

Federal Communications Commission Washington, D.C. 20554 <p style="text-align: center;">FCC 396-C</p>	OMB 3060-1033 September 2003	FOR FCC USE ONLY
Multi-Channel Video Program Distributor EEO Program Annual Report Read INSTRUCTIONS Before Filling Out Form		FOR COMMISSION USE ONLY FILE NO. B396 - 20130930ARJ

SECTION I IDENTIFYING INFORMATION

A. Name of Operator:
 NORTHLAND COMMUNICATIONS CORPORATION

MSO Name:
 NORHTLAND COMMUNICATIONS

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:
 0001573690

Emp. Unit ID # 68

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
 PICKENS COUNTY, AL

D. Category of Respondent (check applicable box)

<input type="checkbox"/>	Fewer than six (6) full-time employees during the selected payroll period: Complete Sections I, II and V
<input checked="" type="checkbox"/>	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) 07/15-31/2013

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 9/29/2013	Name of Respondent GARY S. JONES
Telephone No. (include area code) 2066211353	

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	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 4]
2. Professionals	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 5]
3. Technicians	<input style="width: 30px; height: 20px; text-align: center;" type="text" value="1"/>	[Exhibit 6]
4. Sales Workers	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 7]
5. Office and Clerical	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 8]
6. Craft Workers (skilled)	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 9]
7. Operatives (semi-skilled)	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 10]
8. Laborers (unskilled)	<input style="width: 30px; height: 20px;" type="text"/>	[Exhibit 11]
9. Service Workers	<input style="width: 30px; height: 20px;" type="text"/>	[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 organizations, media, educational institutions, and other recruitment sources used to attract 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 [Exhibit 22]

annually such information as is required by 47 C.F.R. Section 76.1702 in their public files.

EMP UNIT ID: 68	MSO NAME: NORHTLAND COMMUNICATIONS
	OPR NAME: NORTHLAND COMMUNICATIONS CORPORATION

Approved by OMB
3060-1033

Exhibits

Exhibit 6

Description: PART 1, JOB DESCRIPTION: TECHNICIAN

Attachment 6

Description
Response to Part I, Technician Job Description

Exhibit 16

Description: RESPONSE TO QUESTION 4

Attachment 16

Description
Response to Question 4, Exhibit 16

Exhibit 19

Description: RESPONSE TO QUESTION 7

Attachment 19

Description
Response to Question 7, Exhibit 19

Exhibit 20

Description: RESPONSE TO QUESTION 8

Attachment 20

Description
Response to Question 8, Exhibit 20

Exhibit 22

Description: EEO PUBLIC FILE REPORT

Attachment 22

Description
EEO Public File Report, Exhibit 22

Northland Communications Corporation
Employment Unit No.0068
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 6

Northland Communications Corporation's Employment Unit No. 0068, Reform, AL employs one individual in the category of "Technicians. See next page for a copies of the job description in this category.

Northland Communications Corporation
Employment Unit No.0068
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 6

Plant 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 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. Staff should treat each customer contact as an opportunity to improve system goals through the use of effective sales and retention techniques. All 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 Plant Operations Manager is to manage all technical staff and related programs and policies, capital projects and planning relating to the system plant operations, maintenance of system performance standards, and coordinate field operations with office operations. The Plant Operations Manger reports directly to the General or Business Manager (“Manager”). Other primary responsibilities include the following:

- Manage local technical staff to insure prompt and courteous service, insuring all work is performed in accordance with Northland’s and industry standards and procedure.
- Insure FCC and Northland Quality Assurance technical standards for the system are properly maintained and strategic plan goals are achieved.
- Manage Northland’s NOTC program and encourage non-participating employees to join the program. Recommend employee promotions and encourage their career advancement.
- Insure Northland’s and industry standards safety program compliance is met by all the field staff.
- Coordinate field operations with office operation area such as installation, service calls, planned service interruptions, line extensions and system upgrades.
- Initiate and submit to Manager practical capital projects that are necessary to meet maintenance plant objectives, to insure prompt service, to extend lines, and to upgrade plant and equipment to meet Northland’s current design specifications.
- Manage approved capital projects relating to plant operations to maintain within approved budget, project timeline and monitor the quality of work performed to achieve project objectives.
- Established and maintained a good working relationship with utility companies, local planning department, and developers, highway departments and other activities that could affect Northland’s capital plan and budgets. Communicate these plans as soon as possible to the Manager and the corporate office.
- Maintain accurate as-built system maps.
- Manage the application of all pole contracts, applications, NESC compliance and establish and maintain as accurate pole rental inventory for each utility.
- Manage Northland’s on-call program.
- Assist Manager in the development of the budget line items relating to plant operations and the system capital plan.

Northland Communications Corporation
Employment Unit No.0068
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 6

Knowledge, Skills and Abilities

- Leadership
 - Ability to consistently manage and lead a team.
 - Demonstrated ability to lead people and obtain results
 - Ability to assemble and maintain a strong team lead by example.
- Ability to multi-task various projects and tasks simultaneously, plan and execute programs from start to completion while operating within a budget.
- Effectively 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, billing programs and the ability to learn and effectively employ new applications..
- Ability to present a professional and positive image and project an optimistic 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

- Safely work on an occasional basis in outside weather conditions with equipment in excess of 90 pounds and from average heights of 25 feet or greater on poles, ladders, and manlifts;
- Must be capable of lifting, twisting, kneeling, and bending on an occasional basis to perform duties as described;
- Occasionally work within limited confines, such as crawl spaces;
- Operate company vehicle on a daily basis.
- Regularly work in an office setting with and around staff and computer equipment

Qualifications:

Education: High school diploma or equivalent. Completion of the NCTI Advanced Technician and various management courses preferred.

Experience: Minimum of six years experience in cable television technical operation, two of which include management of technical staff. Ability to meet NOTC certification skill for Senior Technician NOTC certification.

Required Skills:

- Must possess and maintain valid driver's license and ability to maintain good driving record.
- Ability to fulfill the job duties, skills and responsibilities listed above.
- May be required to meet Federal DOT Standards, including satisfactory completion of medical exams.

Northland Communications Corporation
Employment Unit No.0068
Supplemental Investigation Sheet
Part I – Employee Job Descriptions
Exhibit 6

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. 0068
Supplemental Investigation Sheet
Part II -- Inquiries Concerning EEO Program and Practices
Response to Question No. 4
Exhibit 16

It is Northland Communications Corporation's Employment Unit No. 0068 in Reform, Alabama's policy to promote from within the organization to the greatest extent practical. Northland's Management and each Manager provide promotional and upgrading opportunities to all qualified employees on a non-discriminatory basis through the following actions:

- a. Managers who make decisions on placement and promotion are instructed on the company's EEO policy (the "EEO Policy") and are required to acknowledge, in writing, their review and understanding of the EEO Policy and EEO program and that they will abide by its mandates. The employment unit's efforts to promote in a nondiscriminatory manner to positions of greater responsibility are guided by the EEO program.
- b. Managers work to ensure that individuals who make decisions on hiring, placement and promotion consider all applicants without discrimination.
- c. Managers endeavor to give all those who apply equal opportunity to compete for higher paid positions. Managers encourage employees to obtain training in order to qualify for higher-paid positions, followed by assistance and counseling during annual employee reviews, and provide effective measures to enable employees with interest and potential to qualify themselves for such positions through informal and formal training.
- d. Managers provide opportunities to perform overtime work regardless of race, color, religion, national origin, age, sex or the presence of disability.
- e. Job vacancies are circulated internally through verbal notification during employee meetings and are posted in an area that all employee access.
- f. Career advancement opportunities are available to all qualified employees. Northland fosters career advancement through the company's 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 supports and rewards unit personnel who demonstrate outstanding sales, product knowledge and customer service skills and qualify to earn additional compensation and c) Education Assistance program that encourages employees to further job related skills and improve performance.
- g. All employees are notified of their right to equal opportunity to compete for higher paid positions for which they are qualified through a Notice to Employees and Applicants ("EEO Notice"). The EEO Notice is displayed in a location visible to all employees in the employee hallway.

Northland Communications Corporation
Employment Unit No. 0068
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. 0068 in Reform, Alabama'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 Plant 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 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. 0068 in Reform, Alabama's procedures for review and control of managerial and supervisory performance are as follows:

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

Northland Communications Corporation
Employment Unit No. 0068
Supplemental Investigation Sheet
Part II -- Inquiries Concerning EEO Program and Practices
Response to Question No. 8
Exhibit 20

Northland Communications Corporation's Employment Unit No. 0068 in Reform, Alabama conducts its continuing review of job structure and other employment practices by:

1. Strategic Review – Periodically, the overall job structure of Employment Unit operations are reviewed by upper management for efficiency and analysis of the overall job structure's application to the company's evolving operations.
2. System Site Visits - System offices are periodically visited by upper management and representatives from the corporate office. During these visits and together with Employment Unit local management, operations are reviewed, and when business necessities arise, job structure is changed to accommodate changing business needs. An example of this type of change includes the inclusion of additional training in new technologies, such as the implementation of VoIP services.
3. Employment practices are periodically reviewed by the divisional office, corporate office and, when appropriate, legal counsel prior to changes being made. These employment practices reviews include:
 - a. Evaluation of new positions;
 - b. Evaluation of position eliminations and terminations;
 - c. Evaluation and modification of disciplinary procedures;
 - d. Evaluation of company employment policies and procedures; and,
 - e. Evaluation of promotions, demotions, transfers and wage increases.
4. The Employment Unit's operating procedures are periodically reviewed by Employment Unit management and updated accordingly.



THIS REPORT COVERS OCTOBER 1, 2012 THROUGH SEPTEMBER 30, 2013.

Total Number of Full-Time Vacancies Filled During This Period: 2

Total Number of People Interviewed For Full-Time Vacancies During This Period: 3

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	Field Supervisor	1	Craigslist	AL Job Link Craigslist University of Alabama NAACP Pickens County Herald Pickens County Shoppers Guide Tuscaloosa News Starkville Daily News Columbia Progress Northland Communications Website SCTE	0 1 0 0 0 0 0 0 0 0 0	1
2	Sales Associate	1	Northland Communications Website	AL Job Link Craigslist University of Alabama Northland Communications Website Pickens County Herald Pickens County Shoppers Guide West Alabama Gazette Employee Referral	0 0 0 1 0 0 0 1	2

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, c) Education Assistance program that encourages employees to further job related skills and improve performance and d) Video training reviewed by employment unit management regarding prevention of discrimination and harassment.

2. Participation in Internet and other programs designed to promote outreach: Positing on Featured Employer on WICT and NAMIC, Monster.com and local newspapers/local origination channel regarding Equal Opportunity commitment and policies.

RECRUITMENT RESOURCE LIST

Name of Recruitment Source	Address	Contact Person	Telephone Number/email	Entitled to Notification [Yes/No]	Total Number of Interviewee Referrals
Pickens County Shopper's Guide	103 Broad St NW Aliceville, AL 35442	K. Long	(205) 373-2916	No	0
Northland Communications Website	101 Stewart St., Suite 700 Seattle, WA 98101 www.yournorthland.com/careers	HR	(206) 621-1351	No	1
Pickens County Herald	215 Reform St. Carrollton, AL 35447	A. Gates	(205) 367-2217	No	0
West Alabama Gazette	466 Columbus St. Millport, AL 35576	B. Bobo	(205) 662-4296	No	0
AL JobLink	PO Box 2865 Tuscaloosa, AL 35403	N/A	N/A	N/A	0
University of Alabama-Career Services	P.O.Box 870200 Tuscaloosa, AL 35847-0200	J. Paschal	(205) 348-0667	N/A	0
NAACP University of Alabama Branch	PO Box 861426 Tuscaloosa, AL 35847	J. Staples	(205) 348-0667	N/A	0



2013 EEO Public File Report
ALICEVILLE – FCC EMPLOYMENT UNIT #0068

Tuscaloosa News	PO Box 20587 Tuscaloosa, AL 35401 maggie.smith@tuscaloosanews.com	M. Smith	(205) 722-0156	N/A	0
Starkville Daily News	304 Lampkin Street Starkville, MS 39760 classified@starkvilledailynews.com		(662) 323-1642	N/A	0
Columbia Progress	318 Second Street Columbia, MS 39429 tammyriley@columbianprogress.com	T. Riley	(601) 736-2611	N/A	0
Society of Cable Engineers (SCTE)	www.scte.org			N/A	0
University of West Alabama	100 U.S. 11 Livingston, AL 35470 alumni@uwa.edu		(205) 652-3852	N/A	0
Craigslist	http://montgomery.craigslist.org/			N/A	1
Employee Referral				N/A	1