

10188 TWC Coudersport

Federal Communications Commission Washington, D.C. 20554  <b>FCC 396-C</b>	OMB 3060-1033 September 2003	FOR FCC USE ONLY
<b>Multi-Channel Video Program Distributor EEO Program                  Annual Report</b>  Read INSTRUCTIONS Before Filling Out Form		FOR COMMISSION USE ONLY FILE NO. <b>B396 - 20110830AAZ</b>

**SECTION I IDENTIFYING INFORMATION**

A. Name of Operator:  
 TIME WARNER CABLE

MSO Name:  
 TIME WARNER CABLE

B. Employment Unit's Mailing Address  
 7910 CRESCENT EXECUTIVE DRIVE

City CHARLOTTE	State NC	Zip Code 28217-
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FCC Registration Number:  
 0003477148

Emp. Unit ID # 10188

**Application Purpose**  
 New Program Report  
 Amendment to Program Report

Supplemental Investigation Sheet (SIS) Attached

C. County and State in which unit's employment office is located  
 POTTER, PA

D. Category of Respondent (check applicable box)

Fewer than six (6) full-time employees during the selected payroll period: Complete Sections I, II and V  
 Six (6) or more full-time employees during the selected payroll period: Complete ALL sections of the Form 396-C and the Supplemental Investigation Sheet, if attached

E. Pay Period Covered by this Report (inclusive dates) 7/1/2011 - 7/14/2011

F. Attachments: (See "Exhibit" buttons, below.)

**SECTION II COMMUNITY INFORMATION**

System Communities Comprising Local Employment Unit			
Ident No.	Name of Community	Location (State)	Type
Review the list of communities served on the previous year's submission and attach as Exhibit A any [Exhibit 1] additions or deletions, using the format noted above. NOTE: APPLICABLE ONLY TO CABLE OPERATORS AND NOT TO OTHER MVPD UNITS.			

**SECTION III EEO POLICY AND PROGRAM REQUIREMENTS**

Check YES or NO to each of the following questions. If answer to any question below is NO, attach as Exhibit B an explanation. [Exhibit 2]

1.	Have you complied with the outreach provisions of the FCC's MPVD Equal Employment Opportunity Rule, 47 C.F.R. Section 76.75(b), during the twelve month period prior to filing this form?	<input checked="" type="radio"/> Yes <input type="radio"/> No
2.	Do you disseminate widely your EEO Program to job applicants, employees, and those with whom you regularly do business?	<input checked="" type="radio"/> Yes <input type="radio"/> No
3.	Do you contact organizations, media, educational institutions, and other potential sources of applicants for referrals whenever job vacancies are available in your organization?	<input checked="" type="radio"/> Yes <input type="radio"/> No
4.	Do you undertake to offer promotions to positions of greater responsibility in a nondiscriminatory manner?	<input checked="" type="radio"/> Yes <input type="radio"/> No
5.	To the extent possible, do you seek out entrepreneurs in a nondiscriminatory manner and encourage them to conduct business with all parts of your organization?	<input checked="" type="radio"/> Yes <input type="radio"/> No
6.	Do you analyze the results of your efforts to recruit, hire, promote, and use services in a nondiscriminatory manner and use these results to evaluate and improve your EEO program?	<input checked="" type="radio"/> Yes <input type="radio"/> No
7.	Do you define the responsibility of each level of management to ensure a positive application and vigorous enforcement of your policy of equal employment opportunity and maintain a procedure to review and control managerial and supervisory performance?	<input checked="" type="radio"/> Yes <input type="radio"/> No
8.	Do you conduct a continuing program to exclude every form of prejudice or discrimination based upon race, color, religion, national origin, age, or sex from your personnel policies and practices and working conditions?	<input checked="" type="radio"/> Yes <input type="radio"/> No
9.	Do you conduct a continuing review of job structure and employment practices and maintain positive recruitment training, job design, and other measures needed to ensure genuine equality of opportunity to participate fully in all organizational units, occupations, and levels of responsibility?	<input checked="" type="radio"/> Yes <input type="radio"/> No

**SECTION IV ADDITIONAL INFORMATION**

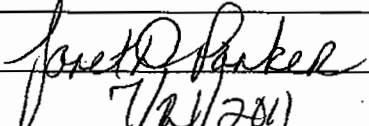
You may provide as Exhibit C any additional information that you believe might be useful in evaluating your efforts to comply with the Commission's EEO provisions. There is no requirement to provide additional data or information.  
[Exhibit 3]

**SECTION V CERTIFICATION**

This report must be certified as follows:

- A. By the individual owning the reporting system if individually owned;
- B. By a partner, if a partnership; or
- C. By an officer, if a corporation or association.

I certify that to the best of my knowledge, information and belief, all statements contained in this report are true and correct.

Signed		Title	VP, HUMAN RESOURCES
Date	7/17/2011	Name of Respondent	JANET PARKER
Telephone No. (include area code)		7047313000	

WILLFUL FALSE STATEMENTS ON THIS FORM ARE PUNISHABLE BY FINE AND/OR IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001), AND/OR REVOCATION OF ANY STATION LICENSE OR CONSTRUCTION PERMIT (U.S. CODE, TITLE 47, SECTION 312(a)(1)), AND/OR FORFEITURE (U.S. CODE, TITLE 47, SECTION 503).

**FORM FCC 396-C - SUPPLEMENTAL INVESTIGATION SHEET**

**Part I Employee Job Descriptions**

Give brief job descriptions for employees in the job categories specified below. The number specified in the box indicates the number of different job descriptions that are to be submitted for each category. Job descriptions should include the position title and a brief description of the major duties and responsibilities of the individual(s) in the position.

1. Officials and Managers		[Exhibit 4]
2. Professionals	3	[Exhibit 5]
3. Technicians		[Exhibit 6]
4. Sales Workers		[Exhibit 7]
5. Office and Clerical		[Exhibit 8]
6. Craft Workers (skilled)		[Exhibit 9]
7. Operatives (semi-skilled)		[Exhibit 10]
8. Laborers (unskilled)		[Exhibit 11]
9. Service Workers		[Exhibit 12]

**Part II Inquiries Concerning EEO Program and Practices**

Submit responses to the inquiries indicated by a "check" Responses should be brief, but must provide sufficient information to describe the employment unit's activity and efforts in the area of inquiry.

1.  Describe the employment unit's efforts to comply with the outreach provisions of 47 C.F.R. Section 76.75(b). [Exhibit 13]
2.  Describe the employment unit's efforts to disseminate widely its equal employment opportunity program to job applicants, employees, and those with whom it regularly does business. [Exhibit 14]
3.  Name the minority organizations, organizations for women, media, educational institutions, and other recruitment sources used to attract minority and female applicants whenever job vacancies become available. [Exhibit 15]
4.  Explain the employment unit's efforts to promote in a nondiscriminatory manner to positions of greater responsibility. [Exhibit 16]
5.  Describe the employment unit's efforts to encourage entrepreneurs to conduct business in a nondiscriminatory manner with all parts of its operation and provide an analysis of the results of those efforts. [Exhibit 17]
6.  Report the findings of the employment unit's analysis of its efforts to recruit, hire and promote in a nondiscriminatory manner and explain any difficulties encountered in implementing its EEO program. [Exhibit 18]
7.  Describe the responsibility of each level of the employment unit's management with respect to application and enforcement of its EEO policy and explain the procedure for review and control of managerial and supervisory performance. [Exhibit 19]
8.  Describe the manner in which the employment unit conducts its continuing review of job structure and employment practices. [Exhibit 20]
9.  Other Inquiries: [Exhibit 21]

**Part III EEO Public File Report**

Attach a copy of the EEO public file report from the previous year. Cable entities are required to place annually such information as is required by 47 C.F.R. Section 76.1702 in their public files. [Exhibit 22]

<b>EMP UNIT ID:</b> 10188	<b>MSO NAME:</b> TIME WARNER CABLE
	<b>OPR NAME:</b> TIME WARNER CABLE

Approved by OMB  
3060-1033

**Exhibits**

**Exhibit 5**  
**Description:** JOB DESCRIPTIONS - SEE ATTACHMENTS

DUE TO CORPORATE COUDERSPORT ONLY HAVING TWO JOBS WITHIN THE PROFESSIONAL JOB GROUP (SPECIALIST, KNOWLEDGE SYSTEMS AND DEVELOPER, TECHNICAL TRAINING), ONE OF THE THREE REQUESTED PROFESSIONAL JOB DESCRIPTIONS WERE SUBSTITUTED WITH THAT OF A TECHNICIAN, NETWORK OPERATIONS CENTER. THIS JOB IS CLASSIFIED AS A TECHNICIAN.

**Attachment 5**

Description
TWC Coudersport Job 1 10188
TWC Coudersport Job 2 10188
TWC Coudersport Job 3 10188

**Exhibit 13**

**Description:** QUESTION 1

1.DESCRIBE THE EMPLOYMENT UNITS EFFORTS TO COMPLY WITH THE OUTREACH PROVISIONS OF 47 C.F.R. SECTION 76.75 (B) OR (F ). [EXHIBIT 13]

PARTICIPATION IN AT LEAST TWO JOB FAIRS BY PERSONNEL WHO HAVE SUBSTANTIAL RESPONSIBILITY IN THE MAKING OF HIRING DECISIONS.

A)ON OCTOBER 19 - 20, 2010, THE TALENT ACQUISITION MANAGER AND ONE RECRUITER PARTICIPATED IN THE HBCU CAREER EXPO HOSTED AT THE WALTER E. WASHINGTON CONVENTION CENTER IN WASHINGTON, DC. THE ATTENDEES WERE FROM MORE THAN 80 HISTORICALLY BLACK COLLEGES AND UNIVERSITIES ACROSS AMERICA. THERE WERE OVER 5,000 STUDENTS AND GRADUATES IN ATTENDANCE AT THIS EVENT. THIS NATIONAL EVENT WAS DESIGNED TO INFORM, EDUCATE AND RECRUIT TOP TALENT AS TWC CONTINUES TO FOCUS ON PROMOTING AN ENVIRONMENT OF DIVERSITY AND INCLUSION. THE PURPOSE OF TWCS PARTICIPATION WAS TO SHARE OPPORTUNITIES AVAILABLE AT TWC IN THE TELECOMMUNICATIONS INDUSTRY, INCLUDING CORPORATE COUDERSPORT.

B)ON NOVEMBER 3, 2010, THE TALENT ACQUISITION MANAGER AND ONE RECRUITER PARTICIPATED IN THE DIVERSITY CAREER DAY HOSTED AT UNIVERSITY OF VIRGINIA IN CHARLOTTESVILLE, VA. THIS IS A LARGE RECRUITING EVENT THAT ATTRACTED MORE THAN 1,200 STUDENTS WITH DIVERSE BACKGROUNDS FROM ALL MAJORS AND DISCIPLINES LOOKING FOR BOTH FULL-TIME AND INTERNSHIP OPPORTUNITIES. THIS WAS A GOOD OPPORTUNITY TO MEET CANDIDATES FROM ACROSS THE REGION; SHARE INFORMATION ABOUT TIME WARNER CABLE AND THE POSITIONS AVAILABLE THROUGHOUT THE COMPANY, INCLUDING CORPORATE COUDERSPORT; AND TO BUILD THE TWC BRAND WITH STUDENTS AND CAREER CENTER STAFF FROM SCHOOLS ALL OVER THE COMMONWEALTH. TWC FOCUSED ON PRESENTING DIVERSE INDIVIDUALS WITH OPPORTUNITIES WITHIN THE COMMUNICATIONS INDUSTRY IN ENGINEERING AND OPERATIONS.

PARTICIPATION IN AT LEAST TWO EVENTS SPONSORED BY COMMUNITY GROUPS ACTIVE IN CABLE EMPLOYMENT ISSUES (INCLUDING CONVENTIONS, CAREER DAYS, AND WORKSHOPS).

A)ON OCTOBER 27 - 28, 2010, EMPLOYEES FROM THE TALENT ACQUISITION & MOVEMENT DEPARTMENT AND SEVERAL OTHER HIRING LEADERS ATTENDED NATIONAL ASSOCIATION FOR MULTI-ETHNICITY IN COMMUNICATIONS (NAMIC) NATIONAL ANNUAL CONFERENCE IN NEW YORK CITY. THERE WERE OVER 1,000 PEOPLE IN ATTENDANCE AT THIS EVENT. NAMIC IS AN ASSOCIATION WHICH EDUCATES ADVOCATES AND EMPOWERS FOR MULTI-ETHNIC DIVERSITY IN THE TELECOMMUNICATIONS INDUSTRY THROUGH ITS 18 NATIONWIDE CHAPTERS. MEMBERS ARE CABLE OPERATORS, PROGRAMMERS, HARDWARE SUPPLIERS, TELECOMMUNICATION AND NEW MEDIA PROFESSIONALS AND ENTREPRENEURS. NAMIC MEMBERS RANGE FROM CUSTOMER SERVICE FACING EMPLOYEES TO EXECUTIVE LEVEL LEADERS, AND EVERY POSITION IN-BETWEEN. TWC PARTICIPATED IN THIS EVENT TO SHOW SUPPORT OF MULTI-RACIAL ETHNICITY WITHIN THE INDUSTRY AND MEET WITH AND EDUCATE PEOPLE OF THE OPPORTUNITIES WITHIN THE COMPANY, INCLUDING CORPORATE COUDERSPORT.

B)ON SEPTEMBER 16 - 18, 2010, A RECRUITER AND TWO HIRING LEADERS ATTENDED THE CONGRESSIONAL BLACK CAUCUS FOUNDATION (CBCF) NATIONAL CONVENTION IN WASHINGTON, DC. THE CBCF ASSISTS THE LEADERS OF TODAY, WHILE HELPING TO PREPARE A NEW GENERATION OF LEADERS FOR THE FUTURE. THE ANNUAL CONFERENCE BRINGS TOGETHER PEOPLE OF DIVERSE PERSPECTIVES AND BACKGROUNDS. TWC PARTICIPATION AT THIS EVENT WAS TO MEET AND EDUCATE ATTENDEES OF THE OPPORTUNITIES AVAILABLE IN THE CABLE INDUSTRY WITHIN TWCS LOCATIONS ACROSS THE COUNTRY, INCLUDING CORPORATE COUDERSPORT.

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**Attachment 13****Exhibit 14****Description:** QUESTION 2

2.DESCRIBE THE EMPLOYMENT UNITS EFFORTS TO DISSEMINATE WIDELY ITS EQUAL EMPLOYMENT OPPORTUNITY PROGRAM TO JOB APPLICANTS, EMPLOYEES, AND THOSE WITH WHOM IT REGULARLY DOES BUSINESS. [EXHIBIT 14]

APPLICANTS AND EMPLOYEES ARE INFORMED OF TWCS EEO PROGRAM IN A NUMBER OF DIFFERENT WAYS. ONE IS TO INFORM ALL APPLICANTS THAT TWC IS AN EQUAL OPPORTUNITY EMPLOYER (EOE), AND LABELING OUR ADVERTISEMENTS WITH THE ABBREVIATIONS OF M/F/D/V INDICATES TO MINORITIES, FEMALES, INDIVIDUALS WITH DISABILITIES AND VETERANS THAT THEY ARE WELCOME TO APPLY. OUR EMPLOYMENT APPLICATION ALSO REITERATES OUR EOE PHILOSOPHY BY STATING THAT WE ARE AN EOE AND AFFIRMATIVE ACTION EMPLOYER. IN ADDITION, TWCS CORPORATE COUDERSPORT LOCATION (10188) DISPLAYS ALL REQUIRED FEDERAL AND STATE EMPLOYMENT POSTERS AND A COPY OF TWCS EEO/AFFIRMATIVE ACTION POLICY STATEMENT IN AREAS OF HIGH EMPLOYEE TRAFFIC.

DURING NEWLY HIRED EMPLOYEE ON-BOARDING PROCESS AND NEW HIRE ORIENTATION, EMPLOYEES ARE GIVEN A COPY OF THE COMPANYS EEO/AA POLICY STATEMENT AND THE POLICY PROHIBITING UNLAWFUL HARASSMENT. MANAGERIAL AND SUPERVISORY EMPLOYEES ARE TRAINED IN THE AREAS OF EQUAL EMPLOYMENT OPPORTUNITY, AND ARE ALSO NOTIFIED ANNUALLY OF UNITS AFFIRMATIVE ACTION PLAN AND GOALS. IN ADDITION, CORPORATE COUDERSPORT (10188) HAS SPECIFIC HIRING GUIDELINES THAT ARE COVERED WITH THE SUPERVISORY MANAGEMENT GROUP TO ENSURE THAT THEY CONSISTENTLY ADHERE TO THOSE HIRING POLICIES.

ANNUAL LETTERS REAFFIRMING OUR COMMITMENT TO EQUAL OPPORTUNITY ARE ALSO SENT TO RECRUITMENT SOURCES AND AGENCIES WITH WHICH WE DO BUSINESS.

THIS UNIT ACTIVELY SEEKS OUT AND ENCOURAGES THE UTILIZATION OF MINORITY AND FEMALE VENDORS. BUSINESS WITH MINORITY AND FEMALE ENTREPRENEURS IS TRACKED AND REPORTED ON A MONTHLY BASIS.

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**Attachment 14****Exhibit 18****Description:** QUESTION 6

6.REPORT THE FINDINGS OF THE EMPLOYMENT UNITS ANALYSIS OF ITS EFFORTS TO RECRUIT, HIRE AND PROMOTE IN A NONDISCRIMINATORY MANNER AND EXPLAIN ANY DIFFICULTIES ENCOUNTERED IN IMPLEMENTING ITS EEO PROGRAM. [EXHIBIT 18]

TWC CONDUCTS SEMI-ANNUAL EEO ANALYSES TO DETERMINE IF ANY DISPARITIES EXIST IN REGARD TO APPLICANTS, INTERVIEWS, NEW HIRES, PROMOTIONS, AND TERMINATIONS. FROM THESE REPORTS WE ARE ABLE TO MONITOR OUR EFFORTS IN RECRUITING AND RETAINING A DIVERSE WORKFORCE.

DUE TO THE SCARCITY OF OUTREACH SOURCES IN A FIFTY-MILE RADIUS, THIS EMPLOYMENT UNIT HAS EXPERIENCED CHALLENGES IN COMMUNICATING OUR OPEN POSITIONS TO EXTERNAL SOURCES SPECIALIZING IN DIVERSE REFERRALS. THEREFORE, WE HAVE CONCENTRATED OUR EFFORTS IN POSTING JOB OPENINGS WITH NATIONAL SITES SUCH AS CAREER BUILDER AND MONSTER, AS WELL AS AVAILABLE COMMUNITY SERVICES. IN ADDITION, TWC UTILIZES A RECRUITMENT SOFTWARE TOOL THAT COLLECTS DEMOGRAPHIC DATA IN A MANNER THAT PREVENTS THE PERSON RESPONSIBLE FOR HIRING FROM SEEING ANY DEMOGRAPHIC INFORMATION. THIS ENABLES US TO HAVE AN UNBIASED APPLICANT PROCESS THAT INCREASES OUR ABILITY TO COLLECT AND RETAIN APPLICANT DATA BY PROVIDING AN ELECTRONIC STORAGE FACILITY.

IN SUMMARY, THIS REPORTING UNIT IS MAKING SUFFICIENT EFFORT TO ATTRACT MINORITY AND FEMALE APPLICANTS FROM OUR RECRUITING SOURCES. WE PLAN TO MAINTAIN EFFECTIVE RELATIONSHIPS WITH OUR OUTREACH AGENCIES AND TO SEEK NEW SOURCES TO IMPROVE THE NUMBER OF FEMALES AND MINORITY APPLICANTS INTERVIEWED FOR OPEN POSITIONS.

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**Attachment 18****Exhibit 22****Description:** SEE ATTACHMENT

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**Attachment 22**

<b>Description</b>
TWC Coudersport 10188

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Report ID: TWHR83N  
 FCC Source Evaluation Report  
 FCC Unit: 10188 - Corporate Coudersport  
 County: Potter  
 Vacancies filled from 01-JUL-2010 Thru 30-JUN-2011

Peoplesoft  
 FCC SOURCE EVALUATION REPORT

SOURCE DESCRIPTION	NO APPLICANTS	NO INTERVIEWS	NO HIRES
Contractor - Conversion	2	2	2
Direct Sourcing - Recruiter Networking	1	0	0
Internet - Indeed	1	0	0
Internet - TelecomCareers.net	1	0	0
Website - Directly through this Time Warner Career	1	0	0
Website - TimeWarner Careers	29	6	3
<b>10188 Totals</b>	<b>35</b>	<b>8</b>	<b>5</b>

Report ID: TW1HR83N  
 FCC Sourcing Report  
 FCC Unit: 10188 - Corporate Coudersport  
 County: Potter  
 Vacancies filled from 01-JUL-2010 Thru 30-JUN-2011

PeopleSoft  
 FCC SOURCING REPORT

REQUISITION NO	JOB TITLE	SOURCE DESCRIPTION	NO INTERVIEWS	NO HIRS
120915BR	Facilities Worker 1	Website - TimeWarner Careers	4	1
			Total	1
123307BR	Analyst, Info Tech	Contractor - Conversion	1	1
			Total	1
124777BR	Sr Mgr, Marketing	Contractor - Conversion	1	1
			Total	1
127984BR	Analyst, Info Tech	Website - TimeWarner Careers	1	1
			Total	1
123612BR	Operator Tier 2, NOC	Website - TimeWarner Careers	1	1
			Total	1
			1018 Totals	5

Report ID: TWHR84N  
 FCC Sourcing Detail Report  
 FCC Unit: 10188 - Corporate Condorsport  
 County: Potter  
 Vacancies filled from 01-JUN-2010 Thru 30-JUN-2011

PeopleSoft  
 FCC SOURCING DETAIL REPORT

Requisition No	Job Title	Candidate ID	Last HR Status	Source Description
120915BR	Facilities Worker 1	12425227	Applicant	Website - TimeWarner Careers
		12427346	Applicant	Website - TimeWarner Careers
		12428993	Applicant	Website - TimeWarner Careers
		12433887	Applicant	Website - TimeWarner Careers
		12434678	Applicant	Website - TimeWarner Careers
		12437695	Interviewed	Website - TimeWarner Careers
		12438901	Applicant	Website - TimeWarner Careers
		12440603	Applicant	Website - TimeWarner Careers
		12440711	Applicant	Website - TimeWarner Careers
		12441313	Applicant	Website - TimeWarner Careers
		12444876	Applicant	Website - TimeWarner Careers
		12446366	Hired	Website - TimeWarner Careers
		12448177	Applicant	Website - TimeWarner Careers
		12448769	Interviewed	Website - TimeWarner Careers
		12454022	Interviewed	Website - TimeWarner Careers
		9600006	Applicant	Website - TimeWarner Careers
		9666693	Applicant	Website - TimeWarner Careers
		9661917	Applicant	Internet - TelecomCareers.net
			Total	18
123307BR	Analyst, Info Tech	10467460	Applicant	Website - TimeWarner Careers
		12655320	Hired	Contractor - Conversion
		12659604	Applicant	Website - TimeWarner Careers
		9125038	Applicant	Direct Sourcing - Recruiter Networking
		9373258	Applicant	Website - Directly through this Time Warner Career
			Total	5
124777BR	Sr Mgr, Marketing	10801403	Hired	Contractor - Conversion
		9656693	Applicant	Website - TimeWarner Careers
			Total	2
127984BR	Analyst, Info Tech	13077259	Hired	Website - TimeWarner Careers
			Total	1
110465BR	Operator Tier 2, NOC	10427120	Applicant	Website - TimeWarner Careers
		10970629	Applicant	Internet - Indeed
		10976893	Applicant	Website - TimeWarner Careers
		10978146	Applicant	Website - TimeWarner Careers
		11033164	Applicant	Website - TimeWarner Careers
		11041114	Applicant	Website - TimeWarner Careers
		7300538	Applicant	Website - TimeWarner Careers
		9902867	Applicant	Website - TimeWarner Careers
			Total	8
123612BR	Operator Tier 2, NOC	10427120	Hired	Website - TimeWarner Careers



## 2011 Recruitment Initiatives-Sample CFR § 76.75 (b) (2)

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Time Warner Cable – Coudersport PA  
FCC Unit: 10188

**1. Participation in at least two job fairs by personnel who have substantial responsibility in the making of hiring decisions.**

On October 19 - 20, 2010, the Talent Acquisition Manager and one recruiter participated in the HBCU Career Expo hosted at The Walter E. Washington Convention Center in Washington, DC. The attendees were from more than 80 Historically Black Colleges and Universities across America. There were over 5,000 students and graduates in attendance at this event. This national event was designed to inform, educate and recruit top talent as TWC continues to focus on promoting an environment of Diversity and Inclusion. The purpose of TWC's participation was to share opportunities available at TWC in the telecommunications industry, including Corporate Coudersport.

On November 3, 2010, the Talent Acquisition Manager and one recruiter participated in the Diversity Career Day hosted at University of Virginia in Charlottesville, VA. This is a large recruiting event that attracted more than 1,200 students with diverse backgrounds from all majors and disciplines looking for both full-time and internship opportunities. This was a good opportunity to meet candidates from across the region; share information about Time Warner Cable and the positions available throughout the company, including Corporate Coudersport; and to build the TWC brand with students and career center staff from schools all over the Commonwealth. TWC focused on presenting diverse individuals with opportunities within the communications industry in engineering and operations.

**2. Participation in at least two events sponsored by community groups active in cable employment issues (including conventions, career days, and workshops).**

On October 27 - 28, 2010, employees from the Talent Acquisition & Movement Department and several other hiring leaders attended National Association for Multi-Ethnicity in Communication's (NAMIC) national annual conference in New York City. There were over 1,000 people in attendance at this event. NAMIC is an association which educates advocates and empowers for multi-ethnic diversity in the telecommunications industry through its 18 nationwide chapters. Members are cable operators, programmers, hardware suppliers, telecommunication and new media professionals and entrepreneurs. NAMIC members range from customer service facing employees to executive level leaders, and every position in-between. TWC participated in this event to show support of multi-racial ethnicity within the industry and meet with and educate people of the opportunities within the company, including Corporate Coudersport.

On September 16 - 18, 2010, a recruiter and two hiring leaders attended the Congressional Black Caucus Foundation (CBCF) National Convention in Washington, DC. The CBCF assists the leaders of today, while helping to prepare a new generation of leaders for the future. The Annual Conference brings together people of diverse perspectives and backgrounds. TWC participation at this event was to meet and educate attendees of the opportunities available in the cable industry within TWC's locations across the country, including Corporate Coudersport.

Time Warner Cable Corporate - Coudersport, PA, FCC 10188  
 Recruitment Sources  
 July 1, 2010 - June 30, 2011

Source Name	Contact Person	Phone #	Email	Gen. Description	Website Address	Address	City, State	Zip	Fax Number
Alfred State College - SUNY College of Technology*	Elaine Morsman, Director, Career Development	607-587-4060	morsmaem@alfredstate.edu	state technical college for New York	www.alfredstate.edu	10 Upper College Drive	Alfred, NY	14802	607-587-3288
Blind Association of Olean/Interfaith Caregivers*		716-372-6283	meger_megs@hotmail.com	private company that assists the blind		34 North 4th Street	Allegany, NY	14706	
Commonwealth of Pennsylvania Labor Industry Department - Tioga County CareerLink*	Robert Shannon	570-724-1939	rshannon@state.pa.us	employment center for Tioga County		56 Plaza Lane	Wellsville, PA	16901	
Community Resources for Independence*	Brenda Yaple	814-362-9170	byaple@crinet.org	local non-profit assisting people with disabilities	www.crinet.org	360 High Street	Bradford, PA	16701	
Directions in Independent*	Howard Cornwall	716-373-4602	hcornwall@oleaninc.org	helping disabled individuals live independently	www.oleaninc.org	512 West State Street	Olean, NY	14760	
Emporium Senior Center*	Stephanie Loveland	814-486-9707	empscenter@ohsaling.co	services for senior citizens		213 1/2 S Maple street	Emporium, PA	15834	
Goodwill Workforce Development*	Sue Whitney	570-723-4948	sue.whitney@goodwillinc.org	job training	www.goodwillinc.org	80 Plaza Lane	Wellsville, PA	16901	
Greater Olean Area Chamber of Commerce*	Brenda Kaspenki	716-372-4433	brenda@oleanny.com	job training	www.oleanny.com	120 North Union Street	Olean, NY	14760	
North Central Pennsylvania Regional Planning and Development Commission*	Diane Corey	814-274-7481	dcorey@nccentral.com	training employment	www.nccentral.com	651 Montmorenci Road	Ridgeway, PA	15853	
Oswayo Valley Senior Center*	Catherine Anders	814-697-7178	carndinal32@frontiernet.net	under service organization		106 South Oswayo Street	Shingleton use, PA	16768	
PA CareerLink Administrator and Potter County	Terry Cole	814-274-0712	tescole@state.pa.us	employment and training center for un- and underemployed	www.pa workforce.state.pa.us	279 Route 6 West	Coudersport, PA	16915	814-274-7651
Potter County Education Council*	Janine Morley	814-274-4877	janine@pottercountvtedco.uncil.org	connecting you to the world through education, government agency with local sites	www.pottercountvtedco.uncil.org	227 North Main Street	Coudersport, PA	16915	814-274-4887
Public Welfare Department*	Jim Keitz	814-274-4900	jkeitz@state.pa.us	under service organization	www.dpw.state.pa.us	269 US Hwy 6 West	Coudersport, PA	16915	
Step, Inc. *	Lynette Delaney	570-923-1499	lidelaney@stepcorp.org	employment services		415 4th Street	Renovo, PA	17764	
University of Pittsburgh at Bradford*	Dr. Holly Spittler, Director of Career Services, Associate Dean of Student Affairs; Cindy Cavallero, Office Manager of Student Affairs	814-362-7651	spittler@pitt.edu; cmc5@pitt.edu	4 yr. college, can send the e-mail to both addresses	www.upb.pitt.edu	300 Campus Drive	Bradford, PA	16701	
Wellsville Area Chamber of Commerce*	Lauren Morral	570-724-1926	linfo@wellsvillepa.com	local government	www.wellsvillepa.com	114 Main Street	Wellsville, PA	16901	570-724-5084



## 2011 Form 396-C, Supplemental Investigation Sheet

### Part I – Employee Job Descriptions

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Time Warner Cable: Corporate – Coudersport

FCC Unit: 10188

#### **2. Professionals**

Due to Corporate Coudersport only having two jobs within the professional job group (Specialist, Knowledge Systems and Developer, Technical Training), one of the three requested professional job descriptions were substituted with that of a Technician, Network Operations Center. This job is classified as a technician.

**Job Code** TWCCOP590 Spec, Customer Ops Exempt

**Posting  
Job Title** **Specialist, Knowledge Systems**

**Posting  
Job  
Description** The Time Warner Cable Corporate office currently seeks a Knowledge Systems Specialist for our Enterprise Corporate Care Department. Below please find a brief description of the essential duties and responsibilities required to function successfully in this position. This one position will be posted for in our Herndon VA, Coudersport PA and Buffalo NY locations.

Essential Job Functions:

Develop and maintain content, functionality, and organization for internal web-based tools, including population and maintenance of databases, user administration, tool administration, server maintenance, etc.

Serve in an "On Call" capacity as required to support internal web-based tools for all users.

Ensure that internal tools and Enterprise Knowledge Management articles reflect the current TWC products/services and policies/procedures.

Conduct web and distance-learning training for Knowledge Management tools and internal web-based tools, and for new products, processes, and procedures.

Collaborate with Technical Training Developers to create simulations and online training solutions.

Create, support, and maintain troubleshooting Visio flows as well as departmental troubleshooting tools.

Review new Knowledge Base articles for grammar, spelling, clarity, usability and readability.

Author Knowledge Base articles and ensure clarity, usability and readability.

Approve Knowledge Base articles for publication.

Ensure all Knowledge Base articles adhere to established Knowledge Base style guide and templates.

Review assigned KM article entitlements and update as required.

Identify enterprise Knowledge Base article content for new products / product enhancements by partnering with the TWC product and sales/marketing departments.

Act as a liaison and partner with regional, divisional, and specialty-based Knowledge Base teams to notify them of new products / product updates; ensure consistency of content and avoid duplication of work at regional, divisional, and specialty-based levels.

Recommend and design new Knowledge Base templates for articles as needed.

Recommend enhancements, functionality development, and other ways to improve our tools to ensure efficiency and ease of use of the Knowledge Base and internal tools.

Partner with Corporate QA to test and verify all Knowledge Base change/enhancement initiatives.

Perform required KB article management, such as: routine auditing; review for correlations and add as required, review and act upon article expiration and review dates, archive articles as needed, and review content to identify duplicate articles and take appropriate actions.

Perform internal tool and KM user content trend analysis and report findings.

Conduct focus group sessions with internal tool users and regional, divisional, and specialty-based Knowledge Base teams to discover content and process improvement / enhancement opportunities.

Guide, mentor, and coach regional, divisional, and specialty-based Knowledge Base teams on the adherence of Knowledge Base processes, style guide use, and overall consistency of the tool.  
Champion the benefits of the Knowledge Management program and its change initiatives across the TWC organization.  
Perform other duties and responsibilities as required or deemed necessary.

Job Requirements:

Ability to demonstrate a solid understanding of Wireless, Broadband, Internet, and Cable Video technologies and Customer Care processes.  
Ability to use Microsoft Office Suite efficiently and effectively.  
Ability to work with local and remote work teams and/or departments.  
Ability to effectively communicate verbally and in writing with individuals across the organization, from the front line to executive leadership, including customers.  
Ability to demonstrate excellent verbal and written communication skills.  
Ability to create, edit, and maintain internal tools for use by front line employees when servicing TWC customers.  
Ability to edit written documentation for style, grammar, clarity, usability and readability.  
Ability to author Knowledge Base articles and adhere to clarity, usability and readability guidelines.  
Ability to utilize excellent time management organizational skills.  
Ability to be self-motivated with the ability to work independently with minimal supervisor direction.  
Ability to effectively present information in one-on-one and small group situations including training and mentoring presentations to regional and divisional affiliates, call center management and staff, third-party consultants, and other employees of the Time Warner Cable organization.  
Ability to demonstrate HTML / content management tool experience.  
Ability to manage multiple projects simultaneously.

Preferred Qualifications:

Ability to write technical instructions, software configuration information, business requirements, and process flow diagrams.  
Experience using Photoshop, Flash, Captivate, and Microsoft SharePoint.  
Experience developing and/or maintaining SQL databases.  
Two or more years of writing experience in a corporate marketing, training, or related field.  
One or more years of experience in a call/contact center environment.

Education and Experience:

Bachelor's degree (B. A.) from four-year college or university; or equivalent training, education and experience in Communications, Marketing, Education, Journalism, IT, or related field

Travel Requirements:

Travel % 25

**Supervisory/Managerial Responsibilities:**  
Assigns, trains, schedules or oversees work of others.

Time Warner Cable offers competitive benefits to include medical, dental, vision, a matched 401(k) plan, tuition reimbursement, and a pension plan. Qualified candidates should apply on-line at [www.timewarnercable.com](http://www.timewarnercable.com).

**Job Code** TWCTWR060 Sr Writer, Technical Exempt

**Posting  
Job Title** **Developer, Technical Training**

**Posting  
Job  
Description** The Time Warner Cable Corporate office currently seeks a Technical Training Developer for our Corporate Customer Care Department. Below please find a brief description of the essential duties and responsibilities required to function successfully in this position.

Essential Job Functions:

The Technical Training Developer is responsible for creating, developing and enhancing the training programs and documentation for Time Warner Cable products, (such as Video services, Digital Phone, etc), and tools used by Support Representatives at the TWC customer service call centers. Working with call center trainers, quality assurance, operations, and product development teams, the qualified candidate will develop and enhance training programs so that they effectively educate support representatives, resulting in improved customer satisfaction and quality of service. The incumbent will design, develop and revise instructional materials for instructor-led, online and self-study delivery methods, and will also develop job aids, and other reference materials as needed for the products. This position requires a Bachelors degree and a minimum of 3 - 5 years of training/technical writing experience as well as curriculum/competency design and development, with in-depth understanding of large-scale customer care/technical support, and call center processes. This includes knowledge of Video, Phone, and Broadband/Internet technologies. Five to seven years of MSO/cable/Wireless telecommunications industry experience, and Contact Center environment experience required. Expertise with and an understanding of ICOMS, CSG, and overall Cable Care Support processes is required. Experience in creating lesson plans, instructor guides and presentations, SOP manuals, and technical support documentation a must. The incumbent will have strong teaming skills and the ability to work independently (with multiple team members in Corporate, the Divisions, and vendors) in an unstructured and dynamically changing environment. He/she will be a self-motivated, analytical problem solver, able to work with minimal supervision, who possesses excellent interpersonal and highly developed written and oral communication skills.

Job Requirements:

Position requires a solid understanding of Broadband, Internet, phone, and Cable Video technologies as well as Customer Care processes.

Develops and produces training materials, technical manuals, user guides, troubleshooting modules, and tip sheets for front line technical support representatives at the care support centers.

Knowledge of Cable Billing systems (CSG, ICOMS).

Evaluate existing New Hire and Recursive Training Manuals and documentation for instructional integrity and implement changes to improve the effectiveness in the training and instruction of support representatives.

Provides direction to call center training delivery and development personnel to ensure that training delivery meets TWC's standards of excellence. Manages the compliance with contractual obligations and guidelines to ensure that training is delivered in a timely manner to all CSRs.

Create policy and procedures documentation, SOP guides, and other documentation as needed to instruct and educate support representatives in effectively providing a high level of quality service to Time Warner Cable customers.

Activities include working closely with call center Trainers, call center locations, Time Warner Divisions, as well as Product Development teams, on understanding new product technologies and services and creating instructional materials to effectively support the customer.

Explore and utilize alternative means of training delivery through the use of Computer Based Training (CBT), web portals, knowledge bases, labs, and other industry leading training methodologies

Research new technologies and maintain knowledge in the latest industry technology that may impact support to Time Warner Cable customers.

Education and Experience:

Bachelor's degree in Education, Computer Science, Technical Writing, or related field

3 - 5 years of training/technical writing experience as well as curriculum/instructional design and development.

1 - 3 years of experience in the Cable / Broadband industry and/Contact Center environment.

The physical demands described here are those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job the employee is: Regularly required to talk and hear; Frequently required to sit, stand and bend at the knee and waist and walk; Required to use hand to type, handle objects and paperwork; Required to reach and hold on to items at chest level or reach above the shoulder; Required to use close vision and be able to focus. Finally, the employee generally works in an indoor office environment; overtime maybe required.

Time Warner Cable offers competitive benefits to include medical, dental, vision, a matched 401(k) plan, tuition reimbursement, and free cable (in specified areas). Qualified candidates should apply on-line at [www.timewarnercable.com](http://www.timewarnercable.com).  
EOE/M/F/D/V

**Exhibit D: Time Warner Cable Job Description Posting Format for BrassRing**

**Time Warner Cable Job Description Template**

To be completed by Hiring Manager:

Job Title:	NOC Technician I
New or Replacement:	Replacement
Division Name:	Corporate
Location:	Coudersport, PA
Department:	NOC

To be completed by Human Resources:

Revision Date:	
Job Code:	
Grade:	
Supervisor Name:	Amanda Owens
Supervisor Title:	Manager, NOC

A pioneer in the cable industry, Time Warner Cable owns and manages the most advanced, best-clustered cable television operations in the country, with more than 90% of its 10.9 million customers in systems serving 100,000 people or more. Through technological innovation, a fully upgraded fiber-based network and a commitment to increasing choice and value for our customers, Time Warner Cable brings the digital age into America's communities, transforming the way Americans receive information and entertainment.

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The Time Warner Cable Corporate office currently seeks a/an NOC Technician I for our NOC Department. Below please find a brief description of the essential duties and responsibilities required to function successfully in this position.

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**Essential Job Functions (Failure to perform these functions may have serious consequences)**

**Essential Job Functions:**

1. Duties include 24x7 shifts supporting the Network Operations Center.
2. Quickly identify and analyze network events from NMS.
3. Troubleshoot and evaluate network problems and recommend the best solutions while escalating to Tier II and above according to NOC procedures.
4. Will be expected to follow through and assist in troubleshooting after escalating to Engineering staff.
5. Respond to network activities, as required. This includes, supporting SLA commitments between Network Operations and Internal/External customers.
6. Work independently with little supervision while providing clear documented activities to include customer or technical issues.
7. Understand and respond properly to escalation procedures.
8. Inform manager or supervisor in a clear, concise, and timely manner of any customer or technical issues.
9. Satisfactorily complete and maintain quarterly internal training and certification standards.

## Exhibit D: Time Warner Cable Job Description Posting Format for BrassRing

10. Maintain a professional attitude and appearance while exhibiting a personable, polite and patient behavior at all times.

11. Perform other related duties and tasks as assigned or as become evident.

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**Job Requirements: (Specify what the employee will need (skill, knowledge & abilities) to be successful in this role):**

**Job Requirements:**

1. At least one year of experience in configuration and support of data networks is required.
2. Knowledge of IP operations of Cable MSO including DOCSIS 1.1, DOCSIS 2.0, CMTS and Cable Modems.
3. Knowledge of Cisco IOS, Juniper JUNOS, and routing protocols.
4. Thorough understanding of the Internet, basic network configurations, and performance data.
5. Thorough understanding of Fast Ethernet, Packet over SONET (PoS), various forms of transport mediums.
6. Excellent written and verbal communication skills.
7. Basic knowledge of Remedy Trouble Ticketing system.
8. Knowledge of UNIX, Linux, or FreeBSD and server/services support.
9. Basic knowledge of email protocols, design, and architecture.
10. Basic understanding of TCP/IP, ICMP, UDP, Multicast, routing protocols (OSPF, ISIS, BGP).

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**Preferred Qualifications: (Specify any specialized skills, certification, licenses &/or preferred qualifications):**

**Preferred Qualifications:**

1. One to three years of experience in operations of an Internet Service Provider (ISP) and or Cable MSO.
2. Associates degree in Computer Science or equivalent work experience
3. Vendor certification to related equipment (CCNA) and/or equivalent work experience.
4. Knowledge of SONET, Layer 3 switching, TCP/IP, BGP, and service technologies.
5. Thorough understanding of TCP/IP, ICMP, UDP, Multicast, routing protocols (OSPF, ISIS, BGP).
6. Understanding of various network related services DHCP, DNS, TFTP, FTP, NTP, SSH, SMTP, POP3, and SNMP.

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**Education & Experience: (Select the level of education and/or experience needed to successfully accomplish the essential duties of this job):**

**Education and Experience:**

- Level 1: High school diploma or general education degree (GED); or zero to three months related experience and/or training; or equivalent combination of education and experience.
- Level 2: Associate's degree (A. A.) or equivalent from two-year college or technical school; or three months to one year related experience and/or training; or equivalent combination of education and experience.
- Level 3: Bachelor's degree (B. A.) from four-year college or university; or equivalent training, education and experience.
- Level 4: Master's degree (M. A.) or higher; or equivalent training, education and experience.

**Exhibit D: Time Warner Cable Job Description Posting Format for BrassRing**

**Additional Educational Information (if any):**

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**Travel Requirements:**

**Travel Requirements:**

- Yes Travel % \_\_\_\_\_
- No

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**Supervisory / Managerial Responsibilities: (Determine and check which of the following statements would best describe their leadership, supervisory or management responsibilities):**

**Supervisory/Managerial Responsibilities:**

- No Supervisory responsibilities with this position.
- Lead: Assigns, trains, schedules or oversees work of others.
- Supervisor: Plans, staffs, evaluates and directs work of employees of a work unit.
- Manager: Delegates authority to carry out work of a unit to subordinate supervisors or managers

**Additional Supervisory / Managerial Information (if any):**

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**Physical Demands:**

The physical demands described here are those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job the employee is: Regularly required to talk and hear; Frequently required to sit, stand and bend at the knee and waist and walk; Required to use hand to type, handle objects and paperwork; Required to reach and hold on to items at chest level or reach above the shoulder; Required to use close vision and be able to focus. Finally, the employee generally works in an indoor office environment; overtime maybe required.

**Additional Physical Requirements (if any):**

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Finally, Time Warner Cable offers competitive benefits to include medical, dental, vision, a matched 401(k) plan, tuition reimbursement, free cable (in specified areas) and free AOL. Qualified candidates should apply in person using the Time Warner Cable kiosk (where available) or on-line at [www.timewarnercable.com](http://www.timewarnercable.com). EOE/M/F/D/V

## 2011 Form 396-C, Supplemental Investigation Sheet Part II - Inquiries Concerning EEO Program and Practices

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Time Warner Cable: Corporate - Coudersport

FCC Unit: 10188

**1. Describe the employment unit's efforts to comply with the outreach provisions of 47 C.F.R. Section 76.75 (b) or (f). [Exhibit 13]**

*Participation in at least two job fairs by personnel who have substantial responsibility in the making of hiring decisions.*

- a) On October 19 - 20, 2010, the Talent Acquisition Manager and one recruiter participated in the HBCU Career Expo hosted at The Walter E. Washington Convention Center in Washington, DC. The attendees were from more than 80 Historically Black Colleges and Universities across America. There were over 5,000 students and graduates in attendance at this event. This national event was designed to inform, educate and recruit top talent as TWC continues to focus on promoting an environment of Diversity and Inclusion. The purpose of TWC's participation was to share opportunities available at TWC in the telecommunications industry, including Corporate Coudersport.
- b) On November 3, 2010, the Talent Acquisition Manager and one recruiter participated in the Diversity Career Day hosted at University of Virginia in Charlottesville, VA. This is a large recruiting event that attracted more than 1,200 students with diverse backgrounds from all majors and disciplines looking for both full-time and internship opportunities. This was a good opportunity to meet candidates from across the region; share information about Time Warner Cable and the positions available throughout the company, including Corporate Coudersport; and to build the TWC brand with students and career center staff from schools all over the Commonwealth. TWC focused on presenting diverse individuals with opportunities within the communications industry in engineering and operations.

*Participation in at least two events sponsored by community groups active in cable employment issues (including conventions, career days, and workshops).*

- a) On October 27 - 28, 2010, employees from the Talent Acquisition & Movement Department and several other hiring leaders attended National Association for Multi-Ethnicity in Communication's (NAMIC) national annual conference in New York City. There were over 1,000 people in attendance at this event. NAMIC is an association which educates advocates and empowers for multi-ethnic diversity in the telecommunications industry through its 18 nationwide chapters. Members are cable operators, programmers, hardware suppliers, telecommunication and new media professionals and entrepreneurs. NAMIC members range from customer service facing employees to executive level leaders, and every position in-between. TWC participated in this event to show support of multi-racial ethnicity within the industry and meet with and educate people of the opportunities within the company, including Corporate Coudersport.

- b) On September 16 - 18, 2010, a recruiter and two hiring leaders attended the Congressional Black Caucus Foundation (CBCF) National Convention in Washington, DC. The CBCF assists the leaders of today, while helping to prepare a new generation of leaders for the future. The Annual Conference brings together people of diverse perspectives and backgrounds. TWC participation at this event was to meet and educate attendees of the opportunities available in the cable industry within TWC's locations across the country, including Corporate Coudersport.

**2. Describe the employment unit's efforts to disseminate widely its equal employment opportunity program to job applicants, employees, and those with whom it regularly does business. [Exhibit 14]**

Applicants and employees are informed of TWC's EEO program in a number of different ways. One is to inform all applicants that TWC is an Equal Opportunity Employer (EOE), and labeling our advertisements with the abbreviations of M/F/D/V indicates to minorities, females, individuals with disabilities and veterans that they are welcome to apply. Our employment application also reiterates our EOE philosophy by stating that we are an EOE and affirmative action employer.

In addition, TWC's Corporate Coudersport location (10188) displays all required Federal and State Employment Posters and a copy of TWC's EEO/Affirmative Action Policy Statement in areas of high employee traffic.

During newly hired employee on-boarding process and new hire orientation, employees are given a copy of the company's EEO/AA Policy Statement and the Policy Prohibiting Unlawful Harassment. Managerial and supervisory employees are trained in the areas of equal employment opportunity, and are also notified annually of unit's affirmative action plan and goals. In addition, Corporate Coudersport (10188) has specific hiring guidelines that are covered with the supervisory management group to ensure that they consistently adhere to those hiring policies.

Annual letters reaffirming our commitment to equal opportunity are also sent to recruitment sources and agencies with which we do business.

This unit actively seeks out and encourages the utilization of minority and female vendors. Business with minority and female entrepreneurs is tracked and reported on a monthly basis.

**6. Report the findings of the employment unit's analysis of its efforts to recruit, hire and promote in a nondiscriminatory manner and explain any difficulties encountered in implementing its EEO program. [Exhibit 18]**

TWC conducts semi-annual EEO analyses to determine if any disparities exist in regard to applicants, interviews, new hires, promotions, and terminations. From these reports we are able to monitor our efforts in recruiting and retaining a diverse workforce.

Due to the scarcity of outreach sources in a fifty-mile radius, this employment unit has experienced challenges in communicating our open positions to external sources specializing in diverse



referrals. Therefore, we have concentrated our efforts in posting job openings with national sites such as Career Builder and Monster, as well as available community services.

In addition, TWC utilizes a recruitment software tool that collects demographic data in a manner that prevents the person responsible for hiring from seeing any demographic information. This enables us to have an unbiased applicant process that increases our ability to collect and retain applicant data by providing an electronic storage facility.

In summary, this reporting unit is making sufficient effort to attract minority and female applicants from our recruiting sources. We plan to maintain effective relationships with our outreach agencies and to seek new sources to improve the number of females and minority applicants interviewed for open positions.