



Control Number: 30238



Item Number: 1796

Addendum StartPage: 0



RECEIVED  
2015 JAN 13 AM 10:05  
PUBLIC UTILITY COMMISSION  
FILING CLERK

January 12, 2015

Texas Public Utility Commission  
William B. Travis Bldg.  
1701 N. Congress Avenue  
7<sup>th</sup> Floor  
Austin, TX 78701

Dear Commissioner:

Please find attached four copies of the 2014 Annual Texas Workforce Diversity report, Project 30238 and 30240 for Grande Communications Network, LLC.

Please contact me at (609) 681-2184 should you have any questions.

Sincerely,

Joseph Kahl  
Sr. Director, Regulatory & External Affairs

Att.  
MI

c.c. Governor's Office  
Lt. Governor's Office  
TX House of Representatives  
Rep. Trey Martinez-Fischer – Mexican American Legislative Caucus  
The Honorable Sylvester Turner – TX Legislative Black Caucus  
The Honorable Carlos Uresti – TX Senate Hispanic Caucus

# **WORKFORCE AND SUPPLIER DIVERSITY FORM** **WORKFORCE DIVERSITY**

Occupational Categories	NUMBER OF TEXAS FULL-TIME EMPLOYEES FOR REPORTING YEAR															
	Combined Total	Company Totals			Caucasian		African American		Hispanic		Asian		American Indian		Two Or More Races	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Officials and Managers	99	67	32	53	22	1	2	11	7	1	0	0	0	1	1	
Professionals	41	32	9	27	7	0	0	3	2	1	0	0	0	1	0	
Technicians	96	77	19	42	7	3	1	28	10	2	0	1	0	1	1	
Sales Workers	72	53	19	27	13	2	0	23	5	0	0	0	0	1	1	
Office and Clerical	174	55	119	25	59	5	7	22	49	2	0	0	0	1	4	
Craft Workers (Skilled)	170	168	2	80	0	16	0	65	2	1	0	1	0	5	0	
Operatives (Semi-skilled)	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	
Laborers (Unskilled)	0	0	0													
Service Workers	0	0	0													
Previous Year Totals	626	428	198	234	106	29	11	145	78	6	0	3	0	11	3	
This Year Totals	653	453	200	255	108	27	10	152	75	7	0	2	0	10	7	

**NOTE:** Double-click on embedded Excel chart to open. Click on a cell or use arrow keys to select an occupational category and ethnic group to update workforce diversity numbers. Do not enter information in Combined Total and Company Totals columns or the This Year Totals row as these will update automatically. Cells left blank will be counted as zero. Click anywhere outside of chart to exit.

**WORKFORCE AND SUPPLIER DIVERSITY FORM**  
**HUB/SMALL BUSINESS PROCUREMENT AS A PERCENTAGE OF TOTAL COMPANY PROCUREMENT**

Actual % = [Total HUB(1) procurement + Total Small Business(2) procurement]/Total Company procurement		Actual % for Previous FY	Actual % for Current FY	Percentage Change
Construction Contracts (3)				%
Commodities Contracts (4)				%
Other Services (5)				%
Professional Services Contracts (6)				%
Major Equipment (7)				%
Other (8)				%

(1) **HUB** -- Pursuant to Texas Government Code § 481.191(4), HUB means: (A) a corporation formed for the purpose of making a profit in which at least 51 percent of all classes of the shares of stock or other equitable securities is owned by one or more persons who are members of certain groups, including black Americans, Hispanic Americans, women, Asian Pacific Americans, and American Indians; (B) a sole proprietorship formed for the purpose of making a profit that is 100 percent owned, operated, and controlled by a person described by Paragraph (A) of this subdivision; (C) a partnership formed for the purpose of making a profit in which 51 percent of the assets and interest in the partnership is owned by one or more persons described by Paragraph (A) of this subdivision. Those persons must have proportionate interest and demonstrate active participation in the control, operation, and management of the partnership's affairs; or (D) a joint venture in which each entity in the joint venture is a historically underutilized business under this subdivision.

(2) **Small Business** -- Pursuant to Texas Government Code § 481.191(6), Small Business means a corporation, partnership, sole proprietorship, or other legal entity that: (A) is domiciled in this state; (B) is formed to make a profit; (C) is independently owned and operated; and (D) employs fewer than 100 full-time employees.

(3) **Construction** -- Construction done by general contractors and special trade contractors which includes new work, additions, alterations, reconstruction, installations, repairs, remodeling, renovating, and repair of office buildings. Heavy construction other than buildings such as pipelines, communication and power lines, sewer and water mains, asphalt and concrete construction of roads, trenching, cable laying, conduit construction, land clearing and leveling.

(4) **Commodities** -- All materials, goods or tangibles purchased to conduct business, not including fuel or purchased power contracts and major equipment purchases and rentals.

(5) **Others Services** -- All specialty work, special circumstances that required contract labor, special consultants or other non-defined services. Examples include audio/visual, staffing services, landscaping, forestry, tree trimming, art and decorative services, janitorial, travel/lodging, automotive repair, and photography.

(6) **Professional Services** -- Contracted professional services which include legal, consulting, health, engineering, accounting, advertising/marketing, architectural, real estate, computer services, research and analysis, education/training, insurance, surveying services, weather services, environmental, financial, etc.

(7) **Major Equipment** -- Includes all major equipment purchases and rentals including but not limited to transmission and distribution equipment, power plant equipment, substation equipment, heavy construction equipment, fleet requirements, etc.

(8) **Other** -- Any commodity or service not covered by the above categories.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

**(1) Describe the specific initiatives, programs, and activities undertaken under the plan during the preceding year:**

Grande utilizes many different recruiting sources including posting our openings on our company website, which is available to all employees and external applicants, local newspapers, the Texas Workforce Commission, minority associations, local colleges and universities, and other various online organizations including; monster, indeed, Beyond.com, Linked In, Cable 360, telecom careers, and others that can be accessible by the public at large. We also advertise our posting on our local broadcasting networks and utilize programming channels that focus on a diverse viewership. We promote development within the organization and have established progression plans available for certain career tracks that allow employees to promote from within the organization. We also promote development through our educational assistance program that provides financial assistance to those employees who are working on a degree program through an accredited university or college. In addition, employees and their managers participate in our Talent Management Program, which focuses on employee development and goal setting to ensure expectations are clearly defined and goals for development are established.

New Hires of the company participate in an Everything Grande training course that focuses on the employee experience, development, policies and procedures (including discrimination and harassment) along with the Talent Management Program. Employee's throughout the company travel to our San Marcos headquarters for this training class. This reporting period we revamped our Leadership Development training and conducted two new training classes for existing leaders. The focus of the training included diversity and harassment training.

Grande's mission includes serving our communities. We actively participate in our communities including sponsorships and attendance at various non-profit and minority events. We have dedicated community relations representatives that work with each of our local markets to ensure we are actively supporting the communities in which we serve.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

**(2) Make an assessment of the success of each of the specific initiatives, programs, and activities listed above:**

Grande hired 188 new employees during the reporting year. Of these 188, over 44% were representing a minority group. We increased our overall employee representation in two minority groups from the previous years filing. This was accomplished through our continued focus on community outreach initiatives and diversity in our areas of recruiting. Our recruiting team has worked with our local universities and colleges to continue to build upon our relationship with them for hiring needs. Universities in our service areas including Texas State University, University of Texas at Austin, Baylor University, University of Incarnate Word, and more. These universities represent a diverse student population.

Overall our headcount increased 4.3% from the prior year reporting period, as a result we increased our overall employee representation in two minority categories including; a .11% increase in our Asian population, and a .37% increase in our Two or More races population. Our recruiting and hiring practices focus on giving equal opportunity to all individuals.

**(3) Describe the initiatives, programs, and activities the utility will pursue during the next year to increase the diversity of its workforce and contracting opportunities for small and historically underutilized businesses:**

Grande continues to focus on diverse recruiting initiatives and periodically reviews our sourcing options to ensure our open positions are posted on various recruiting sources to ensure we are reaching a diverse population of candidates in our recruiting initiatives. Our community relations initiatives will continue in our local markets, focusing on working with non-profit and other outreach organizations. In addition, we will continue our emphasis on employee development and working with our employees to promote from within and provide additional learning and training opportunities for their growth and development.

## **WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES**

**(4) State the specific progress made under the plan filed by the utility:**

**1. Maintain a commitment to employ a diverse workforce with emphasis placed on recruitment.**

Grande re-evaluated our television advertisement this year for posting of our open positions and ran general recruiting spots to utilize various programs that include diverse populations to promote our openings. This year we continued to meet with our local universities to focus on building our relationships for recruitment sourcing. These universities have a diversified student enrollment and will continue to be a source that we focus on building. We post majority of our external hiring positions within local newspaper publications that have a wide outreach to our local labor market. We have utilized minority focused community events to refer to Grande employment opportunities by promoting our career page on our website. We participated in local job fairs in our markets that advertise through diverse recruiting sites including local chambers, newspapers, radio, internet, and professional/trade associations.

**2. Encourage management to focus on employee retention.**

Grande works hard to improve employee engagement within the organization to create an environment where employee's are actively engaged in their workplace. In addition to our existing programs for growth and development, we conduct an annual employee engagement survey every year where employees provide feedback to the organization on the work environment we are creating. This survey is followed up with focus group meetings with employees to gather additional feedback that can be used for leadership and company goals. The management team established action items around focusing on these initiatives and overall improvement in employee engagement was established as a target goal on the leadership bonus program. In addition, in areas where we saw an increase in employee turnover, we implemented goals and targets in improving voluntary attrition for the management team that is reflected in their bonus and performance reviews.

**3. Develop Internal Candidates for Promotion.**

Grande's continues to focus on developing employees to provide for career progression and recruiting from within the organization. The progression plans also allow an opportunity for the leadership team to work with employees on exactly what they need to work on to move to the next level. This allows for clear expectations and helps support an overall environment of growth and development. In addition, employee's are encouraged to apply for promotional opportunities across departments within the

## WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES

organization. Open positions are posted on Grande's career page, which is accessible by all employees as well as external applicants.

### 4. **Workforce Training Opportunities**

Grande provides several avenues for employees to receive training. We delivered over 7,400 hours of field and technical training in 2014. In addition we have dedicated training professionals in our customer service departments. Departments have an external training budget that can be used for continuing education, progression training requirements, and other external training opportunities for employees. In addition, the company provides financial assistance for employees obtaining a degree through an accredited university via its educational assistance program.

As part of our annual performance review program employee's are encouraged to work with their management team on establishing goals in different objectives within the organization. One objective is for People development. Employees and leadership are encouraged to identify goals that can be completed to develop their skill sets. Some examples of past goals have included employees participating in special projects outside their direct position responsibilities, managers improving their leadership skills, employee's doing side by sides with other positions in the company they are interested in, etc. Additionally, Grande provides on the job training for skill level advancement once an employee has been accepted into a new position.

A new training delivery program was implemented this year that allows us to deliver training initiatives to our workforce. This new program is a quicker and more convenient way to deliver some training and allows us to track viewership, quiz employees for understanding, and creates a more robust online training delivery. We continue to conduct face to face training, however this new program has helped us expand our training offerings. We also revamped our Leadership Fundamentals training and conducted two new training courses that included twenty two leaders within the organization.

### 5. **Build a reputation for being diversity friendly.**

Grande's marketing collateral focuses on representing the same diversity that can be found in our markets. We also employ a Value System that the company culture is built around. The Value System calls for all individuals to act with integrity and respect and to promote personal growth and development. We actively participate in community events within the communities we serve including diverse organizations.

### 6. **Evaluate the diversity plan annually.**

We assess our diversity plan on an annual basis. We analysis our data including sourcing statistics, employee churn, and diversity initiatives, among others. We are continually assessing our community outreach, recruiting, marketing and employee initiatives as they relate to diversity as well as our business needs.