



DIVERSITY TOOL KIT

**Documents and materials to help Chapters,
Districts, and Sections develop diversity within
their organizations.**

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June 2007 Update

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Overview

Consistent with PRSA's strategic diversity goal, Chapters/Sections/Districts have long sought an effective approach to grow their memberships to match the demographics of the communities they serve more closely.

This document offers ideas for your Chapter's/District's/Section's consideration based on proven models, the experiences of several Chapters within PRSA, specifically, the Miami Chapter, which has increased its minority and ethnic representation from 12 percent to 44 percent over the past 10 years. This tool kit marries the success of different Chapters to a tactical focus on PRSA's current diversity program, which means that Chapters/Sections/Districts already having a diversity committee, or considering establishing one, should be able to easily incorporate some of these suggestions within their frameworks.

Through this tool kit, PRSA's National Diversity Committee provides members with diversity-related research, materials, applicable tools, professional development opportunities and linkages with key organizations. Its creation rests on two objectives: To educate members by providing them the resources needed to help manage their own Chapters/Districts/Sections diversity initiatives and to influence the composition of their professional development and membership so that the diversity of its membership reflects and embraces the diversity of the profession.

If you have any questions on this tool kit or if you need more information, please contact the National Diversity Committee by e-mail to diversity@prsa.org.

Note to June 2007 Update

The 2007 National Diversity Committee has undertaken a second edition of this valuable Tool Kit in consultation with Rosanna M. Fiske, APR, co-author of the original 2004 edition. The editing process will be in two stages, starting with the publication of this update which eliminates the most outdated references. The second stage will be completed in the fall/winter 2007 with the publication of the Second Edition to include a new introduction, examples of best practices selected from among submissions from Chapter leaders, updated directories of publications and organizations, contributions from multicultural professionals, a new directory of speakers qualified and available to speak on program topics on the issues discussed in this Tool Kit, coverage of diversity as an issue in the global context, and other new material.

Understanding Diversity

Some of the content in this section is provided with permission by the Society for Human Resource Management.

Diversity is so frequently confused with affirmative action and valuing diversity that many people use these terms interchangeably. It is important to understand the history of each and to use the terms accurately. Affirmative action, valuing diversity and managing diversity are separate points on the continuum of interventions designed to stimulate the inclusion of people from nontraditional backgrounds in an organization.

Affirmative action is based on an assimilationist model that focuses on getting people into an organization rather than changing organizational culture (valuing diversity). Subsequently, managing diversity, while based on cultural change, is a pragmatic business strategy that focuses on maximizing the productivity, creativity and commitment of the workforce while meeting the needs of diverse consumer groups.

While these three interventions build upon one another, when affirmative action is tied together with valuing and/or managing diversity, diversity often becomes tainted by negative perceptions of affirmative action and is therefore frequently misunderstood. Backlash, resistance and polarization often result when these concepts are combined.

Affirmative Action

Affirmative Action is grounded in moral and social responsibility to amend wrongs done in the past to those Americans who were not in the majority population. These programs are based on numerical measures and were designed to increase the representation of minorities and women in areas of employment where they were previously underrepresented. This effort was a direct result of the Civil Rights movement of the 1960s. Because of a long history of discriminatory practices, federal contractors have been expected to make a positive effort to recruit, hire, train and promote qualified employees of previously excluded groups.

Again, the focus was and has been on increasing the representation of minorities and females in the workforce to reflect their availability in the labor market. Many believed that creating such an initiative would rectify the social injustices experienced by the nation's minority population. To ensure implementation of affirmative action and to enforce the Civil Rights Act, the Federal government created the Equal Employment Opportunity Commission (EEOC). The EEOC is responsible for identifying and eliminating discrimination in America's workplaces. The Office of Federal Contract Compliance Initiatives (OFCCP) within the U.S. Department of Labor, however, is charged with implementing Executive Order #11246, which prohibits employment discrimination and establishes affirmative action requirements for nonexempt Federal contractors and subcontractors.

Valuing Diversity

The next evolution of diversity is best referred to as valuing diversity. The main objectives of valuing diversity include awareness, education and positive recognition of the differences among people in the workforce.

This intervention focuses on recognizing the uniqueness in everyone, valuing the contribution that each can make and creating an inclusive work environment where awareness of, and respect for, those of different cultures are promoted. It is the quality of the work experience, rather than simply the participation rate of minority employees or women at a particular employer, that is paramount.

Managing Diversity

Managing diversity is different from both affirmative action and valuing diversity because it focuses on the business case for diversity. Under this scenario, capitalizing on diversity is a strategic approach to business that contributes to organizational goals such as profits and productivity. It also does not involve any legal requirements and is not implemented simply to avoid lawsuits. Managing diversity moves beyond valuing diversity because it marks the way in which a company chooses to do business and how it is aligned with other organizational strategic plans.

To help you understand the differences:

Affirmative Action	Diversity
Initiated by government	Voluntary
Legal aspects	Market-driven
Importance in quotas/numbers	Importance in quality
Stemmed from problem	Stemmed from opportunity
Assimilation to mainstream	Integration of multiple cultures
Human resource focused	Multi-function focus
Reactive	Proactive

Defining Diversity

For those who are not intimately involved in diversity, defining diversity may seem simple. It usually includes a few groups, people of color and women, for example, leaving out everyone else. And those may view the initiative as being for others, not them. For that reason, a broader definition that includes your particular organization's dimensions such as market demographics, Chapter/District/Section talent professional pool (corporate vs. agency), and/or career level creates an umbrella that is big enough to cover everyone. In broadening the definition, the organization creates a more inclusive Society.

According to Lee Gardenswartz and Anita Rowe, principals of Gardenswartz & Rowe, a California-based diversity consulting and training team, the trend is to provide a broad definition, one that goes beyond the visible differences of race, ethnicity, age, and gender. Sometimes focusing on a narrow definition is not only too exclusive, but is also too closely linked to affirmative action. They believe a narrow definition seems to engender resistance from white males and does not accomplish long-term cultural change that really focuses on utilizing the best talents of everyone, a primary objective for most diversity initiatives.

The **PRSA National Diversity Committee** has defined its role and diversity as follows:

To advance the objectives of and develop an inclusive Society by reaching and involving members who represent a broad spectrum of ethnic, racial and sexual-orientation groups, and by providing professional development, knowledge and support to professionals of diverse race, gender, sexual orientation or ethnicity to help them succeed in public relations.

A broad definition of diversity can include primary items related to professional and length of experience to secondary influences such as religion, socioeconomics and education, diversities such as management and nonprofit, function level and classification or even geographic outreach. While initially these diversities seem much less important than, for example, race or sexual orientation, over time these diversity issues matter a great deal. Among the ones that frequently damage a team, for example, are factors around education, socioeconomics and work experience. Such factors are relevant to the

assumptions that people make about one another and the collaboration, openness and trust (or lack thereof) that people feel in working together.

However, an important note to keep in mind is that if a specific group has been excluded somehow in your market, whether through entrenched systems or individual bias, either unconscious or intentional, a broad diversity focus can seem irrelevant and meaningless. For your definition to have meaning, members and prospects must be able to see themselves in the definition. If they can relate to it, they will be more likely to invest in the initiative, particularly since some resistance is likely to eventually surface.

The following are some examples of how several organizations have chosen to define diversity:

Society for Human Resource Management: “To celebrate diversity is to appreciate and value individual differences. SHRM strives to be the leader in promoting workplace diversity. Although the term is often used to refer to differences based on ethnicity, gender, age, religion, disability, national origin and sexual orientation, diversity encompasses an infinite range of individuals' unique characteristics and experiences, including communication styles, physical characteristics such as height and weight, and speed of learning and comprehension.”

Microsoft Corporation: “At Microsoft, we believe that diversity enriches our performance and products, the communities in which we live and work, and the lives of our employees. As our workforce evolves to reflect the growing diversity of our communities and global marketplace, our efforts to understand, value and incorporate differences become increasingly important. At Microsoft, we have established a number of initiatives to promote diversity within our own organization, and to demonstrate this commitment in communities nation wide.”

Coca-Cola: “We embrace our commitment to diversity in all its forms at The Coca-Cola Company as a core value. Diversity – of race, gender, sexual orientation, ideas, ways of living, cultures and business practices – provides the creativity and innovation essential to our economic well-being. Equally important is a highly motivated, healthy and productive workforce that achieves business success through superior execution and superb customer satisfaction.”

Bank of America Statement on Diversity and Inclusion:

Above all, we are about people. A philosophy of inclusion drives our organization every day and helps us win in a diverse, global marketplace.

Diversity Organizations

Our work environment draws on the strength of every associate to build an atmosphere of personal and professional growth. These Bank of America organizations help make diversity work:

- **The Global Diversity and Inclusion Council**
A group of 25 associates who are recognized as leaders in their businesses and who can have an impact for change at the corporate level.
- **The Diversity Business Councils**
Line of Business Councils that address inclusion issues across our businesses. These groups identify issues and recommend strategies to make their business group a place where all associates can do their best work.
- **Affinity Groups**
Bank of America recognizes several affinity groups, that is, groups of associates with a common interest and those who support them. Currently, there are six groups organized by affinity: Asian, Black and African American, people with disabilities, Hispanic/Latino, Lesbian/Gay/Bisexual/Transgender and women.
- **The Diversity Network**
One of five networks that make up [Team Bank of America](#), the Diversity Network is comprised of geographically based volunteer teams of associates. The Network's mission is to encourage and capitalize on the diversity of our associates and promote personal and professional development. Membership is open to associates at all levels of the company.

The Case for PRSA Diversity

In early 2004, PRSA undertook a study of Chapter, District and Section diversity practices. Results show there is a great deal of confusion and ambivalence among PRSA leaders as to what diversity is, and also to the importance of investing money, time and energy to achieve it. Yet many affirmed it's something that must be done if PRSA is to move forward.

Put most simply, diversity initiatives represent a necessary response to a changing world and PRSA's place in it. We know demographic change is occurring rapidly. To remain robust and ensure a competitive advantage and maximum membership growth, PRSA wishes to actively encourage development of an organization, membership and leadership base that mirrors the demographic composition of today's professionals as well as the communities PRSA members serve. In a nutshell, diversity management has a direct impact on the bottom line, yielding more professional development, a more diverse membership and more preparation to deal with a changing America.

Perhaps what each Chapter/District/Section member should ask is how not dealing with diversity at its own level is sabotaging their progress. Each must look to its market statistics to determine if indeed it is serving an increasingly diverse prospect base or whether PRSA is at a disadvantage in competing for practitioner loyalty and dollars.

Managing diversity is not an altruistic, feel-good frill. Rather, it is a pragmatic, strategic advantage. If competing organizations do better, ours will lose out in the long run. It is clear that PRSA faces challenges and opportunities at all levels. Properly implemented, diversity initiatives should grow PRSA's membership while improving the overall organizational tone.

Getting People to Buy in

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Before trying to determine where to begin, spend time determining the purpose of implementing a diversity initiative in your Chapter/District/Section. Explore – at both an organizational and an individual level – the reasons for beginning diversity work. Also, identify critical strategic drivers for your diversity initiative. What are the challenges and where is the opportunity? Once you have clarified the cause for action and detailed the desired outcomes, you can begin creating a plan.

Build on Existing Values and Vision

For example, a health care organization's four core values of respect, justice, compassion and excellence gave it a natural connection to focus on diversity. A sales organization whose goal is to increase profits and provide unexcelled customer service can link that goal with understanding and matching the diversity in the marketplace. Values around ethics and empowerment have been hooked to more effective management of diversity and in many organizations the emphasis on team work has provided the bridge to diversity.

Show Members What's In It for Them

In addition to explaining how managing diversity benefits the organization, it is also important to help members see how it can help them individually. More effective teams, fewer conflicts in their own jobs, more marketability and greater understanding of customers are just a few examples. In one manufacturing plant, understanding, working cooperatively and communicating appropriately with diverse coworkers were steps toward increasing safety. Aspects to emphasize with your membership will depend on your strategic plan. However, more attention to all members' and prospects' needs is generally an advantage for everyone.

Spell Out an Inclusive Definition of Diversity

Beyond addressing the “why” of diversity, there is a need to explain the “what” of diversity. It is especially critical to emphasize that diversity is far more than race and gender and that it encompasses multiple dimensions of similarity and difference. While race and gender are components, so are factors such as age, professional/career

differences, educational background, religion and field of work. Without such an inclusive definition, many members are apt to reject the process, not seeing themselves as part of the diverse mix and viewing it as something designed to help others, rather than themselves.

Explain the Process

Let members know what concrete steps to expect. How can everyone in your Chapter/District/Section be part of the process? For example, is a survey going to be sent to them? If so, how will input from it be utilized? Is a diversity committee going to shepherd the endeavor? What executive will be the champion or sponsor? Are there specific events being planned? Showing how managing diversity is an ongoing process, rather than a "one-time" initiative or an event, and how it is an integral part of how the organization works, not the flavor of the month, is also important.

Maintain open and ongoing communications with your membership, and with the National Diversity Committee, about your progress. Be thorough and timely in reporting back to your membership and your board with any results and/or progress. Follow-through is a must in order to deter cynicism and lowered expectations. Also, showcase the benefits of your initiative. To get support, members and prospects will need to know how these changes will benefit them.

Demonstrate Commitment

Many members will undoubtedly have a somewhat skeptical attitude about any announcement that portends change. "Show me, don't tell me" might be their motto. Much can be gained by making some tangible, symbolic moves that signals the organization's seriousness about this. Placing a credible leader at the helm of this process or committing resources and involving active PRSA members on diversity task forces, for example, might speak volumes about your commitment.

While the message undoubtedly needs to be concise and to the point, it also must make the case for a diversity initiative and communicate the critical points. It should speak the language of your market, your Chapter/District/Section and your members. Most importantly, it needs to speak the language of honesty and integrity.

Getting Started

After toying with diversity – although it never actually called it diversity – for several years, the PRSA Miami Chapter did a Chapter evaluation to arrive at a strategic plan. It was through that strategic plan that the Chapter opened its doors to more diverse initiatives and member-driven ideas and proposals, among them the Hispanic Market Section. The HMS is a Chapter Professional Interest Section, which works similarly to the national Professional Interest Sections.

The Miami Chapter learned some strategic steps that are both fundamental and basic to starting any diversity initiative. Consider these when developing and implementing your own initiative.

1) *Get Leadership's Commitment*

Enlisting the visible support and commitment of your Chapter's/District's/Section's president or chair is fundamental to your initiative's success. Does your Chapter president, for example, support the Chapter spending some seed money to see the changes happen or to promote the initiative? How accessible will he or she be to your committee? Will other Chapter officers commit to different elements of the initiative – helping with sponsorships, brainstorming on programming ideas, write an article or white paper? The leadership must be visibly committed in order for members and prospects to believe in your mission. If other leaders are part of the commitment, it will show that this isn't a one-year initiative.

2) *Communicate, Communicate, Communicate*

Don't expect people to know what to do with a diversity initiative. Be explicit about how support and commitment are to be shown and from whom it is expected. Do you want PRSA leaders to communicate your committee's diversity goals? Do you want the programming committee to change some of its programming to include diversity? What is the role of others not intricately involved in the diversity initiative? Address these questions before moving on.

Communication is crucial to the success of your diversity initiative, and it must be an active component at all times. Be thorough and timely in reporting back to your board of directors and to PRSA's National Diversity Committee with any results and/or progress (following this section is the PRSA Diversity

Initiative Best Practices form to communicate with National on your work). Treat your diversity initiative as you would a client if you were a counselor, or perhaps as a brand, if you were in corporate. Don't let it be "out of sight, out of mind."

3) Evaluate Your Chapter's/District's/Section's Needs and Issues

You may need to conduct some type of assessment to determine members' perceptions on your specific diversity issues. Questionnaires and focus groups can help clarify the obstacles. You'll also find that this is a great tool to determine where your Chapter/District/Section is on the diversity continuum. If a diversity initiative has existed for years, has it been effective or are you starting from ground zero? Do those in your organization equate managing diversity with affirmative action planning? Do those in your organization understand the difference between *valuing* diversity and *managing* diversity?

4) Develop Continued Leadership and Retention

For the initiative to live beyond a "one-time" shot, it needs commitment, continuing leadership, and retention. Commitment is discussed previously, but continuing leadership and retention are two very important aspects that must be part of every diversity initiative. Who will carry this effort? Does your district structure allow for continuing leadership? Is recruiting a diverse membership an issue that your organization struggles with? Perhaps your district is committed to attracting members outside of the dominant culture, but has difficulty mentoring those same people to assume leadership roles. This may be of particular interest to the diversity initiative, but leaders must communicate to make this happen and to find possible solutions. In early planning, tackle this issue so that the Chapter/District/Section can provide greater opportunities for developing leadership experience. For example, each committee chair should have a vice-chair. Vice-chairs may become future chairs, while chairs move to the board and board members become officers. In this way your Chapter/District/Section will ensure continuing leadership and a more diverse talent pool of trained leaders.

The Multicultural Advantage, a leader in multicultural and diversity initiatives, has provided the following ideas to consider when trying to recruit and retain a diverse membership for your organization. These strategies have been reproduced with permission from The Multicultural Advantage. For more information go to <http://www.multiculturaladvantage.com> or call 215-849-0946.

- Emphasize competence-based credentials rather than past experience.
- Encourage the placement of interns and co-op students who are members of diverse groups.
- Establish formal relationships with schools that have diversity in their student bodies. This measure will ensure that you are always cultivating talent for your future talent pool.
- Make sure that all levels of management [leadership] have received diversity training; without it, they may not be in a position to give a fair evaluation during the hiring [nominating/appointment] process.
- Cultivate organization partnerships with groups that cater to the needs and interests of minority candidates (e.g. people of color, women, the disabled, etc.).
- When using a panel, make sure that it is culturally diverse to minimize potential bias.
- Be sure that the qualifications established for a given position are really ones needed to do the job and are not ones based on historical assumptions.
- Understand your own beliefs and attitudes about the positions that you are filling and the populations that you are targeting.
- Incorporate nontraditional networking channels to produce a diverse applicant pool. A strong diverse, informal network is a critical part of any successful diversity recruitment effort.
- Encourage senior people of color, women and people with disabilities in your organization to assist in providing names of possible recruits.

Other recruitment and retention strategies to consider:

- Take a close look at the demographics of your Chapter/District/Section and then take a close look at your market. This will help you determine your diversity membership needs.
- When creating written or printer materials, keep in mind to reflect visually the diversity you wish to attain.
- Once you get started, define diversity for your Chapter/District/Section. You might want to develop a diversity plan with measurable objectives, including easily attainable strategies and tactics.
- Include stories on diversity in your newsletters and keep in mind that diversity can help you attract more professionals to your professional development if included in presentations and workshops.
- Try to include speakers and authors who are diverse themselves and are aware of and respectful to diverse participants, readers and audiences.
- Design initiatives for prospects that are inclusive. Remember that not all cultural elements you're used to apply to all audiences.
- Partner with your local PRSSA Chapter to recruit diverse and young members. Make this a priority at predominantly minority-attended colleges and universities.
- Share your diversity achievements with other Chapters, Districts and Sections as well as other communications and marketing organizations.

Additional recruiting sources include the following:

- Professional organizations with diverse members;
- Communications programs and ethnic studies of colleges and universities;
- Community and civic groups;
- Local houses of worship and religious centers that may have in-house communications volunteers;
- Local government;
- Immigration/naturalization/voting initiatives;
- Employee referrals; and
- Publications who emphasize diversity.

5) Evaluate Each Component of Your Diversity Initiative

Another key element to a successful diversity initiative is evaluating the results of your initiative and measuring progress. Set measurable criteria and determine what you would like to accomplish and how you will measure those objectives. Criteria will be needed to guide this aspect, based on the needs, obstacles and problems uncovered early on. Pre- and post-assessment and measuring against baseline data is helpful.

6) You Don't Have to Do it Alone

There are many ways that PRSA headquarters and the PRSA National Diversity Committee can assist you. This assistance can take the form of serving as a sounding board, sharing national materials to assist with Chapter/District/Section programs, helping you find speakers/experts or connecting you with your peers across the country.

Once every three years, Chapters are eligible to have a member of the PRSA National Diversity Committee visit. The Committee will pay round trip economy airfare or mileage for the committee member, while the Chapter/District/Section is responsible for all other expenses; i.e. local transportation, lodging and meals. These visits foster stronger relationships with your leadership and diversity teams. Contact the National Diversity Committee by e-mail at diversity@prsa.org.

You'll also have a number of diversity-related materials on the national Web site www.prsa.org.

7) Integrate Diversity in the Fabric of the Organization

Ensure that every committee chair, every professional development program and every written piece on behalf of PRSA has a diversity component. Integrate the concepts, skills and results of your diversity efforts in checklists that other committees may develop for their own organization. Some Chapters/Districts/Sections choose to do this by tying specific committees' performance in the area of diversity to their future budgets. This final step makes diversity an integral part of the organization as a whole, in its operations and plans.

Remember that diversity integration in any organization requires time, determination and patience. Money, talent, time, energy and commitment to diversity are needed to make it worthwhile and successful. So, you must expect challenges and discomfort, as change is unsettling. And lastly, the Society of Human Resource Management, whose diversity initiative dates back more than 10 years says:

“Modify, rather than replace, those components of your initiative that do not prove to provide an added value. Because strong organizations are constantly evolving, expect the diversity effort to raise new issues and require adjustments as your organization responds to your efforts.”

The Big Ideas: How to Make it Work Within PRSA

Advancing the Profession, Advancing the Professional

- Build your Chapter's/District's/Section's efforts to become more diverse upon a foundation of professional development and programming rather than "recruitment" per se.
- Set a numerical target for the number of professional development initiatives of special interest to diverse memberships to be presented through your existing program structure.
- Create additional program drivers through either or both of the following strategies:
 - 1) Organize a diversity, multicultural or international committee and task it with providing one or more general programs. If your Chapter already has one of these committees, start another. While these committees may also perform other roles, make certain their responsibilities include providing a program or two. Programs should be designed to simultaneously meet the needs of diverse and general memberships. The most successful professional development programs focus on topical business, community or professional issues, case studies, media roundtables, social events and the like that everyone can relate to.
 - 2) Identify a particular under-represented group and dedicate resources to cultivating that group. For example, the Miami Chapter has an extremely successful Hispanic Market Section, once intended as a prototype for a national PRSA Section, which produces up to four programs each year themed to mainstream Hispanic business interests. The programming generally has crossover appeal to non-Hispanics. Sometimes these events are purely social. All Chapter members are invited to attend and many do. Section activities are a key to successful outreach to Hispanic membership prospects. It would be interesting to apply this model to African-American outreach at the Chapter level. Perhaps some Chapter might be interested in piloting an African-American Business Council, around the rallying point of business interests rather than ethnicity (Hispanic Market Section Operational Guidelines can be found in the Appendix).

- In establishing new committees, do not worry about functional overlap. It simply makes no difference that the boundaries may be fuzzy between committees existing side-by-side. The objective is to produce constant and continuing professional development. In so doing, you'll send unmistakable, frequent signals to diverse practitioners in the changing marketplace that PRSA can meet their needs.
- Use the establishment of new committees as an opportunity to showcase the talents of people of color and different ethnicities, both as presenters and committee chairs. This way, when your nominating committee meets, it will have a larger and more diverse pool of attractive candidates from which to fill board and officer positions.
- Dedicate one story per quarter to a diversity issue, case study, or finding. Consider creating a newsletter specifically for your diversity efforts, whereby practitioners who work with diverse markets can contribute articles.
- Partner with other communication and/or marketing related organizations that concentrate on diverse topics or membership to help drive members and communicate your own initiative. This can also be a partnership that can help you further the strategic goals of the Society (a list of national organizations that may have chapter or district representation and address diverse interests is in the Appendix).

Diverse Professional Development: Bringing Value to Members

Advancing the Profession, Advancing the Professional

The following is a sampling of programming ideas and topics that were provided from Chapters, Districts, and Sections throughout the nation. For more information, please contact the National Diversity Committee at diversity@prsa.org.

- The Story Within the Story
A professional development workshop where three different professionals describe a “crisis” they faced and attendees have to come up with a solution, before the real solution is presented. The diversity twist: make sure to include as one of the crisis stories, an ethnic market issue. For example, in one program, Burger King Corporation presented a crisis it faced with an African-American franchise owner.
- Media roundtables
Address the growing ethnic media by dedicating one of your media roundtable programs exclusively to Spanish-language media, African-American publications, Chinese-American outlets and Arab-American media among others.
- Partnership with diverse chambers
Deliver a program to a local chamber of commerce that reaches diverse members. For example, Miami has done programs with the Latin Chamber of Commerce, the U.S. Hispanic Chamber, the French-American Chamber of Commerce and the Brazilian Chamber of Commerce.
- Largest employers/communications challenges of diversity
Partner with your area’s largest public and private employers to discuss the different diversity challenges they have faced, and specifically, those relating to communications.
- Mainstream organizations dealing with ethnic PR
Ask corporate/governmental practitioners to discuss how they work with ethnic PR agencies, ethnic initiatives, and ethnic campaigns.

- Diversity and the human resources department
Work with the local HR organization (Society for Human Resource Management has a number of Chapters throughout the nation) to create a program to discuss employee communications and communicating with diverse professionals.
- It isn't just black and white
Discuss emerging markets within your community and provide the different opportunities available.
- The language issue
Do Hispanic audiences really prefer Spanish over English? Is there such a thing as different "Spanish?" How do you write Spanish to be understood by the masses? What is the preferred language by Chinese-Americans? How many dialects do Chinese-Americans speak and which is most politically correct to use in public relations?
- Using the Census Bureau to understand your community
This is a fertile subject in the wake of the 2000 census and the emerging American Community Surveys of 2002-2009. You can now glean precise data online, and there is an excellent workshop on how to use this data in any community, conducted by Smartgirl Technologies of Portland, Oregon.
- Ethnic Radio
This is a powerful and often overlooked medium. It is often the major source for news and information among immigrant communities in major cities.
- Lifestyle Magazines
This constitutes a burgeoning market, particularly in the Gay/Lesbian communities. Stage a roundtable with Gay/Lesbian-oriented lifestyle magazines and you'll glean a host of insights.
- Cross-generational marketing
Employ this kind of marketing to Hispanics and Hispanic sub-groups (Generation Ñ – the Hispanic equivalent to Generation X). It can be adapted to different marketing segments in varying communities, with vast differences among, say, Bergen County, N.J., Miami, Fla., San Antonio, Texas, and Los Angeles, Ca.

- African-American communication issues
What are the changes experienced by today's African-American communities? How do you communicate differently with this group now as opposed to older African-Americans? Often ignored are the issues of black and white perceptions and how to respond to the differences.
- Which term is correct, black or African-American?
The African-American market is experiencing a diversity of its own, with a number of black immigrants making America their new home. These new members of the markets have vast differences among them. To start, they don't want to be called African-American. How is the PR community communicating with this audience and how can African-American professionals help?
- Building competence in communicating across cultures
Our language is filled with colloquialisms, colorful ways of speaking, and metaphors; it is part of what makes the English language so interesting. But some of these words and phrases can be hurtful to people of certain ethnicities, religious or other groups even without our realizing it. Give your writing and language skills a check-up to review some of the ways people inadvertently use offensive words – or other ways of communicating – and suggest more appropriate ways to get your message across.

Appendix

Varied Tools to Help You with Your PRSA Diversity Initiative

PRSA DIVERSITY INITIATIVE
BEST PRACTICES FROM AROUND THE NATION

Use this form to communicate with PRSA National whenever you find you've excelled at something regarding diversity. Please e-mail to kelly.albanese@prsa.org.

CHAPTER/DISTRICT/SECTION:

CONTACT (please enter name, PRSA position, phone number and e-mail):

GOAL (What did you want to accomplish):

SUMMARY (In two to three sentences, tell us what you did):

STRATEGY & TACTICS:

BUDGET:

WHY IT WORKS (what did you accomplish and learn?):

Marketing, Public Relations, Communications and Media Organizations Targeting Diverse Members/Initiatives

Bob Record
Baptist Communicators Association SBC
North American Mission Board
4200 N. Point Pkwy.
Alpharetta, GA 30022-4176
770.410.6511
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www.aaf.org

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248.699.8062

NABJ Journal
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301.445.7100
Editor: Rick Sherrell
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babj@nabj.org

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Hispanic Trends - Hispanic Publishing
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Editor: Virginia Cueto
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Hispanic Business Magazine
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HISPANIC MARKET SECTION (HMS) PRSA MIAMI CHAPTER OPERATIONAL GUIDELINES

Reporting

At the monthly PRSA board meeting, HMS will be represented by one of its chairs to give the board an update on the Section's progress and budget. HMS' programs shall be coordinated with the Chapter's Programming Committee, the Multicultural Committee, and the International Committee to not have any conflict of topic nor date.

Programming

HMS will host two media roundtables per year with an emphasis on the Hispanic market. Additionally, the Section may plan special programs such as seminars of particular interest to professionals in regards to the Hispanic market. Program costs, topic and other factors will be determined by the Section's Program committee chair and with the guidance of the Section chairs.

Budget/Monies

HMS' chairs will establish the Section's budget by January 31 of each year. HMS' budget will be kept by the PRSA Miami Chapter treasurer, who will receive any updates from either the chairs or the Section's program committee chair.

All monies raised by the Section, will remain within the Section's budget and will be used accordingly on miscellaneous needs for the Section, with the chairs' approval. For expenses over \$100, a majority decision will be needed from the Section's chairs and the PRSA Miami Chapter board liaison. This liaison will be someone who has a great interest in the Section, who is nominated by the PRSA Miami Chapter Board to serve as liaison, and who will be approved by both the Board and the Section chairs.

National Conference

If the Section raises enough money during the year, the Section leadership may vote – the Section's chairs and the PRSA Miami Chapter Board Liaison – to send a delegate to the National Conference in the fall. That delegate's objective will be to further the cause of public relations within and for the Hispanic market either through a national proposal to the Section Council or for participation with the National Multicultural Communications Section. This will only be considered if the Section has enough funding to maintain a healthy financial status for the following year.

Member Status

The PRSA Miami Membership Committee should inform the Section chairs whenever a new member joins, a member is reinstated or a membership is transferred, particularly if he or she has indicated interest in the Section.

Nominations/Officers

The Section will conduct elections every two years during the month of September for two Section chairs, using the same ballot and nomination format as PRSA Miami Chapter officers. The term for each position is two years and will begin in January, immediately after the election.