



Control Number: 30240



Item Number: 2082

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WORKFORCE AND SUPPLIER DIVERSITY FORM
WORKFORCE DIVERSITY

Granite Communication

2012

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	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Officials and Managers		101	65	36	51	24	2	2	11	9	1	0	0	0	0	1	
Professionals		45	35	10	28	7	1	1	4	2	1	0	0	0	1	0	
Technicians		95	81	14	38	6	5	1	33	7	1	0	1	0	3	0	
Sales Workers		67	45	22	21	14	2	1	20	6	0	0	0	0	2	1	
Office and Clerical		170	61	109	26	54	6	5	25	49	2	0	0	0	2	1	
Craft Workers (Skilled)		157	156	1	81	0	15	0	55	1	1	0	2	0	2	0	
Operatives (Semi-skilled)		1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	
Laborers (Unskilled)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Service Workers		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Previous Year Totals		611	422	189	240	102	28	11	135	72	5	0	4	0	10	4	
This Year Totals		636	444	192	246	105	31	10	148	74	6	0	3	0	10	3	

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.

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FILING CLERK

2087

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 posts position openings on its website, which is available to all employees and external applicants. In addition, we post positions with the local newspapers and utilize the TX Workforce Commission offices and online system for posting. We focus on employee development to promote internal promotions within the organization. Our Talent Management Program allows employees to receive coaching, development, and goal setting with their management team. This program focuses on development and performance feedback including 360 feedback and review. We provide a link to our career website on our internal web page accessible by all employees.

Grande conducts a Leadership Fundamentals training course for new supervisors in order to help them understand the philosophy and culture of the company including our diversity initiatives. A section of the course focuses on recruiting and retaining employees and understanding diversity amongst existing employees and candidates for employment.

We participate in various community events throughout our local service markets and provide information regarding our career page at those events. We utilize online providers (yahoo hot jobs, monster, indeed, Linked In, etc..) that can be accessible by the public at large. In addition, several of our facilities utilize a job openings banner posted outside their facilities that refers to the Grande career page on our external website for job availability.

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 has been very successful with its community outreach initiatives and has been recognized by many of the minority organizations and community groups for doing so. This year we have increased our focus on reaching out to diverse areas of recruitment including working closely with the universities in our service areas. Grande has also had great success in obtaining minority support of our services through our diversity friendly marketing and advertising initiatives. As a percentage of total headcount, our minority population continues to grow, with an increase of 2.6% in our female population, a 4.9% increase in our African American population, and a 7.8% increase in Hispanic population, and a 16.7% increase in our Asian population. As a result our female and minority population has grown year over year with a 4.9% increase. Our recruiting and hiring practices are not specific to gender or race, and give equal opportunity to all individuals, whether currently employed or external applicants.

(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 will continue our community outreach initiatives. In addition, we are identifying new recruiting alternatives to ensure that we are reaching a diverse population of candidates in our recruiting efforts. We have increased our participation in community job fairs in our markets. In addition we continue to emphasize our hiring practices which are not specific to gender or race, and give equal opportunity to all individuals, whether currently employed or external applicants.

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 posts open positions on the career section on Grande's website which is equally accessible by internal as well as external applicants. We also post positions with local colleges and universities that maintain a diversified student enrollment. Additionally, we run ads in local newspaper publications that refer to our website for submitting applications or resumes. We have utilized minority focused community events to refer to Grande employment opportunities by promoting our career page on our website.
- 2. Encourage management to focus on employee retention.**
Grande is working hard to create an environment of accountability where employees know that their successes are celebrated and their challenges are identified. Grande has a Talent Management Program which provides ongoing feedback to employees regarding their performance in addition to allowing employees the opportunity to set personal goals to improve opportunities for growth and development. In addition, we conduct an annual employee engagement survey that provides employees with an opportunity to give feedback to the company at large regarding its communication, management quality, and overall culture. We utilize this feedback to improve practices and policies.
- 3. Develop Internal Candidates for Promotion.**
Grande's continues to focus on career progression and recruiting from within. We maintain progression plans within certain job categories that allow employees the opportunity to promote within their department. This year we revamped our Call Center progression and are utilizing targets and coaching to work with employee's on their progression. In addition, we are currently in the process of revamping our technician progression plan. Employee's are encouraged to apply for promotional opportunities across departments within the 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**
The Company has an educational assistance program that reimburses employees for tuition towards a degree program. In addition, the company provides training, both internal and external for employee development including pay increases for completed courses through Jones/NCTI for our field technicians. As part of our Talent Management Program we have 4 areas for goal development. One area 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.. In addition, external training and internal face to face training is provided to support employee continuing education needs. Additionally, Grande provides OJT training for skill level advancement once an employee has been accepted into a new position.
- 5. Build a reputation for being diversity friendly.**
Grande marketing collateral focuses on representing the same diversity that can be found in our markets.

WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES

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.

6. Evaluate the diversity plan annually.

We are continually assessing our community outreach, recruiting, marketing and employee initiatives as they relate to diversity as well as our business needs.

Contracting

1. Through our active and diverse community outreach programs we are frequently able to make contacts with HUB's and small businesses who can supply goods and services to Grande.
2. Grande is actively involved in all the various Chamber of Commerce organizations in each market.
3. Grande actively encourages employees to become involved in community outreach opportunities as well as organizations such as the chamber of commerce. Announcements are continually sent to all employees for participation in community activities and organizations.
4. Grande's community relations department is very active in supporting and sponsoring many activities in the communities in which we serve throughout the year. Through our active community involvement we are presented with many opportunities to contact HUBs and small businesses who can provide services and goods to Grande.



COMMUNICATIONS®

December 21, 2012

Filing Clerk
Public Utility Commission of Texas
1701 N. Congress Ave.
Austin, TX 78711

Re: Project No. 30240 – Workforce Diversity Report 2012

Dear File Clerk:

Enclosed please find an original and four (4) copies of the above referenced report.

Copies of the report are also being sent to the Governor, Lt. Governor, Speaker of the House and the respective Chairmen of the Senate Hispanic Caucus, House Mexican-American Legislative Caucus, and the House Legislative Black Caucus.

Please do not hesitate to contact me with any questions (512) 878-5474 or (617) 786-8800.

Sincerely,


Suzanne Goldberg
Regulatory Affairs Manager

Encl.