

Federal Communications Commission Washington, D.C. 20554  <b>FCC 396-C</b>	OMB 3060-1033 September 2003	FOR FCC USE ONLY
<b>Multi-Channel Video Program Distributor EEO                  Program Annual Report</b>  Read INSTRUCTIONS Before Filling Out Form		FOR COMMISSION USE ONLY FILE NO. B396 - 20120928AWJ

**SECTION I IDENTIFYING INFORMATION**

A. Name of Operator:  
 NORTHLAND COMMUNICATIONS CORPORATION

MSO Name:  
 NORTHLAND COMMUNICATIONS CORPORATION

B. Employment Unit's Mailing Address  
 101 STEWART ST SUITE 700

City SEATTLE	State WA	Zip Code 98101-
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FCC Registration Number:  
 0001579747

Emp. Unit ID # 1124

**Application Purpose**  
 New Program Report  
 Amendment to Program Report

Supplemental Investigation Sheet (SIS) Attached

C. County and State in which unit's employment office is located  
 GREENWOOD COUNTY, SC

D. Category of Respondent (check applicable box)

Fewer than six (6) full-time employees during the selected payroll period: Complete Sections I, II and V  
 Six (6) or more full-time employees during the selected payroll period: Complete ALL sections of the Form 396-C and the Supplemental Investigation Sheet, if attached

E. Pay Period Covered by this Report (inclusive dates) 07/15-31/12

F. Attachments: (See "Exhibit" buttons, below.)

**SECTION II COMMUNITY INFORMATION**

System Communities Comprising Local Employment Unit			
Ident No.	Name of Community	Location (State)	Type

Review the list of communities served on the previous year's submission and attach as Exhibit A [Exhibit 1] any additions or deletions, using the format noted above. NOTE: APPLICABLE ONLY TO CABLE OPERATORS AND NOT TO OTHER MVPD UNITS.

**SECTION III EEO POLICY AND PROGRAM REQUIREMENTS**

Check YES or NO to each of the following questions. If answer to any question below is NO, attach as Exhibit B an explanation.

[Exhibit 2]

1.	Have you complied with the outreach provisions of the FCC's MPVD Equal Employment Opportunity Rule, 47 C.F.R. Section 76.75(b), during the twelve month period prior to filing this form?	<input checked="" type="radio"/> Yes <input type="radio"/> No
2.	Do you disseminate widely your EEO Program to job applicants, employees, and those with whom you regularly do business?	<input checked="" type="radio"/> Yes <input type="radio"/> No
3.	Do you contact organizations, media, educational institutions, and other potential sources of applicants for referrals whenever job vacancies are available in your organization?	<input checked="" type="radio"/> Yes <input type="radio"/> No
4.	Do you undertake to offer promotions to positions of greater responsibility in a nondiscriminatory manner?	<input checked="" type="radio"/> Yes <input type="radio"/> No
5.	To the extent possible, do you seek out entrepreneurs in a nondiscriminatory manner and encourage them to conduct business with all parts of your organization?	<input checked="" type="radio"/> Yes <input type="radio"/> No
6.	Do you analyze the results of your efforts to recruit, hire, promote, and use services in a nondiscriminatory manner and use these results to evaluate and improve your EEO program?	<input checked="" type="radio"/> Yes <input type="radio"/> No
7.	Do you define the responsibility of each level of management to ensure a positive application and vigorous enforcement of your policy of equal employment opportunity and maintain a procedure to review and control managerial and supervisory performance?	<input checked="" type="radio"/> Yes <input type="radio"/> No
8.	Do you conduct a continuing program to exclude every form of prejudice or discrimination based upon race, color, religion, national origin, age, or sex from your personnel policies and practices and working conditions?	<input checked="" type="radio"/> Yes <input type="radio"/> No
9.	Do you conduct a continuing review of job structure and employment practices and maintain positive recruitment training, job design, and other measures needed to ensure genuine equality of opportunity to participate fully in all organizational units, occupations, and levels of responsibility?	<input checked="" type="radio"/> Yes <input type="radio"/> No

**SECTION IV ADDITIONAL INFORMATION**

You may provide as Exhibit C any additional information that you believe might be useful in evaluating your efforts to comply with the Commission's EEO provisions. There is no requirement to provide additional data or information.

[Exhibit 3]

**SECTION V CERTIFICATION**

This report must be certified as follows:

- A. By the individual owning the reporting system if individually owned;
- B. By a partner, if a partnership; or
- C. By an officer, if a corporation or association.

I certify that to the best of my knowledge, information and belief, all statements contained in this report are true and correct.

Signed	Title PRESIDENT
Date 9/28/2012	Name of Respondent GARY S. JONES
Telephone No. (include area code) 2066211351	

WILLFUL FALSE STATEMENTS ON THIS FORM ARE PUNISHABLE BY FINE AND/OR IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001), AND/OR REVOCATION OF ANY STATION LICENSE OR CONSTRUCTION PERMIT (U.S. CODE, TITLE 47, SECTION 312(a)(1)), AND/OR FORFEITURE (U.S. CODE, TITLE 47, SECTION 503).

## FORM FCC 396-C - SUPPLEMENTAL INVESTIGATION SHEET

### Part I Employee Job Descriptions

Give brief job descriptions for employees in the job categories specified below. The number specified in the box indicates the number of different job descriptions that are to be submitted for each category. Job descriptions should include the position title and a brief description of the major duties and responsibilities of the individual(s) in the position.

1. Officials and Managers	1	[Exhibit 4]
2. Professionals		[Exhibit 5]
3. Technicians		[Exhibit 6]
4. Sales Workers		[Exhibit 7]
5. Office and Clerical		[Exhibit 8]
6. Craft Workers (skilled)		[Exhibit 9]
7. Operatives (semi-skilled)		[Exhibit 10]
8. Laborers (unskilled)		[Exhibit 11]
9. Service Workers		[Exhibit 12]

### Part II Inquiries Concerning EEO Program and Practices

Submit responses to the inquiries indicated by a "check" Responses should be brief, but must provide sufficient information to describe the employment unit's activity and efforts in the area of inquiry.

1.  Describe the employment unit's efforts to comply with the outreach provisions of 47 C.F.R. Section 76.75(b). [Exhibit 13]
2.  Describe the employment unit's efforts to disseminate widely its equal employment opportunity program to job applicants, employees, and those with whom it regularly does business. [Exhibit 14]
3.  Name the minority organizations, organizations for women, media, educational institutions, and other recruitment sources used to attract minority and female applicants whenever job vacancies become available. [Exhibit 15]
4.  Explain the employment unit's efforts to promote in a nondiscriminatory manner to positions of greater responsibility. [Exhibit 16]
5.  Describe the employment unit's efforts to encourage entrepreneurs to conduct business in a nondiscriminatory manner with all parts of its operation and provide an analysis of the results of those efforts. [Exhibit 17]
6.  Report the findings of the employment unit's analysis of its efforts to recruit, hire and promote in a nondiscriminatory manner and explain any difficulties encountered in implementing its EEO program. [Exhibit 18]
7.  Describe the responsibility of each level of the employment unit's management with respect to application and enforcement of its EEO policy and explain the procedure for review and control of managerial and supervisory performance. [Exhibit 19]
8.  Describe the manner in which the employment unit conducts its continuing review of job structure and employment practices. [Exhibit 20]
9.  Other Inquiries: [Exhibit 21]

### Part III EEO Public File Report

Attach a copy of the EEO public file report from the previous year. Cable entities are required to place annually such information as is required by 47 C.F.R. Section 76.1702 in their public files. [Exhibit 22]

<b>EMP UNIT ID:</b> 1124	<b>MSO NAME:</b> NORTHLAND COMMUNICATIONS CORPORATION
	<b>OPR NAME:</b> NORTHLAND COMMUNICATIONS CORPORATION

Approved by OMB  
3060-1033

**Exhibits****Exhibit 4****Description:** PART I, EMPLOYEE JOB DESCRIPTIONS**Attachment 4**

Description
<u>Exhibit 4, Part I: Employee Job Descriptions</u>

**Exhibit 15****Description:** PART II: QUESTION 3**Attachment 15**

Description
<u>Exhibit 15: Response to Question 3</u>

**Exhibit 17****Description:** PART II: QUESTION 5**Attachment 17**

Description
<u>Exhibit 17: Response to Question 5</u>
<u>Exhibit 17a: Response to Question 5</u>
<u>Exhibit 17b: Response to Question 5</u>

**Exhibit 19****Description:** PART II: QUESTION 7**Attachment 19**

Description
<u>Exhibit 19: Response to Question 7</u>

**Exhibit 22****Description:** PART III: EEO PUBLIC FILE REPORT**Attachment 22**

Description
<u>Exhibit 22: EEO Public File Report</u>

**Northland Communications Corporation  
Employment Unit No.1124  
Supplemental Investigation Sheet  
Part I – Employee Job Descriptions  
Exhibit 4**

Northland Communications Corporation's Employment Unit No. 1124 in Greenwood, SC employs individuals in the category of "Officials and Managers" in one position: Business Manager. See next page for a copies of the job description in this category.

**Northland Communications Corporation**  
**Employment Unit No.1124**  
**Supplemental Investigation Sheet**  
**Part I – Employee Job Descriptions**  
**Exhibit 4**

Northland Communications (“Northland”) strives to provide its customers with the highest quality service at the best possible price. To meet this challenge, Northland sets high standards for all of its employees. Northland expects that all employees abide by all Northland policies and standards as described in the employee handbook and as communicated by management. Northland expects all employees to represent the company in a pleasant, cheerful and professional manner at all times. Employees are expected to work as a team with co-workers, management and other Northland offices to meet or exceed system goals.

The primary focus of the Business Manager (“Manager”) is to: manage the customer service, marketing, and billing functions of the profit center. The Manager will apply positive leadership techniques in creating and maintaining a professional team in order to provide excellent responsive service to the customers. The Manager will coordinate marketing efforts, launches of new services, training of employees, customer service objectives, accounting and billing policies and capital projects. The Manager will be responsible for the general administration of the office, cash and expense controls, billing management, community relations, and business timelines. Responsibilities include, but are not limited to:

**Customer Service**

- Creates and maintains a professional customer service team
- Ensures the customer receives immediate and courteous assistance
- Provides for weekly training of customer sales and service staff
- Coordinates high customer service standards for technical staff with plant manager or lead technician
- Oversees and participates in day-to-day customer contact with the customer
- Seeks to innovate ever superior customer service responsiveness
- Provide a low stress atmosphere for employees and customers

**Budgets/Accounting**

- Manages the customer billing and cash management procedures
- Coordinates the timely execution of capital expenditure projects and budgets
- Monitor monthly income statement performance versus budget and apply specific corrective actions
- Provides control of Manager’s account and petty cash drawer
- Establishes and maintains expense controls
- Ensures the timely execution of headquarter reports
- Monitors weekly subscriber counts for all services

**Marketing/Promotions**

- Ensures timely training for all staff regarding promotions, discounts, and packages
- Manages the execution of timelines for marketing campaigns and tracks results
- Maintains media relations

**Northland Communications Corporation**  
**Employment Unit No.1124**  
**Supplemental Investigation Sheet**  
**Part I – Employee Job Descriptions**  
**Exhibit 4**

- Coordinates launch of new products
- Provides proper training, supervision, evaluation, and motivation of all sales efforts
- Completes customer surveys to track trends and attitudes
- Communicates market trends to headquarters' marketing team

**PR/Community Relations**

- Maintains relations with franchising authority and representatives of the city
- Participates in important civic organizations such as Chamber of Commerce, Rotary, Lions club and economic development groups.
- Seeks out community opinions and perceptions of our service and develops plans for improvement

**Knowledge, Skills and Abilities**

- Ability to cohesively manage and lead a team.
- Ability to multi-task different projects simultaneously, plan strategically and execute ad sales programs from start to completion.
- Effectively train and disseminate information in a positive, motivating but assertive manner
- Competence to effectively communicate directly with customers, co-workers, vendors and management;
- Have an aptitude for organization and setting priorities to successfully manage time and workload while working independently or with a team;
- Solid understanding using computers and programs such as Microsoft Word, Excel, data entry and billing programs.
- Ability to present a professional and positive image and project a positive outlook.
- Disciplined to work under pressure to meet critical deadlines.
- Accepts and displays accountability to achieve goals
- Abide by all Northland policies and standards as described in the employee handbook and by management.

**Working Conditions**

- Less than 70 pounds lifting required.
- Must be able to speak clearly.
- Must be able to write and type.
- Regularly sits and stands during working hours for prolonged periods.
- Regularly work in an office setting with and around computer equipment .
- Regularly work with fluctuating customer volumes that at times may be stressful, particularly when working with customers who may become irate or impatient.

**Northland Communications Corporation  
Employment Unit No.1124  
Supplemental Investigation Sheet  
Part I – Employee Job Descriptions  
Exhibit 4**

**Qualifications:**

**Education:** College degree preferred.

**Experience:** At least two years of previous management experience. Preferred candidate will have a successful employment history which demonstrates a capacity of increasing management responsibility.

The above is a summary of responsibilities. Northland anticipates that the job responsibilities described herein may change from time to time as the needs of the system are developed.

**Acknowledgment**

I acknowledge that I received, reviewed and understand these job responsibilities.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**Northland Communications Corporation**  
**Employment Unit No. 1124**  
**Supplemental Investigation Sheet**  
**Part II -- Inquiries Concerning EEO Program and Practices**  
**Response to Question No. 3**  
**Exhibit 15**

Name the minority organizations, organizations for women, media, educational institutions, and other recruitment sources used to attract minority and female applicants whenever job vacancies become available.

Recruitment Source	Address
Piedmont Technical College	620 N Emerald Rd Greenwood, SC 29648 Tel: (864) 941-8709 Contact D. Rosenbaum
Index Journal (Newspaper)	610 Phoenix St. Greenwood, SC 29648 Tel: (864) 223-7331 Contact: J. Duckett
SC Employment Security Commission/Job Service	519 Monument Greenwood SC 29648 Tel: (864) 223-4523 Contact: V. Gilchrist
Northland Communications Website	www.yournorthland.com
Sizemore Employee Agency	464 Bypass 72 NW Greenwood, SC 29649 Tel: (864) 229-3988 Contact: D. Ellis

**Northland Communications Corporation  
Employment Unit No. 1124  
Supplemental Investigation Sheet  
Part II -- Inquiries Concerning EEO Program and Practices  
Response to Question No. 5  
Exhibit 17**

It is the policy of Northland Communications Corporation, on behalf of Employment Unit No. 1124, Greenwood, SC to send an annual letter (please see Exhibit 17a) to certain minority and female-owned businesses within approximately 75 to 100 miles of the system office to determine whether they can provide a needed product or service. The letter notifies each minority and female-owned business that supporting minority and female-owned businesses is a part of Northland's Equal Employment Opportunity Policy, and the system affords equal opportunity in employment and business transactions regardless of race, color, religion, sex, national origin, age, disability or any other protected classes.

As a result of this outreach, Northland Communications receives inquiries from minority and female-owned businesses which are used in consideration for future business use.

The system also places an annual advertisement (please see Exhibit 17b) in the local newspaper explaining Northland's EEO policy and encouraging business relationships with minority and female entrepreneurs.

**Northland Communications Corporation  
Employment Unit No. 1124  
Supplemental Investigation Sheet  
Part II -- Inquiries Concerning EEO Program and Practices  
Response to Question No. 5  
Exhibit 17a**

“Date”

“Name”

“Company”

“Address”

“City, State Zip”

Dear “Name”:

Northland Communications (“Northland”) is dedicated to providing the best possible telecommunication service to our subscribers, as well as supporting the communities we serve.

It is the policy of Northland to afford equal opportunity in employment and business transactions regardless of race, color, religion, sex, national origin, age, or disability. Supporting local minority and female-owned businesses is a part of our Equal Employment Opportunity Policy. We are therefore sending you this letter to inform you of Northland’s policy and to encourage future opportunities for Northland to conduct business with your company.

Sincerely,

Jane Doe

**Northland Communications Corporation**  
**Employment Unit No. 1124**  
**Supplemental Investigation Sheet**  
**Part II -- Inquiries Concerning EEO Program and Practices**  
**Response to Question No. 5**  
**Exhibit 17b**



**NOTICE OF EQUAL EMPLOYMENT  
OPPPORTUNITY POLICY**

It is the policy of Northland Communications and its affiliates to afford equal opportunity in employment and business transactions to all qualified individuals regardless of race, color, religion, sex, national origin, age, or disability, and any other protected classes. All employees and applicants are afforded equal opportunity with respect to all aspects of employment, including recruitment, hiring, compensation, training, advancement and all other terms, conditions, and privileges of employment.

Any organization that wishes to qualify as a Referral Organization (to refer qualified applicants for employment) should contact Northland in writing, giving the organization's mailing address, e-mail address (if any), telephone number and contact person and stating what kind of vacancies it is interested in. Northland will notify qualified Referral Organizations of employment opportunities in accordance with their request. All personnel and business decisions will be made in accordance with the principles of Northland's equal employment opportunity. [www.yournorthland.com](http://www.yournorthland.com)

**Northland Communications Corporation**  
**Employment Unit No. 1124**  
**Supplemental Investigation Sheet**  
**Part II -- Inquiries Concerning EEO Program and Practices**  
**Response to Question No. 7**  
**Exhibit 19**

Northland Communications Corporation's Employment Unit No. 1124 in Greenwood, SC's description of responsibility of each level of the employment unit's management with respect to application and enforcement of its EEO policy includes the following operations and procedures:

1. The Business Manager is responsible for application and enforcement of the EEO policy at the Employment Unit. Responsibilities include:
  - a. Review and acknowledgment of the company's EEO manual.
  - b. Annual program review of the EEO policies where management at the Employment Unit is required to complete a checklist verifying its compliance with the company's EEO policies and program.
  - c. Post notices to applicants and employees regarding the Employment Unit's commitment to EEO.
  - d. Ensure that all candidates who are interviewed are reminded of their EEO rights by asking them to review and complete the company's employment application, which discusses their EEO rights and reviews the company's EEO Policy.
  - e. Conduct an annual EEO meeting informing employees of the company's EEO policies and requirements and to confirm its enforcement.
  - f. Post annual advertisement on the community channel and local newspaper informing the public of the Employment Unit's commitment to EEO.
  - g. Together with the corporate office, manage the recruiting process including:
    - i. Making a good faith effort to conduct broad and inclusive outreach by advertising with media having significant circulation in the community and by supplementing this advertising by using recruitment sources that further outreach for each and every full-time position.
    - ii. Ensuring that hiring decisions are made in a non-discriminatory manner.

Northland Communications Corporation's Employment Unit No. 1124 in Greenwood, SC's procedures for review and control of managerial and supervisory performance are as follows:

1. The Business Manager is responsible for the system's positive application and enforcement of the EEO policies of the company.
2. The Business Manager's performance with respect to the EEO policies is subject to review by legal counsel.
3. The Business Manager's supervisory performance is subject to review by the Divisional Vice President.
4. All managers who make employment decisions are expected to abide by the letter and spirit of the company's EEO program.



**2012 EEO Public File Report**  
**GREENWOOD, SC – FCC EMPLOYMENT UNIT #1124**

**THIS REPORT COVERS OCTOBER 1, 2011 THROUGH SEPTEMBER 30, 2012.**

**Total Number of Full-Time Vacancies Filled During This Period: 9**  
**Total Number of People Interviewed For Full-Time Vacancies During This Period: 26**

**FULL-TIME POSITIONS FILLED**

#	Position Title	Number Hired	Recruitment Source of Successful Applicant(s)	Recruitment Source(s) Used to Fill the Vacancy <i>Please see attached Recruitment Resource List for recruitment source contact information.</i>	Number of Interviewees Referred by Each Recruitment Source	Total Number Interviewed
1	CSR	1	Job Fair	South Carolina Employment Security Job Fair	9	9
2	Plant Operations Manager	1	Northland Website	Index Journal Northland Website Craigslit Unknown	0 1 0 1	2
3	Account Executive	1	Piedmonth Tech	Piedmont Technical College Index Journal Newspaper SC Employment Security Northland Website Sizemore Employee Agency Internal Candidate Referral	1 0 0 0 0 1 1	3
4	Business Manager	1	Employee Referral	Piedmont Technical College Index Journal Newspaper SC Employment Security Northland Website Sizemore Employee Agency Craigslit Employee Referral	0 0 0 0 0 0 1	1



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5	Field Supervisor	1	Employee Referral	Index Journal Northland Website Employee Referral	0 0 1	1
6	CSR	1	Staff Source Employment Agency	Index Journal Walk-in Staff Source	0 2 1	3
7	Work Order Supervisor	1	Internal Promotion	Internal Promotion	n/a	1
8	Sales Supervisor	1	Northland website	Piedmont Technical College Index Journal SC Employment Security Northland Website Sizemore Employee Agency Craigslist	0 0 0 1 0 0	1
9	Business Solutions Account Associate	1	Employee Referral	SC Job Service Seneca Journal Tri-County Tech Clemson University Northland Communications Website Northland Community Channel Employee Referral	0 2 0 0 0 2 1	5

**SUPPLEMENTAL OUTREACH INITIATIVES**

1. Training Programs: a) NOTC training program that enables unit personnel to acquire skills that could qualify them for higher level positions, b) CSR Certification Program that provides a means for customer service representatives to improve their product knowledge and customer service skills and improve their wage earnings, and c) Education Assistance program that encourages employees to further job related skills and improve performance.
2. Participation in Internet and other programs designed to promote outreach: Positioning on Featured Employer on WICT and NAMIC, Monster.com and local newspapers/local origination channel regarding Equal Opportunity commitment and policies.



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**GREENWOOD, SC – FCC EMPLOYMENT UNIT #1124**

**RECRUITMENT RESOURCE LIST**

Name of Recruitment Source	Address	Contact Person	Telephone Number	Entitled to Notification [Yes/No]	Total Number of Interviewee Referrals
Piedmont Technical College	620 N Emerald Rd Greenwood, SC 29648	D. Rosenbaum	(864) 941-8709	No	1
Index Journal	610 Phoenix St. Greenwood, SC 29648	J. Duckett	(864) 223-7331	No	0
SC Employment Security Commission/Job Service	519 Monument Greenwood SC 29648	V. Gilchrist	(864) 223-4523	No	9
Northland Communications website	101 Stewart St. Suite 700 www.yournorthland.com/careers	HR	(206) 621-1351	N/A	2
Sizemore Employee Agency	464 Bypass 72 NW Greenwood, SC 29649	D. Ellis	(864) 229-3988	No	0
Staff Source	1303 Montague Ave Greenwood, SC 29649	A. Berch	(864) 229-7823	No	1
Craigslist	www.greenville.craigslist.org	n/a	n/a	No	0
Community Channel Cable Channel 4/Charter Media	520 Hwy 29 Bypass North Anderson SC 29621	K. Turpin	n/a	No	2
South Carolina Job Service/Employment Security Commission	11091 N. Radio Station Rd. Seneca, SC 29678	P. Smith	n/a	No	0
Seneca Journal/Clemson Messenger/Oconee Publishing Company (Newspapers)	201 W North 1 <sup>st</sup> St. PO Box 547 Seneca, SC 29679	P. Vinson	n/a	No	2





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Tri-County Tech	PO Box 1086 7900 Hwy 76 Pendleton, SC 29670	HR Representative	n/a	No	0
Clemson University Clemson Job Link	Michelin Career Center 316 Hendrix Student Center Box 344007 Clemson, SC 29634-4007	L. Dunson	n/a	No	0
Internal Candidate		n/a	n/a	No	1
Internal Promotion		n/a	n/a	No	1
Employee Referral		n/a	n/a	No	3
Walk-in		n/a	n/a	No	2
Referral		n/a	n/a	No	1
Unknown		n/a	n/a	No	1