

CORPORATION FOR PUBLIC
BROADCASTING



AFFIRMATIVE ACTION PROGRAM

FY 2011 Affirmative Action Performance Report and
FY 2012 Affirmative Action Plan

A handwritten signature in black ink, appearing to read 'Patricia Harrison', written over a horizontal line.

Patricia Harrison
President and CEO
Corporation for Public Broadcasting

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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, veteran status, physical or mental handicap or disability, matriculation, or political affiliation. It will not tolerate 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 employees are notified of the Plan's approval and publication on CPB's Intranet site; and, 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 Senior Director, Human Resources serves as the Corporate EEO Officer and 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.

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 405).

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 2011 AFFIRMATIVE ACTION PERFORMANCE REPORT

A. Summary of CPB Workforce and Employment Activities

In FY 2011, the total number of staff increased from 111 to 116. A total of 20 new employees were hired, and 15 employees left CPB. Of the new hires, 16 (80%) were women and 4 (20%) were minorities. Of the employees who left CPB, 9 (60%) were women and 8 (53%) were minorities. Additionally, in FY 2011 CPB hired four student interns in various departments; one male, three females and two of the four were minorities.

During this reporting period, no formal EEO complaints were filed against CPB.

B. CPB Workforce at a Glance

Table I shows CPB’s 2010 and 2011 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, 2010		September 30, 2011		
Total Staff	111	100%	116	100%	100%
Non-Minority	67	60%	76	66%	68%
Minorities	44	40%	40	34%	32%
Males	51	46%	49	42%	44%
Females	60	54%	67	58%	56%

As reflected in this table, CPB has exceeded the census availability percentages for minority representation and has essentially met the census availability for female representation in FY 2010. For FY 2011, CBP has exceeded the census availability percentages for female and minority representation.

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” includes 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, 2010 and 2011, compared to that of the Washington/Baltimore metropolitan area census.

Table II	Female Staff Representation				2000 U.S. Census (Wash.-Balt.)
	September 30, 2010		September 30, 2011		
Total Females	60	54%	67	58%	56%
Executive/Sr Officials & Mgrs.	2	17%	3	23%	39%
First/Mid Officials & Mgrs.	8	38%	9	41%	56%
Professionals	37	63%	38	63%	59%
Administrative Support	13	68%	17	81%	79%

Employment of Women: As illustrated above, women continue to make up more than half of CPB’s workforce (58% at the end of FY 2011) and are represented in all four job groups. In two of the four job groups, Executive/Senior Official & Managers, First/Mid Officials & Managers our percentage representation falls below the 2000 census availability data. However, improvement in the female representation in both these groups improved in FY 2011. For Professionals and Administrative Support, we exceed the availability data.

Table III shows CPB’s minority workforce by job group, as of September 30, 2010 and 2011, compared to that of the Washington/Baltimore metropolitan area census.

Table III	Minority Staff Representation				2000 U.S. Census (Wash.-Balt.)
	September 30, 2010		September 30, 2011		
Total Minorities	44	40%	40	35%	32%
Executive/Sr Officials & Mgrs.	1	8%	2	15%	18%
First/Mid Officials & Mgrs.	4	19%	3	14%	32%
Professionals	24	41%	22	37%	39%
Administrative Support	15	79%	13	62%	49%

Employment of Minorities: Minorities were represented in all job groups in FY 2010 and 2011. CPB improved and essentially met job group representation in FY 2011 for Executive/Senior Official & Managers although progress was not made in First/Mid Officials & Managers where census representation was not met. Minority representation was essentially met or exceeded in comparison 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 2010

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%	21	8	38%	68%	YES
Professionals	59%	59	37	63%	107%	NO
Administrative Support	79%	19	13	68%	86%	NO
TOTALS		111	60	54%		

FEMALES – FY 2011

EEO Job Group Name	Females Availability	Total Incumbents	Females	% Females	Incumbency Compared to Availability	Goal Required YES/NO
Executive/Sr. Officials & Mgrs	39%	13	3	23%	59%	YES
First/Mid Officials & Mgrs	56%	22	9	41%	73%	YES
Professionals	59%	60	38	63%	107%	NO
Administrative Support	79%	21	17	81%	103%	NO
TOTALS		116	67	58%		

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%	59	24	41%	105%	NO
Administrative Support	49%	19	15	79%	161%	NO
TOTALS		111	44	40%		

MINORITIES – FY 2011

EEO Job Group Name	Minorities Availability	Total Incumbents	Minorities	% Minorities	Incumbency Compared to Availability	Goal Required YES/NO
Executive/Sr. Officials & Mgrs.	18%	13	2	15%	83%	NO
First/Mid Officials & Mgrs	32%	22	3	14%	44%	YES
Professionals	39%	60	22	37%	95%	NO
Administrative Support	49%	21	13	62%	127%	NO
TOTALS		116	40	34%		

D. Identification of Opportunities

The overall composition of CPB's workforce as of September 30, 2011, was 58% female and 34% minority for a total staff of 116 employees.

The results of our incumbency compared to availability indicate that in all but one job group our incumbent representation of minorities is greater than the availability. For female representation, two of the four job groups have an incumbent to availability ratio of less than 80%. CPB has established placement goals for both minorities and females equal to the percentage of availability.

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	23%	59%	Increase female representation to availability.
First/Mid Officials & Mgrs	41%	73%	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 placement goal has been established:

Job Group	Total % Minorities	Census Availability	Goal
First/Mid Officials & Mgrs	14%	44%	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 2011 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
- Wounded Warrior Project
- American Women in Radio & Television
- Second Chance Employment Service
- Diversity and Inclusion
- Aquent Diversity Talent Network

In FY 2011 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 four summer internships for students at the graduate and undergraduate level. Of the four interns, three were female and two were minorities. The chart below summarizes new hires.

CPB New Hires						
	FY 2010			FY 2011		
	Minority	Female	Total	Minority	Female	Total
Exec/Sr Officials & Mgrs.	0	1	1	1	1	1
First/Mid Officials & Mgrs.	0	0	1	0	2	2
Professionals	3	3	5	1	6	8
Admin Support	4	2	5	2	7	9
TOTAL	7	6	12	4	16	20
PERCENT	58%	50%	100%	20%	80%	100%

2. Objective:

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

Results:

Expand on staff training program 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 2011, CPB made strategic investments in three key areas – Digital, Dialogue and Diversity – to ensure that the climate for diversity continues to evolve. We also expanded our initiatives to include more resources for 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 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.

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 2011 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.

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.

Enhancing the reach of CPB in diverse communities: CPB created the Public Media Executive Fellowship Program designed to provide a college graduate from an economically disadvantaged background with an interest in public media an opportunity to learn and broaden their background with direct work experience in the public broadcasting community. This 18 month program provides employment of an Executive Fellow, selected by CPB's executive team, at CPB. The fellowship period begins with an assignment of 3 months to the Executive Office, reporting directly to CPB's President and Chief Executive Officer. Following this initial assignment, the Executive Fellow is assigned to work in other CPB departments or other public broadcasting affiliated entities in the Washington, DC area. At the conclusion of the Fellowship Program, the incumbent will be eligible to apply for vacant positions at CPB.

The Executive Fellowship program has been designed to give fellows an opportunity to obtain real world, hands on experience where they can improve their communications skills and gain an understanding of a corporate office environment. It will help them shape their career through varied assignments and experiences that may influence where and what type of work they may wish to engage in for the long term. The assignment should strengthen their resume and make the fellow more marketable for future employment opportunities.

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 it has undertaken a review of its personnel policies, including those on EEO, compliance procedures and sexual harassment. CPB has retained a consulting firm to develop and conduct training for staff and management on these areas, as well as other areas related to management and compliance, this took place in FY 2011 and will continue in FY 2012.

CORPORATION FOR PUBLIC BROADCASTING

FY 2012 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 2012. 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 an EEO Policies and Procedures module for managers, and a Diversity/Sexual Harassment Awareness module for all staff members.*

Resources/Activities: Continue to develop 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, 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.

CPB funds the Workforce Diversity Associates Program which provides partial financial support of site-based positions for stations or content developers in the areas of community engagement, digital innovation, content development, or development. The program is intended to spur sustainable, long-term employment opportunities with organizations committed to diversifying their staff.

Additionally, CPB invests in the Firelight Media's Producers' Lab which is a mentorship program for independent producers from diverse backgrounds. Participating producers work with award-winning filmmaker, Stanley Nelson, and his team of senior producers, writers, editors, new media, and fund raising specialists to complete their projects for a national broadcast. The Lab also provides quarterly workshops and seminars to producers on relevant and contemporary topics.

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