

Community Radio for Northern Colorado
Licensee of NCE Stations
KUNC, KENC, KRNC, KVNC, KMPB, & KJAC
EEO Public File Report
December 1, 2021 - November 30, 2022

Introduction

Community Radio for Northern Colorado (CRNC) is an Equal Employment Opportunity organization and believes everyone should be treated fairly when being considered for various employment decisions such as hiring, promotion, termination, compensation, etc. CRNC strives to make CRNC an example for other media organizations by modeling Diversity, Equity, and Inclusion (DEI) within the organization.

CRNC is dedicated to implementing DEI principles and has prioritized it as one of the top initiatives during this reporting time and beyond. Recognizing the importance of fostering a diverse and inclusive workforce, CRNC has taken significant actions to advance DEI and ensure equal opportunities within our organization. This section summarizes the initiatives undertaken to promote DEI at CRNC during this period.

Summary of Actions:

- **Completion of Pay Equity Audit:** In April 2022, CRNC commissioned an external third-party to conduct a pay equity audit for all positions. This audit resulted in wage increases totaling \$200,000 across the organization, addressing any discrepancies identified and ensuring fair compensation for employees.
- **Formation of Employee DEI Committee:** CRNC assembled an employee DEI committee responsible for drafting a comprehensive DEI statement. The statement underwent review and slight revisions by the CRNC board of directors. It was subsequently distributed to the staff, shared in employee meetings, and made available on our websites and in various internal documents. CRNC's DEI statement is a guiding principle for promoting diversity, equity, and inclusion within our organization. CRNC's DEI statement can be found [here](#).
- **CEO Training and Mentorship:** CEO Tammy Terwelp participated in a six-month training conducted by DEI expert Minal Bopaiah, Founder and Principal of Brevity & Wit, and other media leaders. Tammy continues to receive mentorship from Minal and other DEI experts, further deepening her knowledge and understanding of DEI practices.
- **Employee Training with Building Bridges:** CRNC employees participated in extensive training with Building Bridges, covering a range of DEI topics, including unconscious bias, white privilege, and other relevant subjects. This training aimed to increase awareness and foster a more inclusive workplace culture.
- **Annual Preventing Harassment and Discrimination Training:** All CRNC employees complete the CPB course on Preventing Harassment and Discrimination every year. This training ensures all staff members have the knowledge and understanding necessary to maintain a safe and respectful work environment.
- **Updating the Employee Handbook:** ensuring all appropriate subjects were covered, i.e., harassment ADA accommodation, equal pay, etc., with a subsequent legal review.

- **Standardizing job descriptions:** incorporating DEI job duty language, such as “Commitment to CRNC’s DEI statement, as evident in daily interactions with staff, the community, and the work produced.”

Recruitment

It was a busy year for recruitment, hiring, promotions, and backfilling positions, with 14 positions hired and 35 individuals interviewed for open positions. This was incredibly challenging, with the Colorado unemployment rate at only 3% (according to Statista). Additionally, ten positions were promoted from within the organization. CRNC hired a full-time human resource professional (Director of Human Resources) in April 2022 to hire most open positions and post and facilitate promotions. Further, the Director of Human Resources is standardizing and updating job descriptions and posting procedures, as well as building a robust and progressive advancement culture.

All positions posted by CRNC are posted on the websites, and coloradosound.org (as applicable), which receive an average of 50,000 unique visitors each month, and some are announced on-air. Additionally, every position is publicized on various online job boards (see below for each job posting and the respective sites). CRNC staff participates in other recruitment occasions as available. Not many opportunities were available this reporting year due to the pandemic recovery and the new HR personnel learning about public media recruitment options.

Full-Time Vacancies Filled During Reporting Period

Job Title	Date Filled	Hired	Interviewed
1. Weekend Host and Reporter (not reported last year)	11/17/2021	1	5
2. KJAC – Host	2/24/2022	1	3
3. Executive News Director	6/6/2022	1	1
4. Community Engagement Coordinator	5/23/2022	1	1
5. Director of Human Resources	4/1/2022	1	1
6. Corporate Support Associate	6/21/2022	2	4
7. Social Media Producer/On-Air Fill-In Host	Did not Fill	0	None, Applicants not qualified
8. General Assignment Reporter and Backup Host	7/5/22	1	5
9. Rural and Small Community Reporter	7/12/2022	1	1
10. Chief Content and Audience Officer (CACO)	8/1/22	1	6
11. Mountain West Reporter	9/1/2022	1	1
12. State Capitol Reporter	9/6/2022	1	3
13. Morning Host and Reporter	10/6/2022	1	3
TOTAL	N/A	14	35

Recruitment Source by Job Title:

The charts below summarize the recruitment for each new position and the sources.

Title: Weekend Host and Reporter

Source	Interviewed	Hired
KUNC.org	1	
CPB Jobline		
LinkedIn	1	1
Publicmediajobs.org(Current Online)	1	
National Association of Black Journalists		
National Association of Hispanic Journalists		
Native American Journalist Association		
Asian American Journalists Association		
NLGIA – Association of LGBTQ journalist		
JournalismJobs.com	1	
Indeed	1	

Title: KJAC – Host and Producer

Source	Interviewed	Hired
KUNC.org		
TheColoradoSound.org		
Indeed	1	1
Internal Referral	1	
Allaccess.com	1	

Title: Executive News Director

Source	Interviewed	Hired
KUNC.org		
CPB Jobline		
Network with other Media Leaders	1	1
Publicmediajobs.org(Current Online)		

Title: Community Engagement Coordinator

Source	Interviewed	Hired
KUNC.org		
Internal Recommendation	1	1
CRNC Internal Posting		
Greater Public		
Indeed		
LinkedIn		
PRADO (Public Radio Association of Development Officers) Listserv		
KUNC On-Air Announcements		

Title: Director of Human Resources

Source	Interviewed	Hired
KUNC.org		
KJAC.org		
CPB Jobline		
Publicmediajobs.org(Current Online)		
Robert Half Talent Agency	1	1
Colorado Nonprofit Association		
LinkedIn		

Title: Corporate Support Associate

Source	Interviewed	Hired
KUNC.org		
CRNC Internal Posting		
Indeed	3	1
Internal Recommendation	1	1
CRNC Internal Posting		

Title: Social Media Producer/On-Air Fill-In Host

Source	Interviewed	Hired
KUNC.org		
ColoradoSound.org	1	0
Publicmediajobs.org(Current Online)		
Indeed		
LinkedIn		

Title: General Assignment Reporter and Backup Host

Source	Interviewed	Hired
KUNC.org	3	
AAJA Career Center		
CPB Jobline		
Indeed		
LinkedIn	1	1
Corporation for Public Broadcasting		
National Association of Black Journalists		
National Association of Hispanic Journalists		
Native American Journalists Association		
Outside Referral	1	
CRNC Internal Posting		

Title: Rural and Small Community Reporter

Source	Interviewed	Hired
KUNC.org	1	1
CRNC Internal Posting		

Title: Mountain West Reporter

Source	Interviewed	Hired
KUNC.org	1	1
CRNC Internal Posting		
Indeed		

Title: Chief Content and Audience Officer (CACO)

Source	Interviewed	Hired
KUNC.org	1	
KJAC.org		
CPB Jobline		
Livingston Associates	4	1
Current Newspaper: featured online posting		
National Association of Black Journalists		
National Association of Hispanic Journalists		
LinkedIn - Paid Job Ad	1	
The Media Job Board		
Native American Journalists Association (NAJA)		
South Asian Journalist Association		
Greater Public		
PMBA		
PMJA		
Mediabistro		

Title: State Capitol Reporter

Source	Interviewed	Hired
KUNC.org	2	
CPB Jobline		
LinkedIn		
Indeed	1	1
CRNC Internal Posting		

Title: Morning Host and Reporter

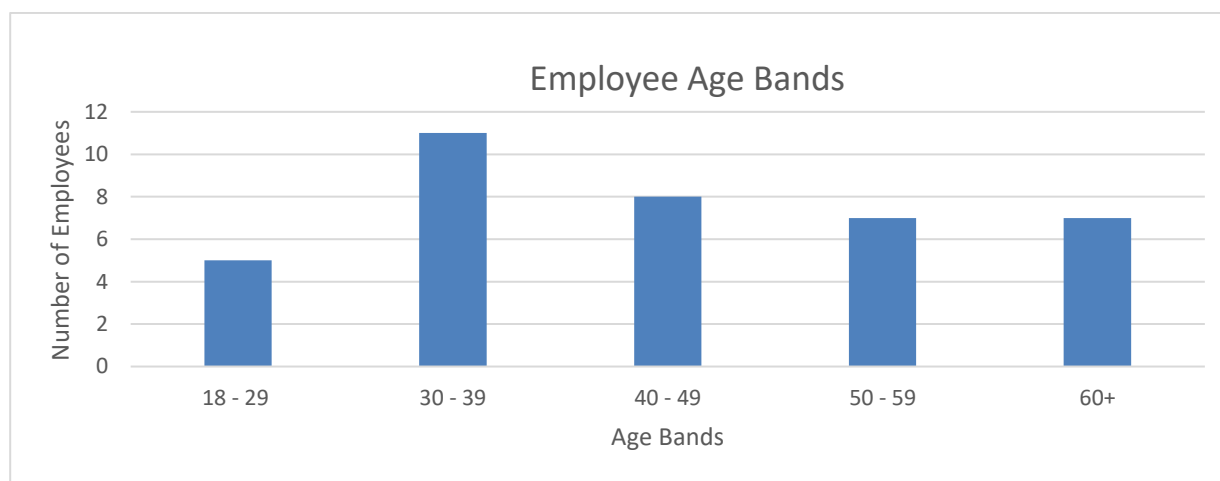
Source	Interviewed	Hired
KUNC.org	3	1
CRNC Internal Posting		
Indeed		

Title: Digital Manager

Source	Interviewed	Hired
KUNC.org	1	1
AAJA Career Center		
CPB Jobline		
Indeed		
CRNC Internal Posting		

Workplace Composition

CRNC's workforce composition reflects a commitment to diversity. The organization comprises 50% females (19) and 50% males (19), showcasing gender parity within our team. Furthermore, CRNC embraces a wide range of age groups, encompassing five generations, with the majority falling into the Gen Z generation. See the chart below.

**Race Composition**

Race is reported by self-identification. The current composition of racial diversity at CRNC is summarized below.

Race Description	Count of Race Description	Percentage	Percentage in Greely, CO	Percentage in Weld Co
Asian	1	2%	1.2%	2.1%
Black or African American	2	4%	2.6%	1.9%
Hispanic	3	6%	40.0%	31.0%
Two or more races (Not Hispanic or Latino)	2	4%	8.8%	2.5%
White	43	84%	53.6%	63.4%
Total	51			

CRNC actively recruits from industry-specific job boards such as NAHJ, AAJA Career Center, NAJA, and NABJ that reach individuals from different racial backgrounds. Additionally, CRNC has attracted individuals with various sexual orientations, contributing to a more inclusive and accepting work environment. A chart at the end of this report lists recruitment sources we have compiled for our use and reference.

Retention and Advancement

At CRNC, we understand the importance of fostering a work environment that promotes pay equity and provides equal opportunities for career advancement. We believe in the development of our staff and are committed to ensuring that our employees have the necessary resources and opportunities to grow professionally and personally. During this reporting period, we are proud to highlight our efforts in promoting, retaining, and advancing within our organization and our commitment to supporting pay equity.

CRNC is committed to developing our staff and providing opportunities for advancement. CRNC created progressive levels for positions that make sense. For example, four levels of reporter positions are now available, Reporter I – III and Investigative Reporter. Additionally, CRNC added two additional levels to the Corporate Support positions. These changes allowed CRNC to promote three individuals during this reporting time.

Retention Efforts

CRNC recognizes the significance of retaining talented individuals within our workforce. We understand that employees who feel valued and supported are more likely to remain engaged, gain institutional knowledge, and contribute to the success of our organization. To this end, we have implemented various initiatives to enhance employee satisfaction and retention, such as advancement opportunities, professional development, pay equity, etc. These initiatives have proven themselves to be effective by the return of two former employees to CRNC. These initiatives are explained in more detail below.

Advancement Opportunities

CRNC is committed to developing our staff and providing opportunities for advancement. CRNC created progressive levels for positions that make sense. For example, four levels of reporter positions are now available, Reporter I – III and Investigative Reporter. Additionally, CRNC added two additional levels to the Corporate Support positions. These changes allowed CRNC to promote three individuals within these new levels.

Overall, CRNC successfully promoted ten individuals to higher positions, enabling them to assume greater responsibilities and receive increased compensation. These promotions exemplify the dedication to recognizing and rewarding the contributions of our employees and providing a clear path for career progression within our organization.

Professional Development

CRNC is committed to fostering the professional growth of our employees. We offer a range of professional development opportunities, including courses, seminars, and conferences tailored to the employee's respective areas of interest and job responsibilities. By investing in our employees' ongoing learning and skill enhancement, we aim to equip them with the knowledge and tools necessary to excel in their roles and advance in their careers.

Pay Equity

At CRNC, we are committed to ensuring pay equity among our employees. In April 2022, CRNC commissioned an external third-party to conduct a pay equity audit for all positions. This audit resulted in wage increases totaling \$200,000 across the organization, addressing any discrepancies identified and ensuring fair compensation for employees.

CRNC regularly conducts internal reviews to evaluate our compensation practices and identify any potential disparities. Should any gaps be identified, immediate action is taken to rectify them and ensure that all employees are fairly compensated for their contributions and experience.

The average annual salary at CRNC (without executive or part-time employees) is \$73,779. The breakout of compensation by Race and Gender is summarized in the following chart.

Average Salary as of 12/1/2022

(Without Executive or Part-time Employees)

Race				Gender			Organization
Asian	Black or African American	Hispanic or Latino	White	Female	Male	Non-Binary	Average Salary w/out PT & Exec Pay
\$72,000.00	\$74,500.00	\$57,136.00	\$70,164.00	\$73,625.00	\$73,933.00	N/A	\$73,779.00

CRNC remains steadfast in its commitment to supporting pay equity, providing advancement opportunities, and fostering the professional development of our staff. These initiatives contribute to our employees' satisfaction and engagement and drive our organization's success. Moving forward, we will continue to prioritize these efforts to create an inclusive and equitable work environment that promotes the growth and success of all our employees.

Conclusion

In conclusion, CRNC is an equal opportunity employer and makes conscious efforts to ensure everyone is treated fairly when employment decisions such as hiring, promotion, termination, compensation, etc. take place. Additionally, CRNC makes a great effort to recruit across a wide range of job boards to attract underrepresented communities.

CRNC has taken significant strides in promoting DEI, as mentioned throughout this report. Continuous staff training remains a priority, with some members of our leadership team participating in intense training with the Colorado Inclusive Economy group.

CRNC strives to be a role model for other media organizations by demonstrating diversity, equity, inclusion, accessibility, and belonging. Efforts are underway to ensure that CRNC's commitment to the DEI statement is evident in daily interactions with staff, the community, and the work we produce.

CRNC remains committed to ongoing improvement in DEI practices and fostering an inclusive workplace environment. CRNC recently added a new gender identification option for non-binary individuals in our HRIS system to promote inclusivity. Additionally, we are actively working on making our organization more accessible in all aspects of our business, including our websites and style guide, to ensure that everyone can fully engage with CRNC's content and services.

CRNC values the diversity of our staff and will continue to champion DEI initiatives to create a more inclusive and equitable work environment. We firmly believe that by embracing diversity and promoting a culture of inclusivity, we can better serve our audience and the broader community.

Recruitment Source Detail:

Source	Contact	Address	Phone
Aims Community College Website	Rachel Davis	5401 W 20 th St Greeley, CO 80634	970-330-8008
AllAccess.com Job Opening Forum	Not Available	28955 Pacific Coast Hwy, #10 Malibu, CA 90265	310-457-6616
Andrew Hudson's Job Lists	Not Available	5130 South Hanover Way Englewood, CO 80111	Not available
Colorado Association of Black Journalists	Not Available	PO Box 40322 Denver, CO	Not Available
Colorado Sound On-Air Announcements	Valerie Ross	1901 56 th Ave, Ste 200 Greeley, CO 80634	970-378-2579
Colorado State University Career Services	Ann Malen	26 Lory Center Fort Collins, CO 80523	970-491-5707
Coloradosound.org	Kurt Wolff	1901 56 th Ave, Ste 200 Greeley, CO 80634	970-378-2579
Connecting Colorado	Not Available	633 17 th St, Ste 201 Denver, CO 80202	303-318-8000
CPB Jobline	Webmaster	901 E St, NW Washington D.C. 20004	202-879-9600
Current Newspaper	Kathleen Unwin	6930 Carrol Ave, Ste 350 Takoma Park, MD 20912	301-270-7240
Greater Public JobLine	Not Available	401 N 3 rd St, Ste 370 Minneapolis, MN 55401	612-677-1508
Greeley Tribune Newspaper	Not Available	501 8 th Ave Greeley, CO 80631	970-352-0211
Greeley Tribune Online	Not Available	501 8 th Ave Greeley, CO 80631	970-352-0211
Indeed.com	Webmaster	7501 N Capital of TX Hwy Austin, TX 78731	800-462-5842
JournalismJobs.com	Webmaster	Not Available	Not available
Kunc.org	Ashley Jefcoat	1901 56 th Ave, Ste 200 Greeley, CO 80634	970-378-2579
KUNC On-Air Announcements	Valerie Ross	1901 56 th Ave, Ste 200 Greeley, CO 80634	970-350-0828
LinkedIn	Ashley Jefcoat	1901 56 th Ave, Ste 200 Greeley, CO 80634	970-378-2579
Livingston Associates	Tom Livingston	7345 South Pierce St., Suite 101, Littleton, CO 80128	410-243-1974
NASBA Careerpage.org	Webmaster	445 Union Blvd Lakewood, CO 80228	720-536-5427
National Association of Hispanic Journalists	Akil Forbes	1103 National Press Bldg Washington D.C., 20045	202-662-7145
National Association of Black Journalists	Veronique Dodson	8800 Lakewood Dr #117 Windsor, CA 95492	626-792-3846
Native American Journalists Association	Rebecca Landsberry	395 W. Lindsey St., Norman, OK 73019	NA
PRADO -(Public Radio Association of Development Officers) Listserv mailto:info@livingstonassociates.net	Mary Hendley	900 S Crouse Ave Syracuse, NY 13244	315-443-1870
Publicmediajobs.org(Current Online)	Kathleen Unwin	6930 Carrol Ave, Ste 350	301-270-7240

		Takoma Park, MD 20912	
University of Colorado Career Services- Boulder	Lisa Sever	2249 Willard Loop Dr Boulder, CO 80309	303-492-4100
University of Colorado Career Services- Denver	Lisa Sever	2249 Willard Loop Dr Boulder, CO 80309	303-492-4100
University of Northern Colorado Career Services	Renee Welch	Campus Box 58 Greeley, CO 80639	970-351-2127

END OF REPORT

