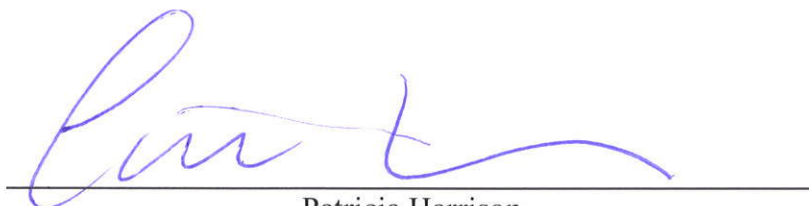


CORPORATION FOR PUBLIC BROADCASTING



AFFIRMATIVE ACTION PROGRAM

FY 2016 Affirmative Action Performance Report and FY 2017 Affirmative Action Plan



Patricia Harrison
President and CEO
Corporation for Public Broadcasting

TABLE OF CONTENTS

AFFIRMATIVE ACTION POLICIES AND IMPLEMENTATION 3

| <u>Section</u> | <u>Subject</u> | |
|-----------------------|---|---|
| A. | EEO Policy | 3 |
| B. | Implementation of CPB's Policy through Affirmative Action Plan | 3 |
| C. | Dissemination | 3 |
| D. | Individual Staff Responsibilities | 3 |
| E. | Complaints | 4 |

FY 2016 AFFIRMATIVE ACTION PERFORMANCE REPORT 5

| <u>Section</u> | <u>Subject</u> | |
|-----------------------|--|----|
| A. | Summary of CPB Workforce and Employment Activities | 5 |
| B. | CPB Workforce at a Glance | 6 |
| C. | Comparison of Incumbency to Availability | 8 |
| D. | Performance of Specific FY 2016 Affirmative Action Objectives | 10 |

FY 2017 AFFIRMATIVE ACTION PLAN 12

| | | |
|----------|---|----|
| Addendum | CPB FY 2016 Employment Numbers by Job Group Detailing Minority and Non-Minority Data | 13 |
|----------|---|----|

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. 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 as a student, 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.

While CPB is not required by Executive Order 11246, Equal Employment Opportunity, to have an Affirmative Action policy, it does so voluntarily.

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

The Plan is available to all employees and to the public on CPB's website. CPB employment postings, advertisements, and application forms acknowledge the Corporation's status as an Equal Opportunity/Affirmative Action employer.

D. Individual Staff Responsibilities

The President and Chief Executive Officer (CEO) has ultimate responsibility for the success of CPB's affirmative action/EEO policies and is responsible for providing an annual report to the Board of Directors on implementation of the Affirmative Action Plan.

The Vice President, 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.

All department heads with supervisory authority are required 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.

E. Complaints

Any CPB employee who believes that he or she has been discriminated against should contact the Corporate EEO Officer 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, Equal Employment Opportunity Complaints).

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.

FY 2016 AFFIRMATIVE ACTION PERFORMANCE REPORT

A. Summary of CPB Workforce and Employment Activities

Workforce and Employment Activities

In FY 2016, the number of employees at CPB increased from 94 to 99.

Employment activity during the year included hiring 17 employees, the promotion of 9, and 12 separations.

As reflected in the following table, the female and minority representation of new hires was 71 percent and 17 percent, respectively. These levels for the corresponding representation for separations, were 50 percent female and 33 percent minorities.

At the end of the fiscal year, CPB's workforce included 67 females (68 percent) and 40 minorities (40 percent). Representation for both groups remained approximately the same from the previous fiscal year.

| Corporation for Public Broadcasting FY 2016 Employment Activities | | | | | |
|---|-------|---------|-----------|------------|--------------|
| | Total | Females | % Females | Minorities | % Minorities |
| New Hires | 17 | 12 | 71% | 6 | 17% |
| Promotions | 9 | 6 | 67% | 1 | 11% |
| Separations | 12 | 6 | 50% | 4 | 33% |

B. CPB Workforce at a Glance

Table I – CPB’s Total Workforce Profile shows CPB’s 2015 and 2016 workforce profile at the end of each reporting period, compared to 2010 U.S. census availability statistics for the job groups represented at CPB for the Washington/Baltimore metropolitan area.

| Table I | Corporation for Public Broadcasting Workforce Profile | | | | 2010 U.S. Census (Wash.— Balt.) |
|--------------|---|------|--------------------|------|------------------------------------|
| | September 30, 2015 | | September 30, 2016 | | |
| Total Staff | 94 | 100% | 99 | 100% | 100% |
| Non-Minority | 57 | 61% | 59 | 60% | 53% |
| Minorities | 37 | 39% | 40 | 40% | 47% |
| Males | 33 | 35% | 32 | 32% | 51% |
| Females | 61 | 65% | 67 | 68% | 49% |

As the chart shows, for FY 2015 and FY 2016, the percentage of females in CPB’s workforce significantly exceeded the 49 percent availability of females in the relevant job groups for our region identified in the census. The percentage of minorities in CPB’s workforce was 7 percent less than the 47 percent availability in the region according to the census.

The following tables provide a further breakout of the above information for females and minorities by four census job groups that best reflect the profile of CPB positions. Positions included in each of these groups are as follows:

Executive/Senior Officials & Managers – Senior Vice President and above

First/Mid Officials & Managers – Vice President, Executive, and Senior Director

Professionals – Director and below, non-administrative support

Administrative Support – administrative and technical

Table II – CPB’s Female Workforce Profile shows the number of CPB’s female employees by job group and their percentage compared to the total number of positions in that job group as of September 30, 2015 and 2016. The last column in the table provides the 2010 census availability percentage for each job group.

| Table II | CPB Female Staff Representation by Job Group | | | | 2010 U.S. Census (Wash.- Balt.) |
|---------------------------------------|--|-----|--------------------|-----|------------------------------------|
| | September 30, 2015 | | September 30, 2016 | | |
| Executive/Senior Officials & Mgrs. | 6 | 46% | 5 | 45% | 38% |
| First/Mid Officials & Managers | 12 | 63% | 14 | 67% | 43% |
| Professionals | 31 | 63% | 37 | 69% | 42% |
| Administrative Support | 12 | 92% | 11 | 85% | 87% |
| Total | 61 | 65% | 67 | 68% | 49% |

As illustrated above, women continue to make up more than half of CPB’s workforce (65 percent at the end of FY 2015 and 68 percent at the end of FY 2016). For FY 2016, CPB’s percentage representation exceeded or was basically the same compared to the 2010 census availability data in each job group.

Table III – CPB’s Minority Workforce Profile shows CPB’s minority workforce profile by job group, as of September 30, 2015 and 2016, compared to the 2010 census availability detail.

| Table III | CPB Minority Staff Representation by Job Group | | | | 2010 U.S. Census (Wash.- Balt.) |
|---------------------------------------|--|-----|--------------------|-----|------------------------------------|
| | September 30, 2015 | | September 30, 2016 | | |
| Executive/Senior Officials & Mgrs. | 3 | 23% | 2 | 18% | 26% |
| First/Mid Officials & Managers | 2 | 11% | 3 | 14% | 33% |
| Professionals | 23 | 47% | 27 | 50% | 36% |
| Administrative Support | 9 | 69% | 8 | 62% | 46% |
| Total | 37 | 39% | 40 | 40% | 47% |

Minorities are represented in all job groups. For FY 2016, CPB exceeded representation in two of the four job groups. For the Executive/Senior Officials & Managers and the First/Mid Officials & Managers, CPB remains below the census availability for these job groups.

An expanded breakout of the data provided in Tables I, II and III is included as **Addendum 1**. In this Addendum the employee count by job group is extended to include non-minority employees as well as female minorities.

C. Comparison of Incumbency to Availability

Under Executive Order 11246, organizations are required to have a “placement goal” in any job group when the actual employment of females or minorities is less than 80 percent of the census availability data. Accordingly, a comparison of the current percentage of female and minority incumbents within each of the four job groups against the 2010 census availability data. These placement goals are not a quota of any kind. Rather, they are quantifiable benchmarks.

The results of our comparison of incumbency to availability are summarized on the charts below for FY 2015 and FY 2016. The last column of the chart indicates if a goal is required under the 80 percent rule.

CPB COMPARISON OF INCUMBENCY TO AVAILABILITY

| FEMALES – FY 2015 | | | | | | |
|------------------------------------|--|--------------------------------|-----------------------------|-------------------------|---|--|
| <u>EEO Job Group</u> | <u>2010 Census Availability</u> | <u>Total Incumbents</u> | <u>Total Females</u> | <u>% Females</u> | <u>Incumbency Compared to Availability</u> | <u>80% Goal Required YES/NO</u> |
| Executives/Senior Officials & Mgrs | 38% | 13 | 6 | 46% | 121% | NO |
| First/Mid Officials & Managers | 43% | 19 | 12 | 63% | 147% | NO |
| Professionals | 42% | 49 | 31 | 63% | 150% | NO |
| Administrative Support | 87% | 13 | 12 | 92% | 106% | NO |
| TOTALS | | 94 | 61 | 65% | | |

FEMALES – FY 2016

| <u>EEO Job Group</u> | <u>2010 Census Availability</u> | Total Incumbents | Females | % Females | Incumbency Compared to Availability | 80% Goal Required YES/NO |
|-----------------------------------|--|-------------------------|----------------|------------------|--|---------------------------------|
| Executive/Senior Officials & Mgrs | 38% | 11 | 5 | 45% | 118% | NO |
| First/Mid Officials & Managers | 43% | 21 | 14 | 67% | 156% | NO |
| Professionals | 42% | 54 | 37 | 69% | 164% | NO |
| Administrative Support | 87% | 13 | 11 | 85% | 98% | NO |
| TOTALS | | 99 | 67 | 68% | | |

Based on the 80 percent criteria, there is no need for goals to increase the number of female employees at CPB for FY 2016 and FY 2017.

MINORITIES – FY 2015

| <u>EEO Job Group</u> | <u>2010 Census Availability</u> | Total Incumbents | Minorities | % Minorities | Incumbency Compared to Availability | 80% Goal Required YES/NO |
|---|--|-------------------------|-------------------|---------------------|--|---------------------------------|
| Executive/Senior Officials & Mgrs. | 26% | 13 | 3 | 23% | 88% | NO |
| First/Mid Officials & Managers | 33% | 19 | 2 | 11% | 33% | YES |
| Professionals | 36% | 49 | 18 | 37% | 103% | NO |
| Administrative Support | 46% | 13 | 9 | 69% | 150% | NO |
| TOTALS | | 94 | 32 | 34% | | |

MINORITIES – FY 2016

| <u>EEO Job Group</u> | <u>2010 Census Availability</u> | Total Incumbents | Minorities | % Minorities | Incumbency Compared to Availability | 80% Goal Required YES/NO |
|---|--|-------------------------|-------------------|---------------------|--|---------------------------------|
| Executive/Senior Officials & Mgrs. | 26% | 11 | 2 | 18% | 69% | YES |
| First/Mid Officials & Managers | 33% | 21 | 3 | 14% | 42% | YES |
| Professionals | 36% | 54 | 27 | 50% | 139% | NO |
| Administrative Support | 46% | 13 | 8 | 62% | 135% | NO |
| TOTALS | | 99 | 40 | 40% | | |

Based on the 80 percent criteria calculations of FY 2015 data, CPB had a requirement of one goal in the “First/Mid Officials & Managers” job group for FY 2016. Although the minority count in this job group increased by one, total incumbents increased by two, thus CPB continues to have a goal in this job group in FY 2017.

CPB also fell below the 80 percent criteria in the “Executive/Senior Officials & Managers” job group with the loss of one employee and the reduction of two positions. Accordingly, CPB has added a goal for this job group for FY 2017.

D. Performance of Specific FY 2016 Affirmative Action Objectives

Based on analysis of the CPB workforce at the end of FY 2015 in comparison to census data and CPB’s commitment to diversity, two objectives were established for FY 2016. The following provides an overview of CPB’s accomplishments against each objective.

Objective #1: *Continue to focus on appropriate minority representation at all levels through an external recruitment process designed to attract minority applicants.*

Results:

Expanding outreach and recruitment efforts assisted CPB in making good faith efforts to recruit, employ, and promote qualified minorities, women, individuals with disabilities and veterans as stated in CPB’s Equal Opportunity Policy and Affirmative Action Plan. Below are some guidelines CPB designed to help the process of establishing diverse applicant pools.

- Strengthened policies related to recruitment plan steps/action items for each vacant position.
- Advertised vacant positions widely to attract a diversified candidate pool. The following is a list of resources:
 - Administrative, Grant Making and Public Media Professional Associations
 - Newspaper and Online Publications (examples: Washington Post, Workplace Diversity.com, The Current, and Indeed.com)
 - Colleges & Universities with diverse minority representation
 - LinkedIn
 - Job fairs
- HR met with department hiring managers to discuss the CPB’s current demographic representation and placement goals (identified in the Affirmative Action Plan), and current labor market availability.
- Documented all recruitment sources for future recruitment activities.
- Monitored the diversity of applicant pools and expanded advertising efforts for positions when a diverse pool was not attained.
- Posted open positions internally to ensure that current CPB staff, if qualified for the position, had an opportunity to apply.
- Offered mentoring and professional development opportunities for current staff to enhance their experience and qualifications.

Objective #2: *CPB will continue to provide all existing and new supervisors with yearly Affirmative Action training to ensure that management is properly educated in EEO law.*

Results:

CPB managers have been trained on the content of CPB's employee handbook which includes pertinent policies on EEO law. New and long term CPB managers have also received training on CPB's Manager's Guidebook which details best management practices in the following areas: employment laws and CPB policies, hiring and selection, performance management, discipline and separation and harassment prevention.

Importantly, managers have been trained on CPB's adoption of a voluntary affirmative action programs to assist in preventing adverse impact against protected classes.

Additionally, HR completed the following action steps to promote positive adherence to CPB's EEO/AAP policies.

- Human Resources completed monthly reports documenting the organization's efforts to achieve its EEO/AAP responsibilities.
- Managers reported any current or foreseeable EEO problem areas to Human Resources.
- Human Resources reported the status of the company's AAP goals and objectives to senior management.
- Human Resources recommended remedial actions for the effective implementation of the AAP.

FY 2017 AFFIRMATIVE ACTION PLAN

Based on the analysis of the current CPB workforce and employment activities, the following objectives and measures of success have been developed for FY 2017. Human Resources will track activities and report results to management on a quarterly basis.

Objective #1: Continue to focus on appropriate minority representation at all levels through an internal and external recruitment process designed to attract minority applicants.

Resources/Activities: Continue to review all current recruitment resources to ensure they are effective tools in attracting a diverse, qualified applicant pool. Identify new resources that may allow CPB to reach interested minority applicants (job fairs, job posting venues, etc.). Utilize opportunities at conferences and other professional networking events to promote CPB as an attractive workplace for everyone.

CPB will continue to give preferential treatment to qualified internal applicants to provide upward mobility opportunities for employees.

CPB has a diverse workforce, and current staff will be encouraged to identify their professional contacts for open positions that would further increase that diversity.

External recruitment firms that assist with CPB's executive level searches will include in their selection criteria the demonstrated ability to provide a highly qualified applicant pool that includes minorities.

CPB will use temporary recruitment firms to develop a pool of qualified minority candidates to fill temporary positions in underutilized job groups.

Measures of Success: Obtaining minority representation within the CPB workforce that is at or above census availability data.

Addendum

**CPB FY 2016 EMPLOYMENT NUMBERS BY JOB GROUP
DETAILING MINORITY AND NON-MINORITY DATA**

CPB FY 2016 Employee Count by Job Group

| Job Groups | Total Employees | Females | | | Males | | |
|------------------------|-----------------|---------|----------|--------------|-------|----------|--------------|
| | | Total | Minority | Non-Minority | Total | Minority | Non-Minority |
| Total | 99 | 67 | 33 | 34 | 32 | 7 | 25 |
| Executive | 11 | 5 | 1 | 4 | 6 | 1 | 5 |
| First/Mid Mgrs. | 21 | 14 | 3 | 11 | 7 | 0 | 7 |
| Professionals | 54 | 37 | 22 | 15 | 17 | 5 | 12 |
| Admin. Support | 13 | 11 | 7 | 4 | 2 | 1 | 1 |

CPB FY 2016 Employee Percentage by Job Group

| Job Groups | Total Employees | Females | | | Males | | |
|------------------------|-----------------|---------|----------|--------------|-------|----------|--------------|
| | | Total | Minority | Non-Minority | Total | Minority | Non-Minority |
| Total | 100% | 68% | 49% | 51% | 32% | 22% | 78% |
| Executive | 11% | 45% | 20% | 80% | 55% | 17% | 83% |
| First/Mid Mgrs. | 21% | 67% | 21% | 79% | 33% | 0% | 100% |
| Professionals | 55% | 69% | 59% | 41% | 31% | 29% | 71% |
| Admin. Support | 13% | 85% | 64% | 36% | 15% | 50% | 50% |