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Addendum StartPage: 0

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December 19, 2007

Katherine Farrell  
Legal and Enforcement Division  
Public Service Commission of Texas  
1701 N. Congress Avenue  
Austin, TX 78711-3326

RE: Docket Nos. 30240 and 30238 – Workforce and Business Diversity Plan and HUB Report

Dear Ms. Farrell:

To comply with the annual report requirements, Level 3 Communications, LLC (Level 3) and its recently acquired subsidiaries Broadwing Communications, LLC, Looking Glass Networks, LLC and TelCove Operations, Inc. submits the 2007 Workforce and Business Diversity Plan as well as the HUB Report. This report has been electronically filed on December 19, 2007 and the Tracking Sheet is included.

Please contact me if you have any questions regarding this matter.

Sincerely,



Sasha Hernandez  
Regulatory Paralegal

Cc: Governor Rick Perry  
Lt. Governor David Dewhurst  
The Honorable Tom Craddick  
The Honorable Garnet Coleman  
The Honorable Juan "Chuy" Hinojosa  
The Honorable Pete Gallego

Enclosures

**WORKFORCE AND SUPPLIER DIVERSITY FORM  
COMPANY INITIATIVES**

**LEVEL 3 COMMUNICATIONS, LLC**

**including its recently acquired entities**

**Broadwing Communications, LLC**

**Looking Glass Networks, Inc.**

**and**

**TelCove Operations, Inc.**

**WORKFORCE AND BUSINESS DIVERSITY PLAN**

Texas Public Utility Commission  
Docket Nos. 30240 and 30238  
December 19, 2007

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

## **A. Introduction**

Level 3 Communications, LLC ("Level 3") submits the following Workforce and Business Diversity Plan (the "Plan") in response to the requirements of Section 52-256 of the Texas Public Utilities Regulatory Act ("PURA"). Level 3 is committed to ensuring equal employment opportunities of its applicants and current employee-owners and to fostering a work environment that is respectful of all individuals. Level 3 recognizes that each of its employee-owners brings a unique perspective as well as unique talents to our company, all of which contribute to a diverse environment.

## **B. Workforce and Business Diversity Policies**

As stated above, Level 3 has adopted policies to ensure that all employee-owners are treated without regard to their race, sex, age, disability, religion, or any other protected characteristic. The below policies serve as the foundation for Level 3's efforts to foster diversity in the workplace:

### **1. Equal Employment Opportunity**

#### **POLICY STATEMENT**

The Company is an Equal Opportunity Employer and is committed to ensuring its continued success through the full and effective utilization of qualified employees and candidates for employment, regardless of race, sexual orientation, marital status, color, national origin, pregnancy, religion, sex, age, mental or physical disability, veteran status, or any other basis upon which the law prohibits discrimination. To that end, the Company has established equal employment practices related to recruiting, hiring, training, compensation, benefits, promotions and transfers.

Further, the Company strictly prohibits retaliating against or discriminating against an employee-owner for complaining about alleged discrimination.

#### **POLICY ADMINISTRATION**

All employee-owners share the responsibility to ensure that the Company's Equal Employment Opportunity policy is implemented and enforced in all employment related decisions. However, the Human Resources Department and the appropriate supervisors are principally responsible for administering this Policy. Employee-owners who are deemed to have violated this Policy are subject to disciplinary action up to and including termination.

The Company recognizes that whether a violation of this Policy has occurred requires factual and, in many cases, credibility determinations based upon all the evidence received. The Company also recognizes that false accusations of discrimination can negatively affect the professional and personal lives of innocent people. The Company

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

will conduct an investigation of any alleged violation of this Policy as quickly as possible. The Company will take reasonable steps to protect the confidentiality of the investigation and the identity of the person making the allegation, except to the extent appropriate and necessary to conduct an adequate investigation.

### **REPORTING – OPEN DOOR POLICY**

Although the Company strives to provide a positive work environment, we recognize that from time to time, our employee-owners may experience problems. Accordingly, the Company maintains an open door policy at all levels of the Company that is designed to resolve work-related problems as quickly, fairly, and informally as possible.

All employee-owners are encouraged to raise any concerns, problems, or complaints concerning the administration of this policy first with their manager/supervisor. The Company's managers/supervisors are responsible for working together with Human Resources and their direct reports to resolve, to the extent possible, any work-related problems they may have. Obviously, your manager/supervisor must be aware of the problem before he/she can do anything about it. A majority of all employee-owner problems and concerns are resolved through direct communication at this level.

In certain special circumstances, an employee-owner may not feel comfortable bringing a complaint to their immediate supervisor (e.g. the complaint involves the employee-owner's supervisor, the complaint involves perceived discrimination or harassment issues, or the complaint involves retaliation for reporting perceived inappropriate conduct). In these circumstances, complaints may be made directly to [myHR@level3.com](mailto:myHR@level3.com). Complaints will be kept confidential to the extent possible and appropriate under the circumstances. This means that the Company may need to disclose the complaint to others on a need to know basis in order to conduct a full and fair investigation. Employee-Owners may make such complaints anonymously if they so choose by contacting the Company's anonymous and confidential incident reporting system entitled MySafeWorkplace. Such a report may be made by contacting the MySafeWorkplace call center toll free at 800.461.9330 or by logging in to the MySafeWorkplace website at [www.mysafeworkplace.com](http://www.mysafeworkplace.com). Both of these avenues are available 24 hours per day, 7 days per week.

## **2. Harassment and Discrimination**

### **POLICY STATEMENT**

The Company intends to maintain an environment which is free from all forms of discrimination and conduct which the Company considers unlawfully harassing or coercive. Harassment based upon a person's race, color, national origin, sexual orientation, religion, sex, age or disability is prohibited by state and federal laws and this Policy. Regardless of whether comments or conduct would be a violation of federal and/or state law, this Policy strictly prohibits the following types of comments and conduct:

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

- Unwelcome sexual advances, propositions or requests for sexual favors or other verbal or physical conduct of a sexual nature;
- Making submission to or rejection of sexual advances or requests for sexual favors the basis for employment decisions;
- Comments and/or conduct of a sexual nature that has the effect of creating an intimidating, offensive, or hostile working environment;
- Sexual innuendoes, racial or sexual epithets, derogatory slurs, off-color jokes, suggestive or insulting sounds or actions, and leering or obscene gestures;
- Posters, cartoons, drawings, suggestive objects or pictures, and/or computer images which the Company deems to be derogatory, obscene or offensive;
- Unwanted physical contact, assault, and/or interference with an individual's normal work movement.

The above-referenced list sets forth examples of prohibited conduct under this Policy and is not intended to be an all-inclusive list of prohibited conduct. Whether comments or conduct violate this Policy is subject to the discretion and judgment of the Company's Human Resources and Legal Departments.

Retaliating or discriminating against an employee-owner for making an allegation of harassment or reporting comments or conduct which may violate this Policy is prohibited.

### **POLICY ADMINISTRATION**

All employee-owners are responsible for understanding and following this Policy, and all supervisors are responsible for ensuring full compliance with its terms. Any employee-owner who believes he or she has been the subject of harassment, including sexual harassment or discrimination, should report the alleged conduct immediately.

The Company recognizes that the issue of whether conduct in violation of this Policy has occurred requires a factual determination based on all of the evidence received. Upon receiving a complaint that this Policy or the law has somehow been violated, the Company will conduct an investigation of the allegations in the complaint.

#### **C. Workforce Diversity Training Programs**

Level 3 continues to train its managers and supervisors on the terms of these and other policies, and expects them to certify that they are aware of, understand and agree to comply with Level 3's Policies concerning diversity, equal employment opportunities and anti-harassment, as well as certain other Level 3 policies and procedures. This training is offered via our *Manager's Toolkit*, an on-line application which is located on

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

the company's intranet system, as well as live training by members of our legal, HR and Global Learning Services staff. The *Manager's Toolkit* system also contains specific resources and real life examples for managers and supervisors to use when they have questions about specific policies, practices or situations. Individual coaching also is offered by request.

### **D. Workforce Diversity Recruiting Efforts**

Level 3 has focused its recruiting efforts on organizations that reach various minority populations such as, local job service centers, national recruitment on prevalent internet sites and minority publications. Level 3 has actively supported and participated in numerous career fairs (NAACP, National Society of Hispanic MBA, National Black MBA Career Fair- NY, Black Expo Career Fair- NY, etc.) as well as in career days, youth motivation programs and other community programs. Level 3 will continue to evaluate and implement target programs to support its diversity recruitment efforts. The company's recruitment strategy is to build relationships with key minority organizations to attract high performing candidates for employment.

### **E. Diversity in Business Programs**

Level 3 has sought to and will continue to seek to identify small, disadvantaged and minority-owned businesses and to ensure that they are considered for business opportunities with Level 3 on equal grounds without regard to their size or ownership status. To this end, Level 3 may invite bids and proposals from small, disadvantaged and minority-owned firms to provide goods and services to Level 3.

In addition, certain Level 3 executives are members of various associations and organizations that foster diversity in the workplace, including Women in Cable and Telecommunications and the Colorado Women's Leadership Coalition.

### **F. Future Workforce and Business Diversity Program Initiatives**

Level 3 intends to fairly and consistently enforce its Policies regarding diversity, equal employment opportunity and anti-harassment. Further, as stated above and in connection with Level 3's federal and state contracting initiatives, it is Level 3's on-going position to review the status of its workforce and business diversity programs in an effort to identify other available reasonable options for identifying small and historically underutilized businesses that it may consider for future business opportunities.

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

Occupational Categories	NUMBER OF TEXAS FULL-TIME EMPLOYEES FOR REPORTING YEAR													
	Combined Total 2007	Company Totals		Caucasian		African American		Hispanic		Asian		American Indian		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Officials and Managers	114	92	22	87	18	1	0	2	3	2	1	0	0	
Professionals	231	152	79	117	65	10	2	13	9	12	3	0	0	
Technicians	177	121	56	73	31	11	6	32	17	5	2	0	0	
Sales Workers	29	20	9	19	9	0	0	1	0	0	0	0	0	
Office and Clerical	29	7	22	5	14	0	4	2	3	0	1	0	0	
Craft Workers (Skilled)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Operatives (Semi-skilled)	0	0	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	
Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	
Blank	48	37	11	30	8	5	1	1	1	1	1	0	0	
Previous Year Totals*	150	122	28	96	18	10	5	12	4	4	1	0	0	
Year Totals (As of 12/14/07)	580	392	188	301	137	22	12	50	32	19	7	0	0	



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

**NOTE:** Level 3 Communications, LLC does not track this information.

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

(1) **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.

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

(3) **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.

(4) **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.

(5) **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.

(6) **HUB** -- Business enterprises that are 51% owned and controlled by U.S. citizens who are socially disadvantaged because of their identification as members of certain groups, including African-American, Hispanic, Native American, or Asian Pacific and Women as defined in the Texas Government Code § 481.101(1).

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