

**NATIONAL ASSOCIATION OF MINORITIES IN CABLE
DIVERSITY TRAINING INSTITUTE**

I. INTRODUCTION

NAMIC is proposing the creation of a foundation that will oversee the formation and development of a Diversity Training Institute for the cable industry which will have as its mission the movement of the industry from affirmative action to valuing and managing diversity. The foundation will have a board of directors made up of representatives from the major cable industry organizations - CTAM, WIC, SCTE, and NAMIC. In addition, the board will include representatives of the "Charter Member" and "Corporate Sponsor" firms of the Institute.

The Institute will focus primarily on the areas of racial, cultural and ethnic diversity. It will offer the following services to the industry: 1) diversity training programs, 2) information source and clearinghouse on diversity issues, 3) applied research on diversity, 4) database of individuals/institutions in local communities for cable outreach programs, and 5) advocate for the industry with various regulatory agencies on matters related to workforce diversity issues.

II. WORK FORCE TRENDS

Women in Cable's (WIC) Cableforce 2000 study helped focus the cable industry's attention on the dramatic changes that are and will be taking place in the overall workforce in the coming decade. This study, along with other research, concludes that the composition of the workforce will change significantly by the year 2000. As Chart 1 illustrates, in 1985 native white males represented 47 percent of the workforce, while native white females comprised 36 percent, Immigrants (men and women) constituted 10 percent, and Immigrants (men and women) were 7 percent of the workforce. By contrast (see Chart 2), between 1985 and the year 2000 the growth in the U. S. workforce will reflect a substantially different composition:

native white males will comprise only 15 percent of the growth in the workforce, whereas white females will represent 42 percent, People of Color 20 percent, and Immigrants 23 percent of the growth in the workforce.

Coupled with the dramatic shift in the make-up of the labor force is a significant slowdown in the rate of growth in the population and the overall workforce. According to the WIC Cableforce 2000 study, during the 1990's the U. S. population will grow by three-quarters of one percent -- the smallest increase since the Great Depression. As a consequence, the workforce will grow more slowly as well. Altogether, as illustrated in Chart 3, there will be nine million fewer people entering the labor force in the coming decade than in the 1970's; and this is an economy twice as big as that of the 1970's.

By the year 2000, the cable industry, like the rest of the industries in the U. S., will be competing in much tighter labor markets and will have to develop new appeals to attract, retain, and motivate People of Color, Immigrants, and Women to perform at their peak level of performance.

III. CONCEPT OF DIVERSITY AND IT'S IMPORTANCE TO AMERICAN BUSINESS

R. Roosevelt Thomas, Executive Director of the American Institute for Managing Diversity, offered the following observations in describing the concept of diversity (see reprint of Thomas article, "From Affirmative Action to Affirming Diversity," in the appendix):

"Think of corporate management for a moment as an engine burning pure gasoline. What's now going into the tank is no longer just gas; it has an increasing percentage of, let's say, methanol. In the beginning, the engine will still work pretty well; but, by and by, it will start to sputter; and eventually, it will stall. Unless we rebuild the engine, it will no longer burn the fuel we're feeding it. As the workforce grows more and more diverse at the intake level, the talent pool we have to draw on for supervision and management will also

grow increasingly diverse. So the question is: Can we burn this fuel? Can we get maximum corporate power from the diverse workforce we're now drawing into the system?"

"Affirmative action gets blamed for failing to do things it never could do. Affirmative action gets the new fuel into the tank, the new people through the front door. Something else will have to get them into the driver's seat. That something else consists of enabling people, in this case minorities and women, to perform to their potential. This is what we now call managing diversity. Not appreciating or leveraging diversity, not even necessarily understanding it. Just managing diversity in such a way as to get from a heterogeneous workforce the same productivity, commitment, quality, and profit that we got from the old homogeneous workforce."

Thomas aptly underscored the importance of valuing and managing diversity when he concluded the following:

"The reason you then want to move beyond affirmative action to managing diversity is because affirmative action fails to deal with the root causes of prejudice and inequality and does little to develop the full potential of every man and woman in the company. In a country seeking competitive advantage in a global economy, the goal of managing diversity is to develop our capacity to accept, incorporate, and empower the diverse human talents of the most diverse nation on earth. It's our reality. We need to make it our strength."

IV. THE CABLE INDUSTRY'S DIVERSITY INSTITUTE

The Institute will have a physical presence and will include one or more individuals who devote some of their time to managing, coordinating, and promoting the activities of the Institute. The Institute will contract with third parties (i.e., consultants, research organizations, and universities) to provide most of the services discussed below. The board of directors of the foundation will play a key

role in evaluating the qualifications of the various contractors, reviewing the quality of services provided by third parties, setting the priorities of the Institute, and overseeing the activities of the Institute's staff.

The Institute plans to become involved in the following activities:

Training: The focus of the Institute's training programs will be to facilitate individual and organizational change in order to support diversity. The backbone of the Institute's training program will be diversity management training geared for executives and managers within the cable industry. This training will include:

- A. Awareness and sensitivity to cultural and other differences - personal and organizational factors which impede or facilitate managing diversity.
- B. Management skill development - communication across cultural lines regarding performance, coaching a diverse workforce to obtain performance excellence, and team building in a diverse environment.
- C. Leadership development - inspiring a diverse workforce, creating a vision which inculcates diversity, empowering employees to realize the vision, and increasing and sustaining productivity and morale.
- D. Facilitating organizational change - planning change to create a culture which values diversity, implementing the change strategy, and managers learning to be architects of change.

This diversity training will be designed to be intense and to immerse executives in a multitude of diversity topics. The approach will be introspective, interactive and non-confrontational. The training will utilize case studies, simulation, and group interaction/problem solving strategies.

In addition to the executive and manager training, the Institute plans to develop a series of short seminars that address specific topics related to diversity. Such seminars could include the following topics:

- "The change of U. S. Workforce Demographics,"
- "The Implications of U. S. Demographics for the Cable Industry,"
- "Differentiating Diversity from Affirmative Action,"
- "Diversity Beyond Culture, Race and Gender - Focus on Sexual Orientation, Ethnicity and Age Issues,"
- "Individual Values and Belief System and their Impact on Managing a Diverse Workforce,"
- "Strategies to Avoid Stereotyping Individuals and Groups Based on Ethnicity, Race, and Age,"
- "Implementing Diversity in the Work Place,"
- "Managing Conflict in a Diverse Environment,"
- "The Elements of Leadership and Effectively Managing Diversity,"
- "Engineering Organizational Change," and
- "Implementing Organizational Change."

The cable Diversity Institute will contract with individual consultants and organizations to provide the actual diversity training as opposed to employing full-time trainers. The Institute's management will select individuals based on their expertise, communication skills, and "hands-on" training orientation.

Over time, the Institute may consider developing diversity training video's for in-house company use.

INFORMATION SOURCE AND CLEARINGHOUSE: The Institute will identify sources of information and training resources related to the topics of racial, cultural, and ethnic diversity. Some of the information would actually be housed at the Institute's library. Other information would be available such that the Institute's staff could facilitate information/data gathering. The Institute will

establish relationships with the various diversity organizations throughout the country (i.e., The American Institute for Managing Diversity, American Society for Training and Development, etc.) so as to tap the available resources that have already been developed on the topic of diversity.

The Institute will help facilitate the exchange of information between companies within the cable industry as they move from an affirmative action environment to one of valuing and managing diversity.

Although some staff time at the Institute will be devoted to managing the information, in all likelihood the Institute will contract with a university or a research organization to manage the bulk of this effort.

APPLIED RESEARCH ON DIVERSITY: The Institute will conduct research to determine effective approaches and strategies for managing diversity. This research will focus on the documentation and evaluation of the experience that individual firms within the industry have had with their programs to manage diversity. The Institute will strive to identify strategies/programs that are successful and why they are successful. The Institute will also sponsor research that analyzes the efforts of firms outside the cable industry that have been particularly successful with their diversity programs. The Institute will also monitor the diversity research being done by other diversity organizations and academic institutions.

Rather than actually conduct the research itself, the Institute will contract with individual researchers/research organizations/universities to provide the research. The board of directors of the foundation will establish the research agenda and evaluate research proposals based on their practical usefulness to the industry.

DATABASE FOR OUTREACH PROGRAMS: The Institute will maintain a database of individuals/institutions at both the national level as well as in the local communities that cable firms might network with. This network of People of Color contacts will be available for cable organizations for purposes of improving their outreach to minority communities. It is expected that such a network will facilitate the hiring of qualified minorities as well as enhance communications between the cable industry and the minority community.

The Institute will contract with a third party to build and maintain this database. The database will be built from the already existing data source of a variety of state and national minority organizations.

ADVOCATE FOR THE INDUSTRY: The Cable Industry Diversity Institute will seek to be an advocate for the industry on matters related to affirmative action and workforce diversity. The Institute will work at the national level to gain the support/endorsement of its programs by the U. S. Civil Rights Commission, the Equal Employment Opportunities Commission, and the Federal Communications Commission.

The major advocate responsibilities of the Institute will be performed by the Director of the Institute and the board of the foundation.

V. INSTITUTE MEMBERSHIP AND ROLLOUT

The Institute's financing will come from two primary sources. The first source will include the annual membership fees from cable industry corporate members. There will be three membership levels with the following different fee schedules and benefits:

<u>Membership LEVEL</u>	<u>Annual Fee</u>	<u>Benefits</u>
Charter Member	\$25,000	Free use of all services and reduced rate for training programs
Corporate Sponsor	\$15,000	Reduced fee for various services and reduced rate for training programs
Friend of NAMIC	\$5,000	Reduced fee for various services and training programs

NAMIC seeks a three year membership commitment from its members at the time of enrollment. At the end of its initial "phase in" year (12 full months of operation), members will evaluate the activities of the institute to determine whether to continue with their financial support.

The second financial source for the Diversity Institute will be from enrollment fees for its training programs. Enrollment fees will be \$350 per day/person for member companies and \$450 per day/person for non-member firms.

During its "phase in" year, the Institute's objective will be:

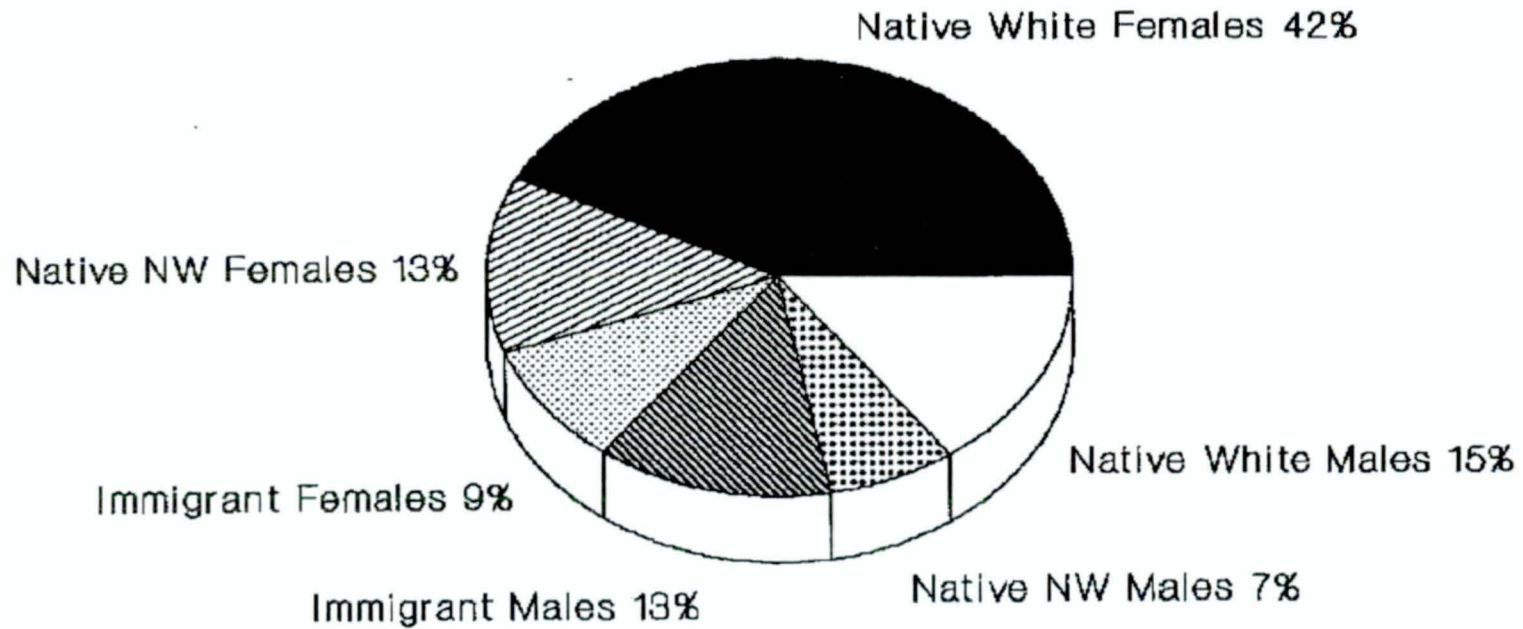
1. Solicit sponsoring companies
2. Establish advisory board
3. Develop cable specific curriculum
4. Gain endorsement of U. S. Civil Rights Commission, Equal Employment Opportunities Commission, and Federal Communications Commission
5. Pilot first executive session for CEO's of cable enterprises
6. Develop evaluation criteria and evaluate program

Based on a satisfactory evaluation of the first year's performance, NAMIC will seek to establish a permanent location for the Cable Industry Diversity Institute and hire the necessary staff to manage the activities of the Institute. Once established, the annual expense budget of the Institute should be as follows:

Marketing	\$50,000
(Graphics, Printing, Distribution, Promotion)	
Administration	\$35,000
Staffing Support, T&E, Office Expense (i.e., Telephone, Postage, etc.), Newsletter	
Workshops	\$45,000
Total of 2 Workshops of 35 Participants for 2 days Plus AV equipment, meeting facility and mutuals	
Consultant Fees	\$50,000
8 Days at \$5,000 (2), and curriculum development 80 hours at \$124 per hour)	
Total	<u> </u> \$215,000

WORKER DEMOGRAPHICS

Percent of Work Force Growth 1985-2000

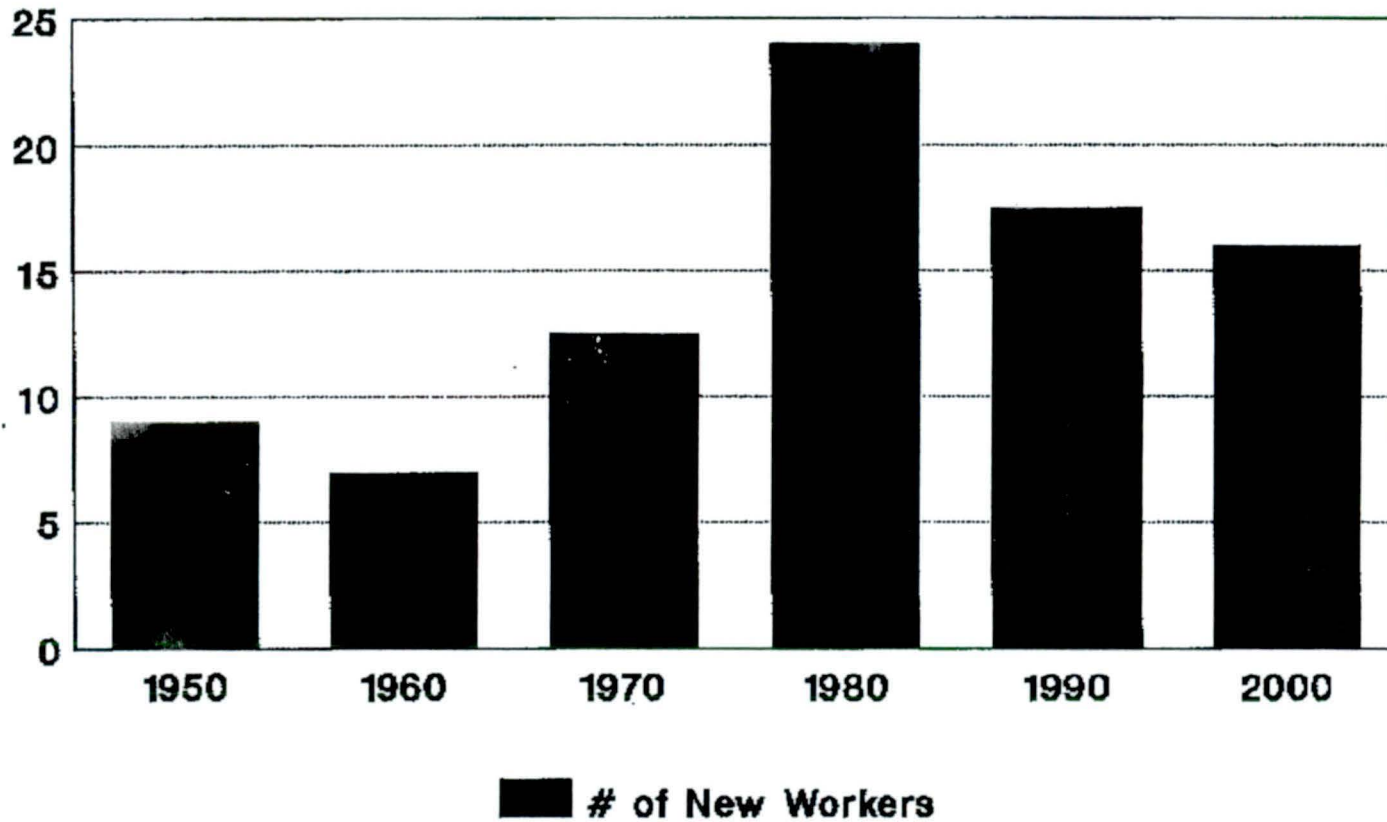


Source: Hudson Institute, Workforce 2000

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JONES INTERCABLE
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LABOR FORCE GROWTH

Gain From Previous Decade (Millions)



Source: Hudson Institute, Workforce 2000

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