

DIVERSITY TALKS

DIVERSITY & INCLUSION AGENCY RESOURCE GUIDE

Presented by



2018

Dear Agency Member:

HP Inc. is proud to partner with the PR Council to present Diversity Talks: A Diversity & Inclusion Resource Guide for public relations and communications professionals.

Using many of the same resources you'll find in this guide, HP has made diversity a top priority across every part of the company, from assembling the most diverse board of directors in any Fortune 100 technology company to having a marketing leadership team that is 50 percent female. We see proof every day that diversity and inclusion is not just a values issue, it's a business imperative. We also see that there is much more we can do.

As a company, our vision is to create – and constantly reinvent – technologies that make the world a better place for everyone, everywhere. It's a goal that's possible only if our business leaders represent everyone, in color, gender, and geography.

We are also committed to reinventing marketing and communications. As a client, we strongly believe that our agency partners are more likely to create content and programs that resonate with our customers if the agencies themselves represent diverse experiences, perspectives and ideas.

Thank you to the PR Council for creating this valuable guide. We're honored to be its sponsor, because diversity and inclusion are vitally important — not just for HP, not just for creative agencies, but for all of the industry.

Sincerely,

Karen Kahn
Chief Communications Officer
HP Inc.

Dear Agency Member:

This second edition of our resource guide, Diversity Talks, was originally written in 2016 and is a continuation and re-tooled version bringing more insight and resources to our Members. While the idea of a diverse and inclusive workplace is one that is widely talked about today, we are still a long way away from where we need to be in our industry.

Over the past few years, the PR Council has dedicated itself to focusing on a wide range of diversity and inclusion (D&I) initiatives, including this guide, which was created for agencies to educate themselves on how to create an effective D&I strategy.

In addition to the guide, we have created a Diversity Census that helps measure the progress of the industry in this space; our Diversity Distinction in PR Awards recognize individuals and organizations that play a key role in facilitating the recruitment, retention, and promotion of diverse communications practitioners; and our SHEQUALITY initiative was designed to help women executives rise in the ranks of agencies.

What we have learned through all of our initiatives is that it's not enough to be a diverse environment, you must also strive to be an inclusive one. Research shows that diversity by itself will not drive inclusion¹, an organization must work to create a welcoming and encouraging culture with programs and leadership that support those beliefs.

Please make sure to share this guide with your colleagues and teams. And any feedback you have, please be sure to share it with the PR Council.

The production of this resource guide would not have been possible without the support of HP®, a firm believer and proponent of diversity and inclusion. We are very grateful to the D&I leaders at our Member agencies, many of whom helped contribute along the way and they are acknowledged in our addendum.

Thank you for your attention.

Sincerely,

The PR Council Team

¹<https://hbr.org/2017/02/diversity-doesnt-stick-without-inclusion>

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OBJECTIVES/PURPOSE OF RESOURCE GUIDE:

- ◎ Organize the thought process for developing and implementing a strategic plan for diversity & inclusion (D&I) within your organization.
- ◎ Determine your starting point based on your culture, talent and leadership.
- ◎ Develop leadership roles and determine stakeholders based on your agency's definition of D&I.
- ◎ Supply resources and best practices for implementing your strategy.
- ◎ Determine training options.
- ◎ Develop a recruiting strategy and retention plan that supports the overall strategy.
- ◎ Develop measurement and accountability tools.

PURPOSE:

The PR Council's (PRC) D&I Resource Guide for Agency Leaders is being published to educate members and the industry in creating an effective D&I inclusion strategy for their organizations.

Communications leaders understand the existence of differences among their clients' customer bases, however the talent creating messages is often not reflective of the customer base or potential customers. Although the concept of diversity among our talent is not new to the industry, a transformation of behavior and attitude resulting in the practice of inclusion is being actively pursued.

Every leader in communications is not only faced with focusing on diversity by head count, but also on being more inclusive of diverse perspectives, skills and ideas that can unquestionably affect client results.

The paradigm has shifted in several ways. Technology and tools that can dramatically change your brand have no color, age or gender. Messages that can go viral at a moment's notice can change your business outcome instantly and perhaps forever. Embracing all audiences, being intelligent, thoughtful and proactive in developing inclusive messaging helps both the client and agency manage their brand.

D&I requires risk. Leaders who have chosen the "business as usual" path are not the leaders of tomorrow. It is not an option given the global reach and the resulting effects on your clients' business. Leaders ready to make changes and transform their organizations to meet the demand will be the most successful in the marketplace. Are you prepared? A global perspective and engaged cultural competency in your talent will create more authentic messaging and allow for more natural adaptability to technology and demographic and economic changes.

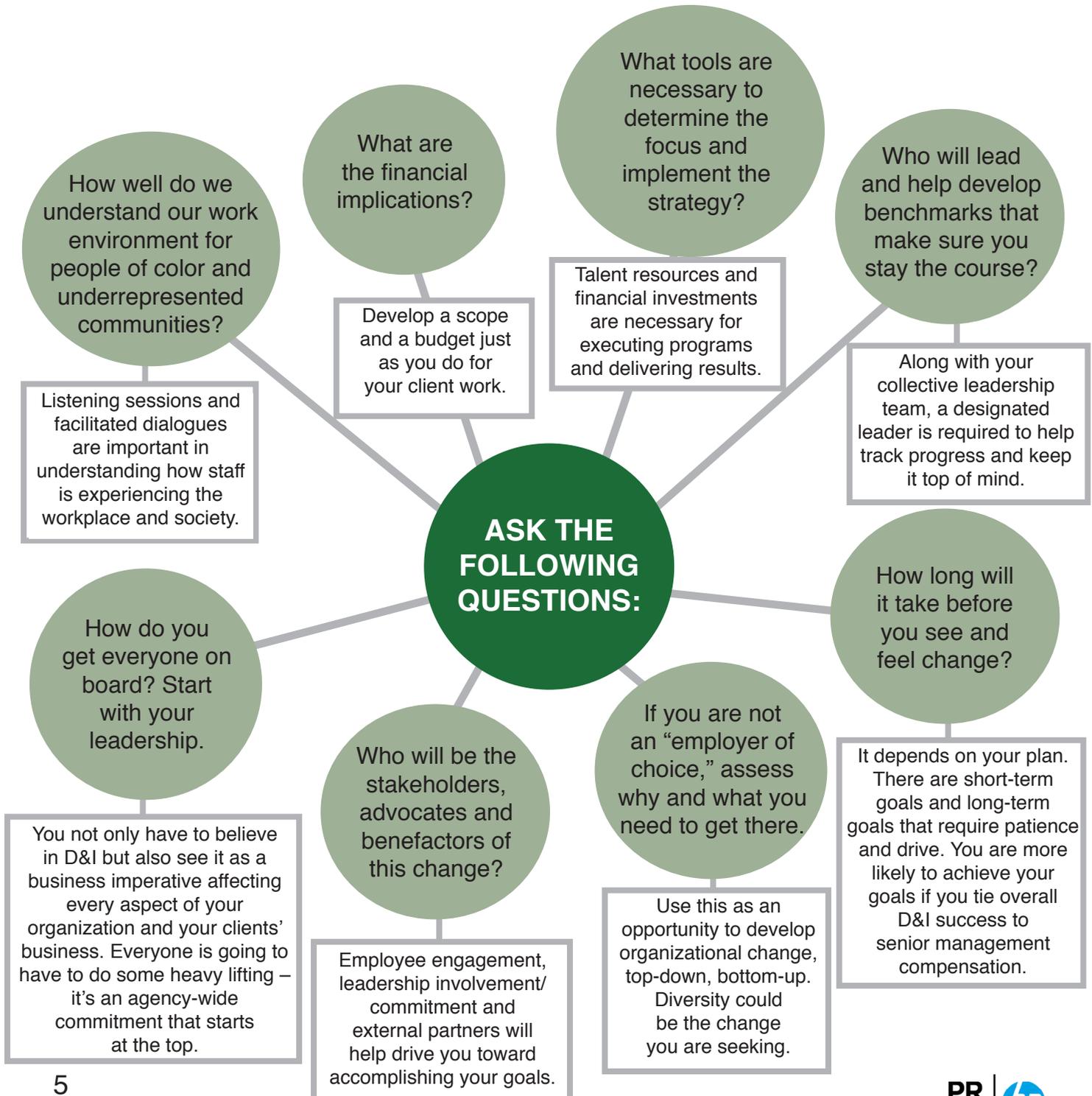
The information on the following pages will help you determine where to start, whom to involve, the tools that are required and how to implement your strategy. We will address the roles for leadership and talent, and the metrics for success.

LEADERSHIP'S ROLE: ENHANCING AGENCY CULTURE

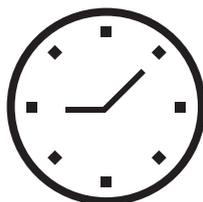
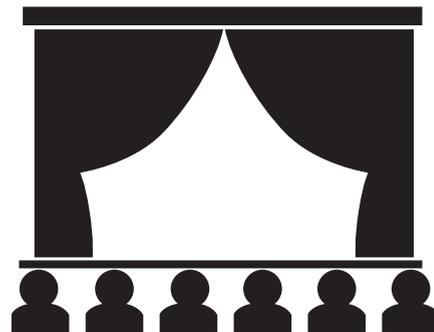
When enhancing and changing the culture of an agency to make it more diverse and inclusive, the role of leadership is essential for integrating and positioning the actions, setting the stage, defining everyone's role in the process, highlighting the company's values and determining how all of these changes are going to be communicated internally and externally.

How is your agency branded, both internally and externally? **Are you an "employer of choice"?**

How can you use your agency's overall strengths and weaknesses to your advantage in developing your D&I strategy?



Setting the stage is very important. Making diversity both a moral imperative and a business imperative are mandates for success. Suggesting any change from what is familiar is always rough terrain, especially when broadening hiring practices and becoming more inclusive. The leader holds the key voice in encouraging and promoting change for ultimate business and market success and societal impact. Use the collective leadership team to communicate their commitment and set the tone. Make diversity one of the agency's core values.



Developing a timetable is essential to manage expectations and create a sense of urgency. While meaningful change is difficult, it is important to break down goals into executable elements. This is where the role of leadership comes into play by setting tangible goals and communicating progress consistently.

Ask the right questions: What can we win short term, and what is going to take time to build well with lasting effects? Each agency's culture is different, and some agencies move faster than others, so timing will vary, but the role of leadership in putting forth a timetable shows a firm commitment to change.

Assessing the company to determine a course of action that is right for the culture is extremely important. Use your greatest resources – your people – to understand the strengths and weaknesses of your culture and environment. Survey employees to get a good read on where you are. Conduct listening sessions. Facilitate one-on-one dialogue. Collect demographic data of your workforce. Read your company reviews online. Following an assessment, what are the perceptions in your organization?

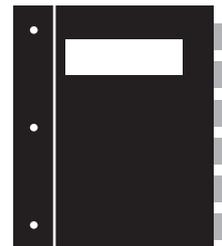


For example, does a “glass ceiling” exist among women and/or people of color (POC) and LGBTQ for senior level positions? What is the recruitment and hiring environment like for your organization? Are you able to identify retention trends in the data? This will set the stage for a business case while identifying the current diversity climate, the range of opportunities and the issues that warrant further investment.

RATIONALE FOR A DIVERSITY BUSINESS CASE MAY INCLUDE THE FOLLOWING:

- 💡 Doing the right thing (the moral argumen)
- 💡 Enhancing business sustainability (competitive risk and benefits)
- 💡 Attracting and retaining talent
- 💡 Maximizing the agency's capacity for innovation
- 💡 Ensuring greater client opportunity through the ability to communicate with new and emerging markets
- 💡 Responding to demographic and social shifts within the global market
- 💡 Managing reputation including avoiding legal mishaps through blind spots often unknown and unintentional

Setting the agenda after the agency assessment is completed requires sharing a general overview of the survey/assessment, informing employees of their participation, and communicating an executive summary of the results. This official launch communicates leadership's commitment and sets the tone for inclusiveness. This communication must be carried out with leadership involvement illustrating how the agency is going to reach its goals.



Diversity champion Are you really a diversity champion? You must believe without a doubt in the role of diversity as a moral imperative and essential to the long-term success of the organization and as a business imperative for sustainable growth. It will add value not only to society but to your clients' and your bottom line.

Leadership is responsible for answering the why, what and how in D&I planning and development. It is incumbent upon agency leaders to explain why diversity is important to the agency, to the management team, to the talent and to your clients. Beginning with your CEO, leadership has to convey how D&I (attitudes/behaviors/cultures) can transform the overall growth of the agency, and specifically, what D&I means to the agency's future. Leadership needs to define D&I and understand its effects on the agency's culture and business outcomes. And leadership must encourage others, especially managers at all levels, to become champions of D&I in their own spheres of influence.

A TRUE DIVERSITY CHAMPION BELIEVES IN...



Asking questions that hold direct reports accountable for diverse hiring slates.

Establishing and participating in the agency's diversity council. Set goals and consider establishing incentives that encourage the team to be more engaged and connected to the diversity effort.



Making sure that employees are evaluated and receive feedback on how well they are achieving the diversity mission.

Utilizing proper communication planning for key programs and initiatives. You and your leadership team need to connect with the program agenda, encourage participation, listen to the messages and be present to affect this effort.



Reaching out to organizations and resources that provide opportunities to meet new people from different cultures and backgrounds.

Increasing the agency's visibility in diverse communities through events and organizations that provide access to different groups of people and ideas.

WHO IS THE DIVERSITY LEAD?

It is important that the organization has a designated diversity lead. This person should be responsible for keeping all leaders, clients, stakeholders, advocates and external partners informed, supported, engaged, educated and accountable to meet the D&I goals. Listed below are some of the questions you will want to address before selecting your D&I lead.



- ❖ Who will the diversity lead report to (and what will that communicate to the organization regarding D&I's importance)?
- ❖ Will this person be part of an existing team (e.g., C-suite, HR, legal) or a separate function?
- ❖ What are the attributes needed for this leader to be successful in this organization?
- ❖ What are the job requirements? Measurements of success?
- ❖ Will a support staff be needed for the position now or in the future?
- ❖ What does the compensation package consist of? Any incentives?

For any diversity lead to be successful, he or she needs to have direct access to the CEO or agency head. Directly reporting to "C-suite" level gives the diversity lead a seat at the table where major decisions that affect the business and talent of the organization are made. The diversity lead should be a part of the executive team, present in executive staff meetings and have access to discussions on business directives. He or she will be an active member of your executive diversity council, constantly reinforcing the importance and accountability of your D&I agenda.

When you think about the key competencies of the person you are looking for, go beyond the typical descriptions you believe to be important for the role, such as sourcing talent, pipeline development, developing metrics for tracking progress, etc. Consider your agency's characteristics/culture and the type of person who can build on those qualities.

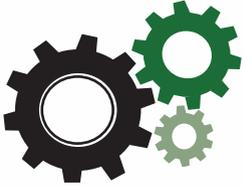


Consider the following attributes and skills:

- ❖ Possesses a dynamic network of resources and community partnerships that he or she can bring to the agency
- ❖ Able to counsel the leadership team at all levels
- ❖ Skilled coach and mentor
- ❖ Assess talent and build internal and external relationships
- ❖ Can implement key initiatives that are important to the culture and climate of the agency
- ❖ Respected throughout the organization for integrity and effectiveness

STRATEGIC PLANNING STARTS WITH A DEFINITION OF D&I IN YOUR AGENCY²

D&I has different meanings for different organizations. **How do you want to define D&I within your organization?** What will your definition mean to internal and external audiences?



To help you begin defining D&I, ask the following questions based on these aspects:

WORKFORCE

Your organization's demographics help define your client outcomes albeit your success; is it important to you that your organization's workforce brings non-homogenous perspectives?

Do differences count as they relate to your results? Would this affect your ability to recruit and retain talent?

BEHAVIORAL

Do work and communication styles differ based on cultural background?

Do aspirations and beliefs/values count in your organization?

Is it important to you that diverse employees feel heard by senior leadership and are included in the company culture?

STRUCTURAL

Does your organizational structure demonstrate diversity in any way, e.g., gender, culture?

How does your organizational structure affect interaction across functions, across organizational levels in the hierarchy or across divisions? Do diverse employees feel welcome?

Is the structure a challenge/barrier to success for specific groups? Are you embracing intersectional talent?

BUSINESS/GLOBAL

Will your definition address the expansion and segmentation of markets, different operating environments, labor market realities, and business cultures and norms?

Changing demographics will affect how your organization addresses markets/groups; is your organization prepared to address diverse audiences and inclusive enough to embrace diverse talent?

²Edward E. Hubbard, PhD "The Diversity Scorecard, Evaluating the Impact of Diversity on Organizational Performance", 2014 p. 8

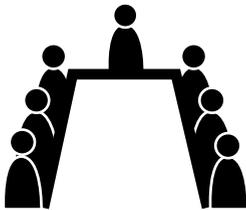
TRAINING: TAILORED TO YOUR ORGANIZATION

Diversity training has often been utilized as “a solution” to address the lack of diversity within an organization. However, trainings are also critically important in driving inclusion within the workplace. Diversity training is a must for any organization’s D&I journey.

After your assessment, it is important to determine the type of training needed to best meet your determined D&I and business goals. Training can cover a variety of areas such as: building awareness around D&I; developing skills required to manage diverse talent; developing cross cultural competencies, uncovering unconscious bias; and framing the business value of a more diverse and inclusive workplace, among other things.

The type of training needed is based on your organization’s starting point, and more importantly, the readiness of your leadership to help drive change in becoming a more diverse and inclusive workplace.

The following are important factors to consider:



APPROACH

- Training should be for all staff.
- Communicate the training to your staff and what the outcomes are as they relate to the overall D&I strategy.
- Leaders should serve as top ambassadors for and models of the training.
- Plan the timing of sessions and the number of leaders/employees to be trained over the course of the year (timing may change based upon the size of your agency or office).
- Include training as a part of your new employee orientation.
- Be patient with the training process and adjust as needed.
- Devote the appropriate time to the training and possibly create separate modules, if/as needed.
- Seek external support to partner in creating a tailored training.
- Ultimately, the insights gleaned should tie into performance management measurement.



CONTENT/SET-UP

- The environment should be safe and the discussions kept confidential.
- An internal “train the trainer” module run is the most cost-effective (this does not require having an external trainer do all of the training).
- Leaders should agree to acknowledge and share their experiences from the training or other life experiences that have impacted their view of diversity.
- To maintain momentum, recommended next steps, tangible action items and the expected follow-up should be made clear.
- Provide an ongoing feedback mechanism.
- Tie examples of clients’ work or other high-profile case studies where appropriate.

The training should help in building cross cultural knowledge, awareness, sensitivity and competence.



Be creative in your approach.

Everyone does not learn the same way; e.g., visual training could include online tools; experiential training; consider hosting roundtable discussions such as “hot topics” or “courageous conversations.”

Additionally, brand your training program with a distinct name and look. The training should not be the sole training vehicle. For example, you can also create panels for external or internal speakers willing to share their stories or arrange cultural visits outside of the office, etc.

RECRUITMENT: WHERE TO FIND DIVERSE TALENT

Diversity recruiting is not for the faint of heart. When looking at your overall demographics, you must be open to creating multiple definitions of diversity within your workplace. Race and gender are not the only measures of diversity. Consider the age range of your talent on each client’s business. The ways in which the team views the client’s objectives can multiply the client’s market share. The business possibilities are maximized when you have a fully integrated team with diverse perspectives solving a problem.

HOW TO DEVELOP AND STRUCTURE YOUR STARTING POINT:

1

Develop a diversity dashboard that gives you a complete view of your demographics. It should cover all aspects of diversity: race, gender, age, position or levels in the organization, promotions and attrition information. If possible, aim for visual representation over percentages.

2

List current sources of recruitment. Determine if they are likely to yield diverse talent. List the resources available to your organization for diverse talent: executive/talent search firms, diversity recruiters, diversity career fairs, internships, involvement in organizations that identify talent (MAIP, Emma Bowen), etc.

3

Who specifically will be responsible for diversity recruitment? Your existing recruitment team? A designated person with some experience with new, untapped sources? Or, will you educate your present staff (HR/recruiters) to develop and execute a diversity recruitment plan? (Please note: The recruitment team can’t be the only ones accountable for hiring diverse talent.)

4

Lastly, how will this be funded? Creating a diversity recruitment budget gives the signal of leadership support and accountability. Outline and be specific in what the spending plan will cover and the potential ROI.

Listed below are some proven resources already used by the industry (additional resources and descriptions listed in the Addendum).

Diversity Consultants

- Korn Ferry (previously Global Novations) (kornferry.com)
- KG Diversity (Kaleidoscope) (kgdiversity.com)
- Out Now Consultants (outnowconsulting.com)
- Ted Childs LLC (tedchilds.com)
- Howard Ross (cookcross.com/howard)
- Frans Johansson, Author (fransjohansson.com)
- Thinqaction, Inc., Coaching Derek Young,
- Consultant/Motivational Speaker (derekyoungspeaks.com)

Career Fairs

- MAIP Career Fair
- AUC Atlanta HBCU's
- Howard University Career Fair
- Thurgood Marshall Fund "Leadership Institute"
- Emma Bowen Career Fair
- Hispanicize Career Fair

Diversity Recruiters

- KLH & Associates (klhassociates.com)
- Donna Renella (donnaarenella.com)
- Carol Watson, Tangerine Watson (tangerine-watson.com)
- WBB (Wesley Brown and Bartle) (wbbusa.com)

Websites

- thebusinessofdiversity.com
- diversityinc.com
- diversitybestpractices.com
- nbmaa.org
- nshmba.org

Publications

- Diversity Inc.
- Diversity Best Practices Annual Primer
- Harvard Business Review
- Advertising Age; The Big Tent
- OUT Magazine
- Passport
- The Advocate
- Black Enterprise Magazine
- The Black Collegian
- MetroSource

RETENTION: HOW DO YOU KEEP TALENT ENGAGED

Just as you have a strategic plan for every aspect of your business, you must have a plan for retaining your diverse and intersectional talent, specifically those who are women, people of color (POC) or LGBTQ. Your commitment to D&I should highlight retention as a business objective. It's pivotal to share this expectation with your leaders throughout the organization and to take a holistic approach.

It is important to recruit diverse talent, but true success is reached when you are able to retain, develop and promote this talent.

The industry must develop POC, women, and LGBTQ to more senior levels of their organizations and board of directors. There has been success in the entry-level positions, but retention plans have not come to fruition, resulting in poor representation at senior management levels. The attrition rate among POC increases at the three-to-five-year mark when many diverse employees leave the industry.

The strategy to retain these employees has everything to do with how they are perceived, mentored and given opportunities for visibility and leadership. Just as with all your staff, there are some clear career development plans you can put into operation.



RECRUITMENT STAGE

Defining the Search:

Put a plan in place that will effectively review how you recruit candidates. Be intentional; have POC, LGBTQ and women on each candidate slate.

Hiring managers must be aware of the overall diversity strategy and how they can champion change by diversifying their slate and widening their candidate pool.

Make it clear to all hiring managers that in seeking to hire the best candidates, the need for diversity should be among the priorities.

Onboarding Talent:

The onboarding process should include the names of key contacts, as well as explaining the nuances of corporate culture within your organization.

Programs enlisted to successfully embrace POC, women and LGBTQ communities within the culture of the organization are: mentoring programs, career development mapping and POC/LGBTQ/women-in-leadership employee resource groups.

When offering a candidate a job within your organization, give him/her a clear and concise written description of what is required in the position and what is required to advance.

Executing a mentoring program to supplement D&I training is ideal. The goal of mentoring is to pair experienced employees with a mentee, allowing them to gain skills, knowledge and a better understanding of the organization, as well as build a solid relationship.

ROI: IF IT'S NOT MEASURED, THERE IS NO ACCOUNTABILITY

D&I is often viewed as a “soft side” of the business environment, making it difficult to get hard data to support it as a success factor or a business leaver. D&I initiatives are not always easily accounted for and often show a slow return, but any plan goes through several waves of revisions, reviews and reiterations. To best measure D&I, start with what you can reliably report, specifically demographics.

You already have some of the data if you have measurements for:

- Equal employment opportunity and affirmative action metrics
- Employee attitude/engagement surveys
- Cultural audits
- Focus groups/client surveys (internal and external)
- Management/employee assessments
- Training/education evaluations
- Recruitment/attrition/promotion reports
- Diversity dashboards

Not all forms of measurement are as tangible as the above. There are returns from the impact of diversity related to events (how many people attended/senior leadership representation, etc.), processes (being inclusive of different departments), programming, etc. An obvious signal in your recruitment initiative is hiring a senior leader of color, woman or LGBTQ; soon after this occurs there is an increase in the number of diverse candidates applying for positions in your organization. That is a data point showing you the direct impact of hiring diverse talent in senior positions.



OTHER ITEMS TO EVALUATE:

- Number of POC, LBGTO, and/or women in formal mentoring programs leading to promotions.
- Diverse representation on the organization’s board of directors.
- Leadership participation/representation in D&I focused events/programs/advisory boards.
- Diversity budget compared to other major operations within the organization.

PROFESSIONAL DEVELOPMENT:

- Succession planning must be a part of your management development process.
- Evaluation and measurement processes are necessary to help develop staff and give direction to their career paths. Objective feedback with measurement assures a fairer outcome and specific information for growth.
- In addition to knowing what is expected of them, employees should have a basic understanding of what is required of team members.
- Create a scorecard to determine the trajectory of talent, the effects of attrition and potential promotions.
- Select talent for the next level of management based on the scorecard review.

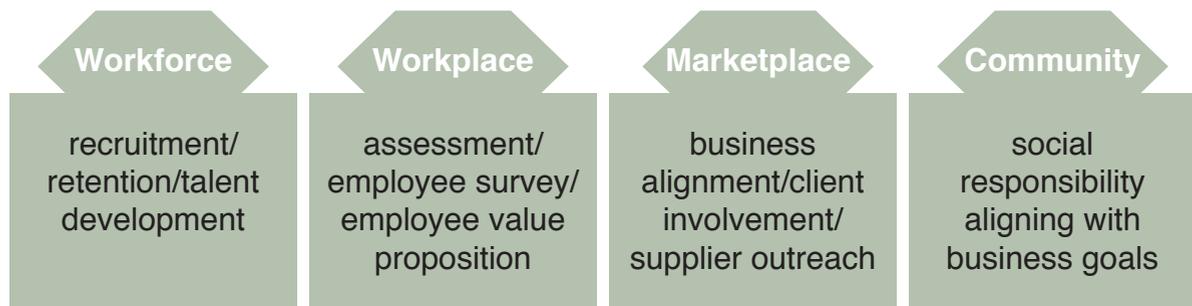
TRAINING OPPORTUNITIES:

- Select diverse employees for formal training programs or mentoring programs. For high potential performers, this demonstrates the organization’s interest in their success.
- Provide an ample budget to cover the learning and development of your talent.

What You Need to Know:

- Current diversity head count within the organization
- Turnover/retention rate of each group: race, gender, age, level, discipline, sexual orientation
- Quantitative data report showing replacement and separation costs, as well as training and orientation costs
- The short- and long-term focus areas from survey results; the quickest opportunity for success, and the most obvious area for change
- The stakeholders at the C-level and the next level of influence
- Agency business goals incorporating D&I
- How to create a diversity council led by a C-suite and/or senior management leader to facilitate and advise

The diversity leader develops a strategy covering:



Focus areas for programming:

- Retention/talent development
- Recruitment
- Educational training
- Cultural awareness
- Cultural competence
- Community/social responsibility activities
- Supplier diversity



PROGRAMMING SUCCESS DEPENDS ON KNOWLEDGE AND RESOURCES/TOOLS



RESEARCH

Utilize D&I consultants, recruiters, other D&I subject matter experts and organizations focused on the issues and challenges, both local and global.



EDUCATION

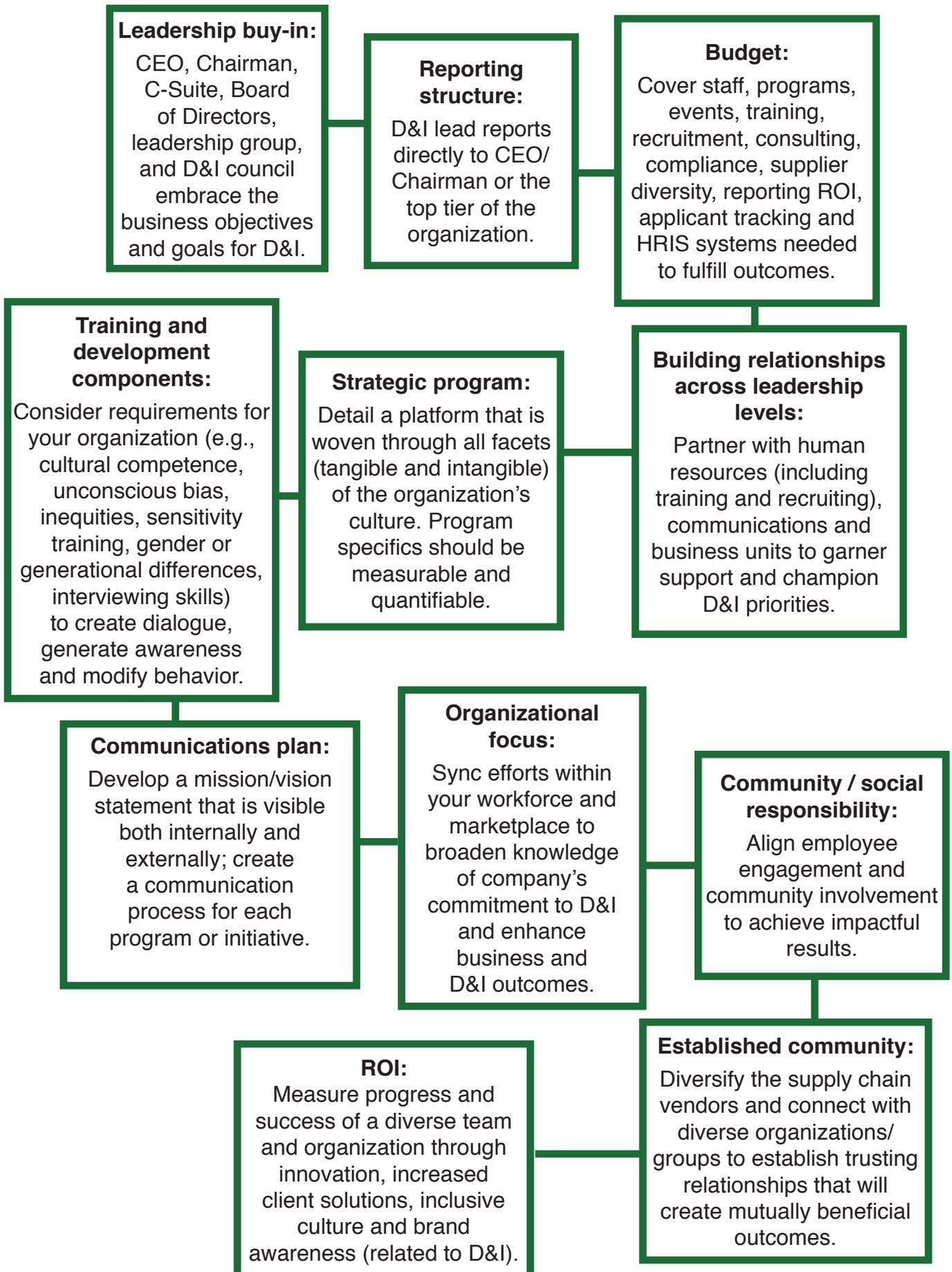
Invest in online training programs and/or consultant-facilitated training (depending on culture and environment).



ASSESSMENT

Type of environment/organizational culture determines types of assessment, e.g., employee survey or focus groups, one-on-one interviews, cultural audits, employee satisfaction index.

REQUIREMENTS FOR SUCCESS



CULTURAL INCLUSIVITY

Cultural inclusivity is intentionally including all people who might otherwise be excluded or marginalized. The rapidly changing demographics makes it imperative that the communications industry welcome and include all people, regardless of race, ethnicity, religion, beliefs, socioeconomic status, gender, sexual preference or language proficiency.

Diversity alone is not enough to create change. As the old saying goes, diversity is being invited to the party; inclusion is being asked to dance.



We must have D&I to make change. When you create a culture of D&I, employees feel valued, accepted and respected, and more likely to be engaged and committed, thereby putting forth their best efforts for the agency and its clients.

We must recognize each member of our team for who they are as individuals, valuing their uniqueness, backgrounds, talents, capabilities and making them feel welcome in the agency family.



Hiring diverse candidates alone cannot be expected to weave D&I into the fabric of an organization; that can only happen with the drive, commitment and accountability of an organization's people—senior management, human resources and employees.

ADDENDUM

LEADERSHIP DEVELOPMENT ORGANIZATIONS/INTERNSHIPS

MARKETING COMMUNICATIONS INDUSTRY-SPECIFIC:

PRSA Foundation's PRIME (Public Relations Internship, Mentoring and Education)

(prsafoundation.org): The PRSA Foundation's PRIME program includes a portfolio of outreach, education and research programs aimed at driving diversity in public relations. By working with students at the high school and college levels, PRSA's PRIME programs attract ethnic and racial minorities to careers in PR and help to make them "job-ready" to bring the PR perspective to the organizations they serve and to society. The PRSA Foundation has partnered with leading universities and diversity organizations to build this portfolio of programs.

San Diego State University School of Journalism & Media Studies Program

(jms.sdsu.edu): The program helps recruit Spanish-speaking Hispanic students to careers in public relations through academic program enhancement, student recruitment and networking and mentoring through community partnerships and internship opportunities.

The 4A's MAIP (Multicultural Advertising Internship Program) (maip.aaaa.org):

The 4A's MAIP mission is to provide the advertising industry with the best talent through world-class development opportunities. MAIP was launched 44 years ago to introduce 10 multicultural students to the world of advertising. Since then, MAIP has evolved into a professional development program, impacting the lives of more than 120 young executives each year by providing the platform to launch their careers. In addition to a full-time paid internship, MAIP fellows participate in a series of agency sponsored professional development workshops and seminars, which provide a deeper dive into the various advertising and media disciplines.

AAF Most Promising Multicultural Student Program (aaf.org):

The AAF's Most Promising Multicultural Students program connects the advertising industry with the nation's top minority college seniors. This premier event provides opportunities to recruit fresh talent, to further prepare advertising's best young prospects and to help the industry's workforce better reflect the multiculturalism of today's society. The program not only honors the students, but enhances their knowledge and understanding of the advertising industry by offering networking, interviewing and industry immersion opportunities with industry professionals.

LAGRANT Foundation (lagrantfoundation.org):

The LAGRANT Foundation is a nonprofit organization whose mission is to increase the number of ethnic minorities in the fields of advertising, marketing and public relations by providing scholarships, career development workshops, professional development, mentors and internships to African American, Native American/Alaska Native, Asian Pacific American and Hispanic/Latino undergraduate and graduate students.

The Emma Bowen Foundation (emmabowenfoundation.com):

The Emma Bowen Foundation recruits promising students of color and places them in multi-year paid internships at some of the nation's leading media, PR and technology companies, provides the media and tech industries with a pipeline of young talent and emerging leadership, and advocates for best practices in diverse hiring, retention, and advancement. Over their summers as Emma Bowen Fellows, students build ongoing relationships with their sponsor companies, grow in leadership and responsibility and join a community of peers and leaders who push them to succeed.

The BrandLab (thebrandlab.org)

The BrandLab's mission is to change the face and voice of the marketing industry by introducing, guiding and preparing diverse students for careers in marketing and advertising. We believe in a future industry that reaches new heights through the creativity of people of any race or socioeconomic background. The BrandLab exposes students to marketing careers in the high school classroom, hires and places summer interns, and supports students from the end of their internships to landing full-time positions in the industry. The BrandLab also works directly with the industry to create bias-free professional environments so that diverse talent can thrive.

GENERAL:

3% Movement (3percentmovement.com): Until The 3% Movement came along, only 3% of all U.S. Creative Directors were women. In a world where women influence upwards of 80% of consumer spending and 60% of social media sharing, this is business suicide. Through a mix of content, community and professional development, the 3% Movement has helped raise the number of female CDs to 11% while giving agencies a clear road map of ways to champion female creative talent and leadership. The movement includes a 2-day annual fall conference, one-day MiniCons in cities around the world, a Certification Program, agency consulting programs, a vibrant online community, a live Super Bowl Tweetup, a student scholarship fund, a business blog and more.

Catalyst (catalyst.org): Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women.

Ron Brown Scholar Program (ronbrown.org): Named for the late Secretary of Commerce and inspired by his dedication to public service, the Ron Brown Scholar Program was established in 1996 to provide academic scholarships, service opportunities and leadership experiences for young African Americans of outstanding promise. Upon acceptance, Scholars are each awarded \$40,000 (\$10,000 per year for 4 years toward educational expenses), that may be used at the college or university of their choice. Acceptance into the Program means Scholars are also provided with the nurturing and mentorship to succeed and flourish in college and beyond.

INROADS (inroads.org): For over four decades, INROADS has helped businesses gain greater access to diverse talent through continuous leadership development of outstanding ethnically diverse students and placement of those students in internships at many of North America's top corporations, firms and organizations.

Prep for Prep (prepforprep.org): Prep for Prep develops ethical and effective leaders who reflect our diverse society for the enduring benefit of all. Since 1978, Prep has identified New York City's most promising students of color and prepared them for success at independent schools throughout the Northeast. Once placed, Prep supports the academic and personal growth of our students through college.

The Opportunity Network (opportunitynetwork.org): The Opportunity Network (OppNet) works with students from historically and systematically underrepresented communities in developing their skills, knowledge and passions to achieve their college and career goals. They honor the identities and embrace the power of each member of our community.

Management Leadership for Tomorrow (ML4T.org): Management Leadership for Tomorrow is a national nonprofit that equips African Americans, Latinos and Native Americans with the skills, coaching and connections they need to lead organizations and communities worldwide.

Out & Equal Workplace Advocates (outandequal.org): Out & Equal Workplace Advocates is the world's premier nonprofit organization dedicated to achieving lesbian, gay, bisexual and transgender workplace equality. They partner with Fortune 1000 companies and government agencies to provide executive leadership development, comprehensive training and consultation, and professional networking opportunities that build inclusive and welcoming work environments.

The Posse Foundation (possefoundation.org): Founded in 1989, Posse identifies public high school students with extraordinary academic and leadership potential who may be overlooked by traditional college selection processes. Posse extends to these students the opportunity to pursue personal and academic excellence by placing them in supportive, multicultural teams— Posses—of 10 students. Posse partner colleges and universities award Posse Scholars four-year, full-tuition leadership scholarships. The Posse model works for both students and college campuses and is rooted in the belief that a small, diverse group of talented students—a Posse—carefully selected and trained, can serve as a catalyst for increased individual and community development.

The Executive Leadership Council (ELC) (elcinfo.com): The ELC is committed to advancing the role and contributions of black executives and preparing the next generation of corporate leaders through a series of programs, events and philanthropic endeavors.

The TEAK Fellowship (teakfellowship.org): The TEAK Fellowship is a free NYC-based program that helps talented students from low-income families achieve their potential. Through intensive after school and summer classes, TEAK prepares middle school students to get into the nation's most selective high schools and colleges. TEAK's strong support system ensures that students thrive in their high schools and graduate from college, ready to pursue their professional goals and positively impact the world.

The Jackie Robinson Foundation (jackierobinson.org): Founded in 1973 by Rachel Robinson, the Foundation has advanced higher education by providing generous, multi-year scholarship awards coupled with a comprehensive set of support services to highly motivated JRF Scholars and Extra Inning Fellows attending colleges and universities throughout the country.

National LGBT Chamber of Commerce (NGLCC) (nglcc.org): NGLCC is the business voice of the LGBT community, the largest advocacy organization dedicated to expanding economic opportunities and advancements for LGBT people, and the exclusive certifying body for LGBT-owned businesses.

Wounded Warrior Project (woundedwarriorproject.org): Warriors to Work®, a veteran employment program, provides career guidance and support services to wounded warriors, their families, and caregivers interested in transitioning to the civilian workforce.

RETENTION/PROFESSIONAL DEVELOPMENT

Council of Urban Professionals (cupusa.org): The Council of Urban Professionals' (CUP) mission is to inspire, elevate, and empower the next generation of diverse business and civic leaders. They support the career progression of professional women and people of color in New York and Los Angeles by (1) delivering compelling skill-building programs focused on accelerating careers and enhancing visibility, and (2) by curating groups of top diverse professionals for impactful conversations and networking opportunities that result in community building, thought leadership, business development and provide a platform

Executive Leadership Council (elcinfo.com): The Executive Leadership Council is the preeminent member organization for the development of global black leaders. Its mission is to increase the number of successful black executives — both domestically and internationally — by adding value to their development, leadership and philanthropic endeavors throughout the life-cycle of their careers thereby strengthening their companies, organizations and communities.

RECRUITING TECHNOLOGY:

Entelo (entelo.com): Entelo Diversity is a platform that allows companies of all sizes to reap the benefits of building strong, diverse teams. Entelo Diversity's proprietary algorithm helps you discover candidates from underrepresented groups based on gender, ethnicity and veteran status, directly from within Entelo's broader Search platform. The software filters allow you to discover qualified diverse talent in minutes, instead of hours.

Talent Sonar (talvista.com): Talent Sonar offers machine-learning algorithms that write job descriptions aimed at improving gender diversity; the software even hides applicants' names, gender and personal identifiers in hopes of overcoming the unconscious biases of hiring managers.

GapJumpers (gapjumpers.me): GapJumpers is a platform that enables companies to "blind audition" candidates through online mini-assignments. Their tools interrupt hiring bias to impact diversity, talent and business goals. Submissions are evaluated and ranked (without candidate identifiers), then reviewed by hiring managers to select applicants to be interviewed.

INDUSTRY-SPECIFIC PROFESSIONAL ASSOCIATIONS:

Asian American Journalists Association (aaja.org)

Black Professionals in International Affairs (iabpia.org)

ColorComm (colorcommnetwork.com)

Congressional Asian Pacific-American Staff Association (capasadc.org)

Congressional Black Associates (congressionalblackassociates.com)

Congressional Hispanic Staff Association (chsadc.org)

Digital Diversity Network (digitaldiversitynetwork.com)

Hispanic Public Relations Association (hpra-usa.org)

National Association of Black Journalists (nabj.org)

National Association of Hispanic Journalists (nahj.org)

National Black Public Relations Society (nbprs.org)

Public Relations Society of America (PRSA) National Foundation (prsafoundation.org)

GENERAL PROFESSIONAL ASSOCIATIONS:

National Black MBA Association (nbmbaa.org)

Prohispanica Foundation (prospanica.org)

Linked GROUPS:

- ADCOLOR
- Black Creatives
- Black Public Relations Society of Atlanta
- ColorComm
- Hispanic Social Media
- Hispanic Public Relations Association (HPRA)
- Hispanic Chief Marketing Officers and Planners
- Multicultural Marketing Experts
- Urban Creative Network

D&I RECRUITMENT

4A's Multicultural Advertising Intern Program (MAIP)
maip.aaaa.org

Black Creatives (online group)
blackcreatives.com

Black Enterprise Magazine
blackenterprise.com

Equal Approach
equalapproach.com

High School of Innovation in Advertising and Media (IAM)
iam-hs.org

The Hispanic Association of Colleges and Universities (HACU)
hacu.net

Historically Black Colleges / Universities (HBCU's)
edonline.com

INROADS, Inc.
inroads.org

INSIGHT Into Diversity (National recruitment publication)
insightintodiversity.com

Ladders for Leaders
nyc.gov/site/dycd/services/jobs-internships/nyc-ladders-for-leaders.page

LatPro, Inc.
latpro.com

LEAD Program
leadprogram.org

Lucas Group
lucasgroup.com

Management Leaders for Tomorrow (MLT)
ml4t.org

The Black Collegian
black-collegian.com

United Negro College Fund (UNCF)
uncf.org

D&I FOCUSED EVENTS

FEBRUARY

The Museum of Public Relations -
Celebrating Black History
prmuseum.org/celebrating-black-pr-history

Black Women Talk Tech
blackwomentalktech.com

APRIL

Matrix Awards – New York
Women in Communications
nywici.org

JUNE

AAF Mosaic Achievement
aaf.org/iMIS/AAFMemberR/Awards

ColorComm Conference
colorcommnetwork.com

The Lagrant Foundation: Scholarship & Donor
Recognition Reception
lagrantfoundation.org

SEPTEMBER

PR Council's Diversity
Distinction in PR Awards Dinner
prcouncil.net/annual-dinner-diversity-distinction-pr-awards

ADCOLOR
adcolor.org

AWC National Professional
Development Conference
womcom.org

MARCH

Black Enterprise
"Women of Power Summit"
blackenterprise.com/events/women-of-power-summit

Black Women in Media
Awards and Conference
blackwomeninmedia.com

MAY

PRSA Foundation Paladin
Award Reception
prsafoundation.org

The Lagrant Foundation:
Scholarship & Donor Recognition Reception
lagrantfoundation.org

JULY

Multicultural Women's
National Conference
workingmother.com

OCTOBER

National Black Public Relations Society –
Annual Conference
nbprs.org

Women's Media Awards
womensmediacenter.com

NOVEMBER

3% Conference
3percentmovement.com/events

ANA Multicultural Marketing
& Diversity Conference
ana.net/conference

CONSULTANTS

Cook Ross Inc
cookross.com

SDMS 360
sdms360.com

Donna Renella
donnarenella.com

Frans Johansson
themedicieffect.com

Korn Ferry
kornferry.com

Out Now Consulting
outnowconsulting.com

Ted Childs
tedchilds.com



ORGANIZATIONS

A Better Chance
abetterchance.org

National Black Public Relations Society
nbprs.org

Lean In
leanin.org

Marcus Graham Project
marcusgrahamproject.org

National Association for Multi-Ethnicity
in Communications (NAMIC)
namic.com

National Diversity Council
nationaldiversitycouncil.org

National Minority Supplier Development Council (NMSDC)
nmsdc.org

Paradigm
paradigmiq.com





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4A's

American Association of Advertising Agencies



“Reinventing the standard for diversity is an HP business imperative. HP encourages everyone at every level to take an active role in driving change and increasing diversity across our industry.”

- Karen Kahn, HP Chief Communications Officer



keep reinventing