

Federal Communications Commission
Washington, D.C. 20554

OMB 3060-1033
September 2003

FOR FCC USE ONLY

FCC 396-C

Multi-Channel Video Program Distributor EEO Program Annual Report

FOR COMMISSION USE ONLY
FILE NO.
B396 - 20120928AOV

Read INSTRUCTIONS Before Filling Out Form

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- |
|-----------------|-------------|--------------------|

FCC Registration Number:
0003755394

Emp. Unit ID # 990186

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
KING COUNTY, WA

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 any[Exhibit 1] 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]

| | |
|----------------------------|---|
| EMP UNIT ID: 990186 | MSO NAME: NORTHLAND COMMUNICATIONS CORPORATION |
| | OPR NAME: NORTHLAND COMMUNICATIONS CORPORATION |

Approved by OMB
3060-1033

Exhibits

Exhibit 4

Description: PART I, EMPLOYEE JOB DESCRIPTIONS

Attachment 4

| Description |
|--|
| Exhibit 4, Part I: Employee Job Descriptions |

Exhibit 15

Description: PART II: QUESTION 3

Attachment 15

| Description |
|--|
| Exhibit 15: Response to Question 3 |

Exhibit 17

Description: PART II: QUESTION 5

Attachment 17

| Description |
|---|
| Exhibit 17: Response to Question 5 |
| Exhibit 17a: Response to Question 5 |

Exhibit 19

Description: PART II: QUESTION 7

Attachment 19

| Description |
|--|
| Exhibit 19: Response to Question 7 |

Exhibit 22

Description: PART III: EEO PUBLIC FILE REPORT

Attachment 22

| Description |
|--|
| Exhibit 22: EEO Public File Report |

**Northland Communications Corporation
Employment Unit No.990186
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 4**

Northland Communications Corporation's Employment Unit No. 990186 in Seattle, WA employs individuals in the category of "Officials and Managers. See next page for a copy of a job description in this category.

Northland Communications Corporation
Employment Unit No.990186
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 4

Senior Operations Manager

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 its staff. It expects that employees abide by all Northland policies and standards as described in the employee handbook and by management. Northland expects its staff to publicly represent the company in a pleasant, cheerful and professional manner at all times. Staff should treat each customer contact as an opportunity to improve system goals through the use of effective sales techniques. Staff are expected to work as a team with co-workers, management and other Northland offices to meet or exceed system goals.

The primary function of the Senior Operations Manager (“SOM”) is to lead and manage marketing and system operations to meet company goals. The SOM reports directly to the CEO and works closely with the members of the executive and senior management team. It is responsible for managing the marketing team and operations for its systems and the system’s managers. Primary responsibilities include the following:

1. General Management
2. Marketing Management
3. Priority Management
4. Budget Monitoring and Planning
5. Capital Project Administration
6. Quality Service Assurance
7. Negotiations
8. Staffing

General Management

- Lead, manage, develop, evaluate and support General & Business Managers (“Managers”) for optimal operations.
- Manage systems to ensure customer satisfaction, improved efficiency, increased revenue through promotional programs and improved employee product knowledge and training.
- Communicate regularly with executive team and system Managers to ensure system’s operational priorities are aligned with company direction.
- Ensure competency and proper business conduct of Managers.
- Application of principles of decentralized management and become part of the Manager’s inner management team which involves budget planning, marketing campaigns, personnel changes and other major management decisions.
- Serve as a trusted advisor to the local team.
- Recognize and respect Manager autonomy of daily operations.

Northland Communications Corporation
Employment Unit No.990186
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 4

- Recognize and encourage the Manager’s flexibility to adapt the team and approach to the specific peculiarities of the local market.
- Provide leadership for problem resolution and understand major concerns of each Manager to be able work with them to facilitate optimal solutions for daily operations.
- Ensures compliance with state and federal regulations

Marketing Management

- Lead, manage, develop, evaluate and support Corporate Marketing team for optimal operations.
- Coordinate with Corporate Marketing to deliver and ensure that each system has an active marketing plan.
- Ensure marketing plan is executed and its implementation being carried out effectively in the system.
- Ensure effective implementation for planned launches, timing of promotion, coordination of program support from suppliers, and staff training and division of duties.
- Participate in the planning process using sources in the corporate office and system Managers.
- Coordinate and communicate with Manager to establish and maintain evaluation for measuring results of marketing campaigns.

Priority Management

- Monitor the Managers’ timely execution of key tasks to maintain and improve system operations.
- Maintain awareness and deadlines of vital tasks a Manager has to perform such as marketing plans, line extensions, tap audits, capital projects, franchise negotiations, bulk agreement contracts and rate increases.
- Exercise systematic approach to visiting the Managers and discussing an agenda which brings important items to the surface and helps the decision making process flowing.

Budget Monitoring and Planning

- Impress upon the Managers a realistic but challenging budget.
- Monitor budgets on a monthly basis and serve as a positive source for the Manager to ensure that budget expectations are met.
- Balance the Manager’s point of view and the company’s overall strategy in the budget process.

Northland Communications Corporation
Employment Unit No.990186
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 4

- Foster a team effort throughout the process and refrain from cultivating a “we/they” mentality to encourage the view that the process is part of the Managers career destiny to maintain motivation.
- Ensure that the Manager is aware of certain standard benchmarks such as revenue per subscriber goals, tier penetration levels, NES penetration levels, advertising revenue per subscriber, and others.
- Serve as the Manager’s advocate in the budget process while at the same time encouraging the Manager to peak performance to meet the company’s fiscal goals.

Capital Project Administration

- Manage timely execution of the capital project plan for each system.
- Manage and coordinate to ensure projects are completed according to the plan in a timely manner.
- Provide continuous follow-up on the progress of projects with the Manager.
- Maintain quality checks to ensure Managers and Plant Managers are systematically checking and testing a contractor’s work.
- Conduct random oversight for system management to ensure it is properly conducting project management.

Quality Service Assurance

- Manage overview of Managers’ systematic implementation of Northland’s Quality Assurance Program.
- Review and oversight of surveys and call back programs during system visits to gauge how subscribers view the company.
- Facilitate random requests for material for to specific systems.

Negotiations

- Manage timely, productive negotiations for contracts and agreements that affect the systems. These include: franchise extensions, lease agreements, bulk service agreements, extensions into new developments and other day-to-day local business transactions.
- Serve as team strategist and legal coordinator for the Manager.
- Provide assistance to the Manager regarding deal points and strategy and coordinating assistance from corporate’s legal department.
- Upon request from the Manager, be available to be present or have direct involvement in critical negotiations.

Northland Communications Corporation
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Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 4

- When necessary to facilitate critical negotiations, assert on the Manager to be directly involved.
- Coordinate activities with the Corporate Program Committee for negotiating support or contracts with program suppliers and especially in cases of regional program suppliers.
- Participate in legal settlements when necessary.

Staffing

- Implement staffing assistance when and where it is needed including cross-system staffing, when necessary, especially in cases of storms, walkouts, expedient projects, and system purchases and sales.
- Recognize and understand each system's staffing strengths and weaknesses and when necessary arrange for temporary measures of staffing, either by use of contractors, or borrowing staff from other systems, until the crisis is over or the staffing is brought up to normal.
- Maintain awareness of normal staffing for systems and ensure that authorizations for staffing meet the current needs considering the dynamic changes within the systems.
- Maintain strict discipline of wage administration for systems incorporating a strict discipline so as to be fair and non-prejudicial, but still provide some flexibility for occasional job market fluctuations and outstanding performances.
- Provide proposals for wage increases and merit bonuses for the Managers.
- Evaluate and review with the Manager to guide them through wage administration process for wage increases of local employees in three authorized areas:

1. Annual Increases
2. Promotions
3. NOTC/CSR Certification

Knowledge, Skills and Abilities

- Strong aptitude for organization and assertive setting of priorities to successfully manage responsibilities while working independently or with a team to achieve business goals.
- Competence to effectively and clearly communicate directly with management, system staff and corporate teams.
- Ability to utilize business and financial analysis;
- Ability to disseminate information in a positive, motivating but assertive approach.
- Ability to foster a team environment
- Ability to positively influence operations through collaboration, identification, development and organization of best practices.

**Northland Communications Corporation
Employment Unit No.990186
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 4**

- Solid PC skills including advanced knowledge of MS Excel, MS Word and MS PowerPoint applications
- Abide by all Northland policies and standards as described in the employee handbook and by management.
- Skilled in budget preparation and fiscal management.
- Ability to travel to system offices on a regular basis, and not less than 30% of the time.
- Abide by all Northland policies and standards as described in the employee handbook and by management.

Qualifications:

Education:

- Required – High School or equivalent
- Preferred – Bachelor’s degree in business management

Experience:

- Required – Seven years management experience, preferably in telecommunications
- Preferred – five years managing large cable systems

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. 990186
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.

These sources are contacted through a third party, Another Source, Inc who distributes all openings on Northland's behalf.

| Recruitment Source | Address |
|--|---|
| Northland Communications | 101 Stewart St Suite 700 Seattle, WA 98101 www.yournorthland.com |
| Another Source, Inc. | 18000 Pacific Hwy So, Suite 412 Seattle, WA 98188 www.anothersource.com |
| Monster.com | www.monster.com |
| Careerbuilder.com | www.careerbuilder.com |
| Indeed.com | www.indeed.com |
| LinkedIn/Jobvite | www.linkedin.com |
| Simply Hired.com | www.simplyhired.com |
| Craigslist.org | www.seattle.craigslist.org |
| LinkedIn | www.linkedin.com |
| JobFox | www.jobfox.com |
| Glassdoor | www.glassdoor.com |
| Payscale | www.payscale.com |
| Bellevue Community College Job Center | 3000 Landerholm Circle SE Bellevue, WA 98007 |
| Everett Community College Student Employment Referral Center | 2000 Tower St. Everett, WA 98201 |
| WorkSource Washington | Multiple Locations throughout Washington www.wa.gov/esd/employment.html |
| City University | 11900 NE 1 st St Bellevue, WA 98005 |
| Seattle Pacific University | 3307 Third Ave W Seattle, WA 98119 www.spu.depts/cdc/alumni/jobs/findajob.asp |
| University of Washington Husky Jobs | 110 Mackenzie Hall Seattle, WA 98195 www.washington.edu |
| Edmonds Community College | 20000 68 th Ave N Lynnwood, WA 98036 |
| Seattle Central Community College | 1701 Broadway Seattle, WA 98122 |
| Shoreline Community College | 16101 Greenwood Av N Shoreline, WA 98133 |
| Seattle Vocation Institute | 2120 South Jackson Street Seattle, WA 98144 |

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

| | |
|---|--|
| ITT Technical Institute, Seattle/Bothell | 12720 Gateway Dr Suite 100 Seattle, WA 98168 |
| American Red Cross of Seattle-King County | 1900 25 th Av S Seattle, WA 98124 |
| International Rescue Community | 318 1 st Ave S Suite 200 Seattle, WA 98104 |
| Federal Way Employment Resource Center | 34815 Weyerhaeuser Way S. Federal Way, WA 98003 www.ldsjobs.org |
| Resource Maximizer | PO Box 46804 Seattle, WA 98146 www.resourcemaximizer.com |
| Central Area Service Center – City of Seattle | 2301 S. Jackson St, Suite 208 Seattle, WA 98104 |
| US Air Force | 62 MSS/DPF 551 McChord AFB, WA 98438 www.62aw.af.mil |
| US Naval Air Station –Everett | Fleet & Family Support Center 13910 45 th Ave NE Marysville, WA 98271 |
| US Naval Air Station –Bremerton | C/N47612, Bldg 853 120 S. Dewey St. Bremerton, WA 98314-5020 |
| US Naval Air Station –Whidbey Island | Fleet & Family Support Center NAS Whidbey Island, WA |
| CampusPoint | 2101 4 th Ave Suite 2200 Seattle, WA 98121 |
| Customer Service & Support Professionals | PMB 426 – 14241 NE Woodinville-Duvall Rd. Woodinville, WA 98072-8564 |
| Master Builder’s Association | 335 116 th Ave., SE Bellevue, WA 98004 |
| Devry University | Bellevue Corporate Plaza 600 108 th Ave NE Bellevue, WA 98004 |
| University of Washington – Husky Jobs | 110 Mackenzie Hall Seattle, WA 98195 www.washington.edu |
| Western Washington University | 516 High Street Bellingham, WA 98225 |
| Everett Community College Student Employment Referral Center | 2000 Tower St. Everett, WA 98201 |
| Seattle University | 901 12th Avenue, P.O. Box 222000 Seattle, WA 98122-1090 |

**Northland Communications Corporation
Employment Unit No. 990186
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 to send an annual letter (please see Exhibit 17a) to certain minority and female-owned businesses within approximately 75 to 100 miles of the 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.

**Northland Communications Corporation
Employment Unit No. 990186
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. 990186
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. 990186 in Seattle, WA'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 HR Manager and Vice President, General Counsel are 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 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. 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. 990168 in Seattle, WA's procedures for review and control of managerial and supervisory performance are as follows:

1. The HR Manager is responsible for the system's positive application and enforcement of the EEO policies of the company.
2. The HR Manager's performance with respect to the EEO policies is subject to review by legal counsel.
3. The HR Manager's supervisory performance is subject to review by the 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

SEATTLE, WA – FCC EMPLOYMENT UNIT #990186

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

Total Number of Full-Time Vacancies Filled During This Period: 4

Total Number of People Interviewed For Full-Time Vacancies During This Period: 41

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 | Web Developer/ Designer | 1 | WorkSource | <ul style="list-style-type: none"> Northland Communications Corp. Another Source, Inc Monster.com Indeed.com Simply Hired.com Careerbuilder.com Bellevue Comm. College Job Center City University Seattle Pacific University Everett Community College Shoreline Community College Washington State University Craiglist.org WorkSource Seattle Central Community College Seattle Vocation Institute ITT Technical Institute American Red Cross of Seattle International Rescue Community Federal Way Employment Resource Center Resource Maximizer Central Area Service Center—City of Seattle US Air force US Naval Air Stations Payscale Central Washington University Devry University LinkedIn JobVite Campus Point | 0 0 1 2 0 0 0 0 0 0 0 3 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 1 | 10 |



2012 EEO Public File Report SEATTLE, WA – FCC EMPLOYMENT UNIT #990186

| # | 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 |
|---|---------------------|--------------|---|---|--|--------------------------|
| 2 | Marketing Associate | 1 | Indeed.com | <p>Northland Communications Corp. Another Source, Inc Monster.com Indeed.com Simply Hired.com Careerbuilder.com Bellevue Comm. College Job Center City University Seattle Pacific University Edmonds Community College Shoreline Community College Craiglist.org WorkSource Seattle Central Community College Seattle Vocacion Institute ITT Technical Institute American Red Cross of Seattle International Rescue Community Federal Way Employment Resource Center Resource Maximizer Central Area Service Center–City of Seattle US Air force US Naval Air Stations Payscale Central Washington University Devry University LinkedIn JobVite Campus Point Referral</p> | <p>0 1 0 9 1 0 0 0 0 0 7 1 0 2</p> | 21 |



2012 EEO Public File Report

SEATTLE, WA – FCC EMPLOYMENT UNIT #990186

| # | 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 |
|---|------------------------|--------------|---|---|--|--------------------------|
| 3 | Operations Coordinator | 1 | Indeed.com | Northland Communications Corp. Another Source, Inc Monster.com Indeed.com Simply Hired.com Careerbuilder.com LinkedIn City University Edmonds Community College University of Washington Western WA University Everett Community College Seattle University Craigslist.org WorkSource Seattle Central Community College Seattle Vocational Institute ITT Technical Institute American Red Cross of Seattle International Rescue Community Federal Way Employment Resource Center Resource Maximizer Central Area Service Center–City of Seattle Customer Service & Support Professionals Master Builders Association US Air force US Naval Air Stations Payscale Jobfox Glasdoor Various Social Outlets & Media | 0 0 0 3 0 0 1 0 | 4 |



2012 EEO Public File Report
SEATTLE, WA – FCC EMPLOYMENT UNIT #990186

| # | 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 |
|---|----------------|--------------|---|---|--|--------------------------|
| 4 | HR Coordinator | 1 | Craigslist.org | Northland Communications Corp. Another Source, Inc Monster.com Indeed.com Simply Hired.com Careerbuilder.com LinkedIn City University Edmonds Community College University of Washington Western WA University Everett Community College Seattle University Craigslist.org WorkSource Seattle Central Community College Seattle Vocation Institute ITT Technical Institute American Red Cross of Seattle International Rescue Community Federal Way Employment Resource Center Resource Maximizer Central Area Service Center—City of Seattle Customer Service & Support Professionals Master Builders Association US Air force US Naval Air Stations Devry University Various Social Outlets & Media Payscale Jobfox Glasdoor | 0 3 0 1 0 0 0 0 0 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 | 6 |



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 regarding Equal Opportunity commitment and policies.
3. Participation in job fair, hosted by local college, by unit personnel who has substantial responsibility in making hiring decisions.

RECRUITMENT RESOURCE LIST

| Name of Recruitment Source | Address | Contact Person | Telephone Number | Entitled to Notification [Yes/No] | Total Number of Interviewee Referrals |
|---------------------------------------|---|----------------|------------------|-----------------------------------|---------------------------------------|
| Northland Communications Corp. | 101 Stewart St Suite 700 Seattle, WA 98101 www.your.northland.com | R. Angeles | (206) 621-1351 | No | 0 |
| Another Source, Inc. | 18000 Pacific Hwy So, Suite 412 Seattle, WA 98188 www.anothersource.com | J. McCartney | (206) 241-8906 | No | 4 |
| Monster.com | www.monster.com | | | No | 1 |
| Careerbuilder.com | www.careerbuilder.com | | | No | 0 |
| Indeed.com | www.indeed.com | | | No | 15 |
| LinkedIn/Jobvite | www.linkedin.com | | | No | 1 |
| Simply Hired.com | www.simplyhired.com | | | No | 1 |
| Bellevue Community College Job Center | 3000 Landerholm Circle SE Bellevue, WA 98007 | | 425-564-2279 | No | 0 |
| Everett Community College Student | 2000 Tower St. Everett, WA 98201 | | 425-388-9278 | No | 0 |



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|---|---|----------------|----------------------------------|-----------------------------------|---------------------------------------|
| Employment Referral Center | | | | | |
| Craiglist.org | www.seattle.craiglist.org | | | No | 12 |
| WorkSource Washington | Multiple Locations throughout Washington www.wa.gov/esd/employment.html | | (877) 872-5627 | No | 2 |
| City University | 11900 NE 1 st St Bellevue, WA 98005 | | (888) 422-4898 | No | 0 |
| Seattle Pacific University | 3307 Third Ave W Seattle, WA 98119 www.spu.depts/cdc/alumni/job s/findajob.asp | | (206) 281-2485 | No | 0 |
| University of Washington Husky Jobs | 110 Mackenzie Hall Seattle, WA 98195 www.washington.edu | | | No | 0 |
| Edmonds Community College | 20000 68 th Ave N Lynnwood, WA 98036 | | (206) 543-4661 (425) 640-1459 | No | 0 |
| Seattle Central Community College | 1701 Broadway Seattle, WA 98122 | | (206) 587-3800 | No | 0 |
| Shoreline Community College | 16101 Greenwood Av N Shoreline, WA 98133 | | (206) 546-4101 | No | 0 |
| Seattle Vocation Institute | 2120 South Jackson Street Seattle, WA 98144 | | (206) 587-4950 | No | 0 |
| ITT Technical Institute, Seattle/Bothell | 12720 Gateway Dr Suite 100 Seattle, WA 98168 | | (206) 244-3300 | No | 0 |
| American Red Cross of Seattle-King County | 1900 25 th Av S Seattle, WA 98124 | | (206) 323-2345 | No | 0 |
| International Rescue Community | 318 1 st Ave S Suite 200 Seattle, WA 98104 | | | No | 0 |



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| Federal Way Employment Resource Center | 34815 Weyerhaeuser Way S. Federal Way, WA 98003 www.idsjobs.org | | | No | 0 |
| Resource Maximizer | PO Box 46804 Seattle, WA 98146 www.resourcemaximizer.com | S. Edwards | (206) 242-4336 | No | 0 |
| Central Area Service Center – City of Seattle | 2301 S. Jackson St, Suite 208 Seattle, WA 98104 | | (206) 684-4767 | | 0 |
| US Air Force | 62 MSS/DPF 551 McChord AFB, WA 98438 www.62aw.af.mil | | (253) 982-2695 | No | 0 |
| US Naval Air Station – Everett | Fleet & Family Support Center 13910 45 th Ave NE Marysville, WA 98271 | | (425) 304-3724 | No | 0 |
| US Naval Air Station – Bremerton | C/N47612, Bldg 853 120 S. Dewey St. Bremerton, WA 98314-5020 | | (360) 476-0540 | No | 0 |
| US Naval Air Station – Whidbey Island | Fleet & Family Support Center NAS Whidbey Island, WA | W. Conley | (360) 257-8053 | No | 0 |
| CampusPoint | 2101 4 th Ave Suite 2200 Seattle, WA 98121 | C. Kaufman | (206) 783-9200 x206 | No | 1 |
| Customer Service & Support Professionals | PMB 426 – 14241 NE Woodinville-Duvall Rd. Woodinville, WA 98072-8564 | I. Meadows | (425) 398-9292 | No | 0 |
| Master Builder's Association | 335 116 th Ave., SE Bellevue, WA 98004 | G. Blanco | (425) 451-7920 | No | 0 |
| Payscale | www.payscale.com | | | No | 0 |
| Devry University | Bellevue Corporate Plaza 600 108 th Ave NE Bellevue, WA 98004 | | | No | 0 |
| University of Washington – Husky | 110 Mackenzie Hall Seattle, WA 98195 | | (206) 543-4661 | No | 0 |



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| Jobs | www.washington.edu | | | | |
| Western Washington University | 516 High Street Bellingham, WA 98225 | | (360) 650-3000 | No | 0 |
| Everett Community College Student Employment Referral Center | 2000 Tower St. Everett, WA 98201 | | (425) 388-9278 | No | 0 |
| Seattle University | 901 12th Avenue, P.O. Box 222000 Seattle, WA 98122-1090 | | (206) 296-6000 | No | 0 |
| LinkedIn | www.linkedin.com | | | No | 0 |
| JobVite | www.jobvite.com | | | No | 2 |
| JobFox | www.jobfox.com | | | No | 0 |
| Glassdoor Referral | www.glassdoor.com | | | No | 0 |
| | | | | N/A | 2 |