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PUBLIC UTILITY COMMISSION
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December 28, 2016

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

Dear Commissioner:

Please find attached four copies of the 2016 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.
ml

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	108	70	38	56	26	2	2	9	9	1	0	2	0	0	1	
Professionals	37	29	8	22	6	0	0	6	2	1	0	0	0	0	0	
Technicians	117	90	27	42	11	7	4	34	12	2	0	0	0	5	0	
Sales Workers	81	59	22	26	14	6	1	25	6	1	0	0	0	1	1	
Office and Clerical	164	61	103	30	45	6	8	21	44	3	0	0	2	1	4	
Craft Workers (Skilled)	176	171	5	71	1	16	0	77	4	1	0	0	0	6	0	
Operatives (Semi-skilled)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Laborers (Unskilled)	0	0	0													
Service Workers	0	0	0													
Previous Year Totals	677	485	192	271	100	33	13	162	72	7	0	2	1	10	6	
This Year Totals	683	480	203	247	103	37	15	172	77	9	0	2	2	13	6	

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 diverse sources for recruiting new employees including newspaper ads, employee referrals, business associates, community groups, television ads, and other sources that are representative of a diverse minority group. We utilize sourcing to ensure that we have a broad outreach including local community groups and running recruiting ads on our programming to reach a diverse population. In addition, we ensure our postings are advertised in the local newspapers and with the Texas Workforce Commission wherein candidates can visit a local office to view postings, as well as access them online. We participate in job fairs within our local communities including working with college/university campuses in our markets that represent a diverse student population. We include the following statement on our careers website and external postings of positions: "Grande proudly embraces diversity and is an Equal Opportunity Employer!". Grande works hard to create an environment that supports and promotes career development and growth opportunities within our existing diverse employee base. All managers are trained on the company's EEO policy regarding placement and promotion decisions must be considered without discrimination.

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. Employees throughout the company travel to our San Marcos headquarters for this training class. We expanded our leadership development training and added a new required course on leadership. Over 80% of our leadership team has attended this new training, with the remaining leaders attending in early 2017. In addition, we conducted two follow up fundamentals classes during this period. The focus of this 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 recruited and hired 158 new employees during this reporting year. Of these 158 hires, almost 58% were representing a minority group, an increase over the prior period minority hiring of 49%. We increased our overall employee representation in all five 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.

(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 ensuring we have a diverse population through educating our leadership team, focusing on diverse recruiting initiatives, and periodically reviewing 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.

(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 continues to focus its recruiting efforts on ensuring we are reaching a diverse population. We utilize television advertisement for posting of our open positions and run general recruiting spots to utilize various programmers that include diverse populations to promote our openings. We continue 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 as well as utilizing internet based recruiting efforts that are accessible to our 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.

WORKFORCE AND SUPPLIER DIVERSITY FORM COMPANY INITIATIVES

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

Employee retention continues to be a focus with our management team. We report department level attrition on a monthly basis and conduct monthly meetings evaluating the churn within a department to identify reasons for leaving. Our goal is 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. In certain areas 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 has a strategic priority on developing internal candidates for positions within the organization. Progression plans have been developed for certain areas in the organization that allow employees to clearly understand the criteria to moving to the next level. The company provides a formal training programs for a subset of these progression plans. An example is our training for technicians that is designed to enable employees to develop and learn new skills that are required for advancement and promotions within the organization and industry. Technical training includes, but is not limited to; basic cable, cable installation tools, SLM and Signal acquisition, bonding and grounding, aerial/underground installation, termination devices and CPE, testing and troubleshooting, residential construction and internal wiring, personal protective equipment, safety, configuring NID's, running drops, etc. Advancement opportunities are available and first offered to internal candidates for progression to service and network technicians. In addition, 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**

Grande provides several avenues for employees to receive training. Our recruiting motto is hire for talent and train for skill. We have several training opportunities within the organization for customer service, product training, sales, technical, leadership, and more. We have dedicated trainers as well as individuals who are responsible for training as part of their job duties. 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

WORKFORCE AND SUPPLIER DIVERSITY FORM

COMPANY INITIATIVES

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 knowledge base and 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.

We provide training through several avenues including online, in person, and via webinars. These initiatives allow our workforce to attend training sessions through several different means allowing us to reach a broader base of employees.

5. Build a reputation for being diversity friendly.

Grande focuses on building our brand within the community. This includes ensuring that our marketing collateral focuses on representing the same diversity that can be found in our markets. Our print, commercials, and other advertising is designed to ensure that we represent a diversity friendly reputation. 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 and analyze our data to ensure that we are focusing on diversity in our programs and processes. This includes 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.