students in multi-year paid internships at public radio and television stations, and several students are now graduating and seeking jobs. We intend to continue the partnership with Emma Bowen and those graduates to find them job placements, where feasible, at public media stations and organizations.

Measures of Success: Increased participation of females and minorities in programs and projects described above.
