

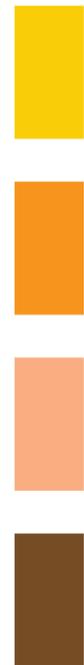
Diversity &

Inclusion:

A Summary of the Current Status
and Practices of
Arthur W. Page Society
Members

Dr. Hua Jiang
Dr. Rochelle Ford
Peta Ann Cherie Long
Dr. David Ballard

With funding and in-kind support from:



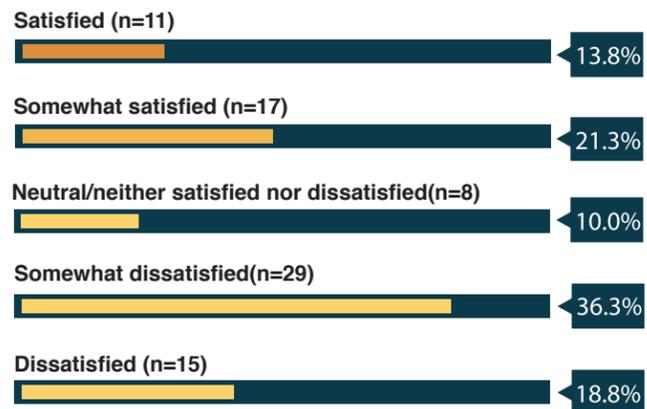
Detailed Topline Survey and Interviews Results

To help the public relations industry embrace a diverse and inclusive culture for recruitment and retention of talent, this study aims to understand the Arthur W. Page Society members definition of diversity and inclusion, their best diversity and inclusion management practices, in particular, the practices related to recruitment and retention of talent from under-represented groups, how they evaluate their D&I initiatives, and what makes those best practices work. This study is based on a quantitative survey of 82 members. Follow-up qualitative in-depth interviews were also conducted with selected Page members who have been effectively implementing their “best practices” activities/ actions for D&I.

DISSATISFACTION WITH CURRENT DIVERSITY WITHIN US COMMUNICATION TEAMS

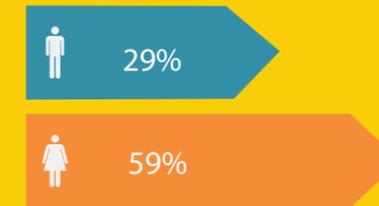
Gender diversity on teams skews heavily female and Caucasian, although leadership teams still skew male. Racial and ethnic diversity among communication teams are lower in proportion to the US population. Below are the average estimates of demographics of the communication teams of those Page members surveyed.

About 53% of the 80 organizations reported dissatisfaction with the level of diversity in their organization:

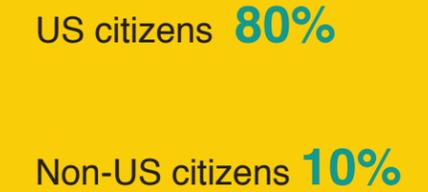


Current Team Diversity

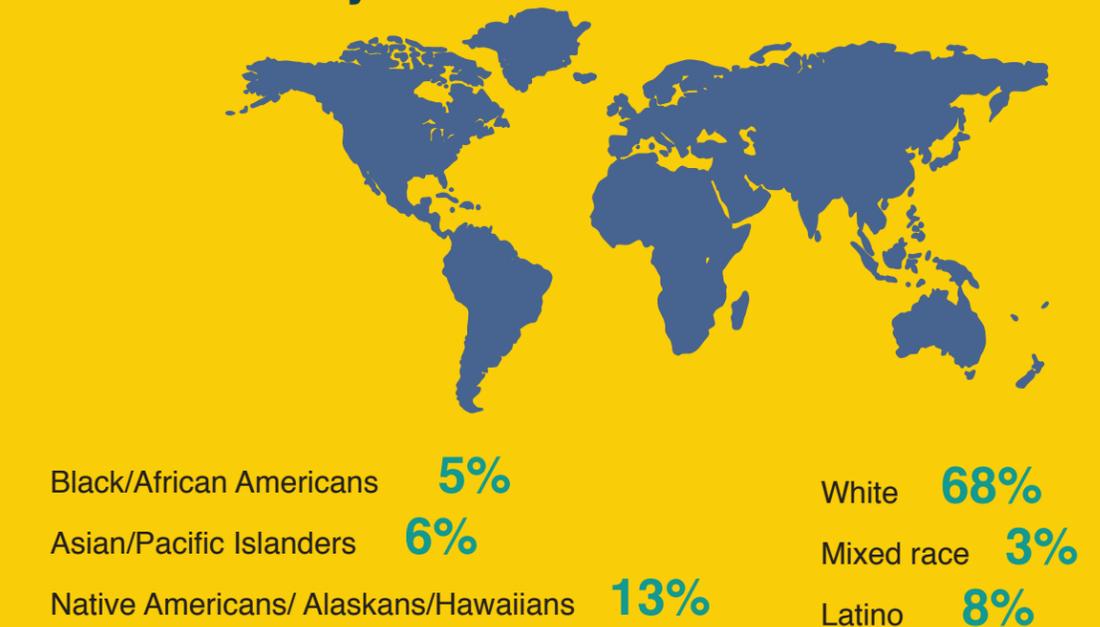
Gender



Nationality



Race/Ethnicity



Ability/Sexual Orientation and Military



Table 1: Rank Composition of Communication Team

Rank	Racial/Ethnic Minority	Female
Senior Management	8.44%	36.33%
Managerial Employee	9.65%	43.17%
Non-managerial non-administrative staff	13.22%	41.417%
Support/Administrative Staff	11.39%	41.99%

FY2014 Diversity in Communication Team Hiring

In FY14, 82.3% of the participating member organizations had searches for professional (non-administrative) employees.

- In total, 61 organizations (93.8%) had candidates from racial and/or ethnic minority groups in their candidate pool(s).
- 48 organizations (73.8%) hired at least one racial and/or ethnic minority for a professional communication (non-administrative) position. (The results do not reflect the rank of the professional hires.)

POSITIVE PERCEPTIONS OF INCLUSIVENESS WITHIN INDUSTRY

Overall, most Page Members' perceptions are positive in relation to the experiences of racial and ethnic minorities.

About 70% of the 77 organizations reported being satisfied with their unit's level with inclusivity:

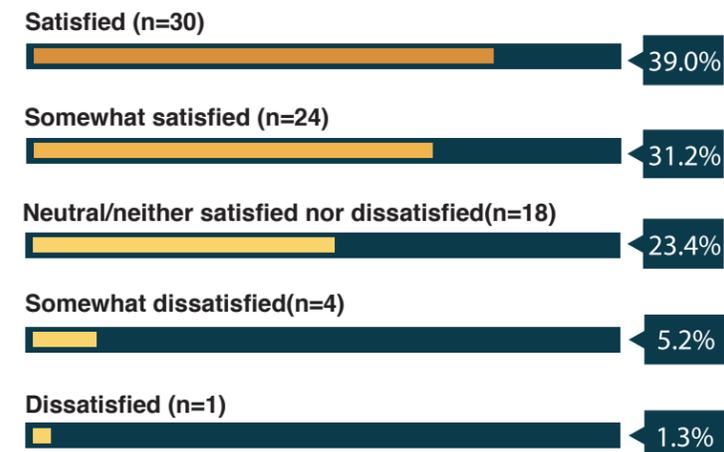


Table 2: Perception of Inclusivity within Industry

Statement	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Racial/ethnic minorities are just as likely to be given mainstream/general market projects as they are to work on projects related to their personal racial/ethnic market/media.	4 (6.5%)	5 (8.1%)	9 (14.5%)	10 (16.1%)	34 (54.8%)
Minorities have to work harder than non-minority employees to advance.	36 (58.1%)	10 (16.1%)	7 (11.3%)	7 (11.3%)	2 (3.2%)
Racial/ethnic minorities are put on slow moving tracks in their jobs.	53 (85.5%)	4 (6.5%)	2 (3.2%)	3 (4.8%)	0 (0.0%)
Racial/ethnic minorities are relegated to more superficial tasks.	53 (85.5%)	3 (4.8%)	5 (8.1%)	1 (1.6%)	0 (0.0%)
Racial/ethnic minorities are often overlooked for promotion.	47 (75.8%)	8 (12.9%)	2 (3.2%)	5 (8.1%)	0 (0.0%)
Racial/ethnic minorities are not treated with genuine respect by their colleagues.	54 (87.1%)	4 (6.5%)	3 (4.8%)	1 (1.6%)	0 (0.0%)
Social isolation is common among minorities.	36 (58.1%)	14 (22.6%)	6 (9.7%)	6 (9.7%)	0 (0.0%)
Racial/ethnic minorities are not able to influence decisions.	48 (78.7%)	9 (14.8%)	4 (6.6%)	0 (0.0%)	0 (0.0%)
Racial/ethnic minorities are usually among the last to know about important changes.	54 (87.1%)	5 (8.1%)	3 (4.8%)	0 (0.0%)	0 (0.0%)
Racial/ethnic minorities are not usually invited to important meetings.	53 (85.5%)	3 (4.8%)	5 (8.1%)	1 (1.6%)	0 (0.0%)
Employees from underrepresented groups are often invited to participate in meetings with management higher than their direct supervisors.	13 (21.0%)	4 (6.5%)	14 (22.6%)	10 (16.1%)	21 (33.9%)

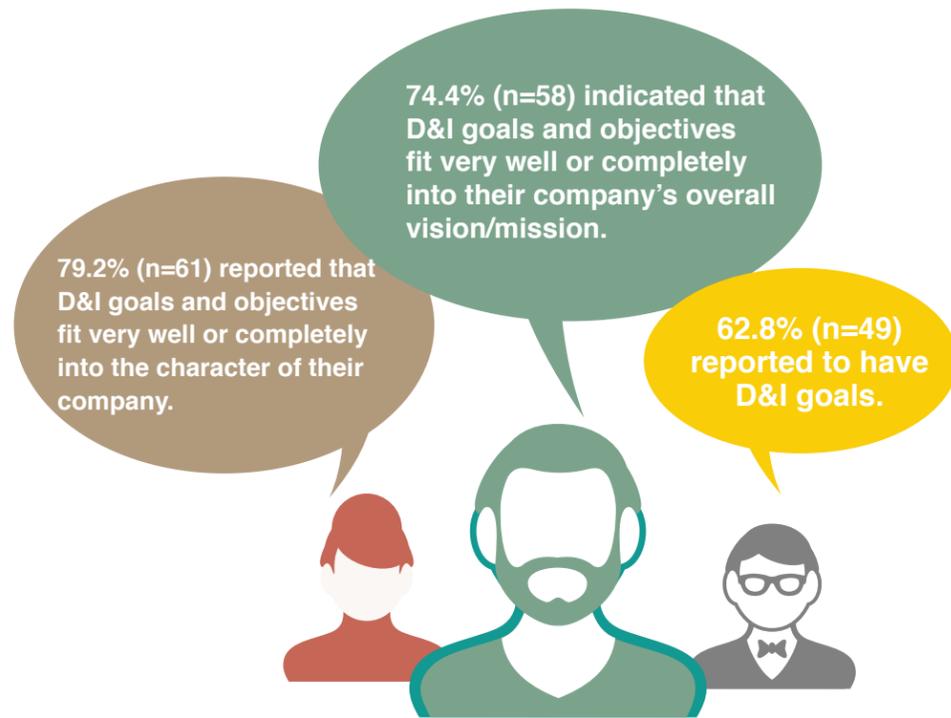
When compared to the 2015 study conducted by the City College of New York, Page members' perceptions are opposite of recent reported experiences of Hispanic & African American professionals with 1-5 years of experience in four areas: equality in qualifications for positions, slow moving tracks, overlooked for promotions and genuine respect.

Table 3: Page Member Vs. CCNY Young Professionals

Perception	Page Members	CCNY Young Professional
Minorities must be more qualified than Caucasian Americans for same position	87.3% Disagreed	45.4% agreed they personally had to be
Racial/ethnic minorities are put on slow moving tracks	91.9% Disagreed	84% reported sometimes or frequently being put on slow moving tracks
Racial/ethnic minorities are overlooked for promotions	8.1% Agreed	22.2% report they were overlooked for promotion
Racial/ethnic minorities are treated with genuine respect by their colleagues	93.5% Agreed	57% feel they are treated with genuine respect

DIVERSITY MANDATE

Overall, the participants in the interviews felt they had a diversity mandate to make progress, although most do not define what progress means and are hesitant to define numerical goals. The majority of survey respondents accordingly reported having diversity and inclusion goals.



Throughout our interviews, participants expressed that a quota did not define diversity; however, conversations consistently illustrated that where there was no quota goal there was a problem with a constructive definition. Nor did participants desire to have a numerical goal often stating that a reflection of their market, potential markets or community is necessary but is too much of a moving target to quantify.

"...so diversity in the US is everything you would expect it to be. I hate to use this phrase because it sounds impersonal to track categories on female, African American, Latino, Asian American' all of those kinds of traditional categories that are monitored by companies. ... Diversity is also about having people of different mindsets and cultures and, for us, globally, diversity is also about different kinds of skill sets and generational attitudes. ... but it's having a good spread of people who are in senior positions and people who are in more junior positions across the team." says one CCO of a global corporation.

One corporate member explained that as they try to reach African American and Hispanic new markets, they want their communications' team demographics to especially reflect those target markets. Therefore, progress on the goal is making their primarily Caucasian non-Hispanic team include more African American and Hispanic professionals and lead to the rest of the enterprise in reflecting those target demographics.

"If [our organizations] expect to be an engaged enterprise, to be successful with all stakeholders, or at least have relationships with all stakeholders, we have to look like the world that we operate in," says a CCO of a global corporation.

Sample Diversity and Inclusion Goals

While satisfaction was low for diversity within the Page membership, several respondents listed their diversity and inclusion goals for the year. Some examples include:

- *"Strive for a workforce that reflects the population of our ome market as a minimum - and ultimately, reflects the population of our client base, which is national."*
- *"40% of job applicants interviewed must be diverse above the manager level."*
- *"Make sure final slates have at least two diverse candidates; improve diversity among management level employees; and achieve top scores for inclusion and diversity in employee engagement survey."*
- *"Drive employee engagement through improved Employee Network effectiveness; Elevate diversity brand awareness; Attract, develop and retain diverse talent; Enhance diversity training."*

D&I Relation to Mission

Two organizations listed in the survey their diversity goals and missions as relating heavily to inclusion:



“Our diversity mission: To champion an inclusive culture that embraces individual differences and unique needs while driving innovation; To leverage the diverse talent of our workforce to enhance business growth; To ensure our workforce is reflective of the global marketplace and the divergent populations we serve; To cultivate relationships with strategic business partners that will ensure our ability to access, attract, and retain a diverse workforce.”



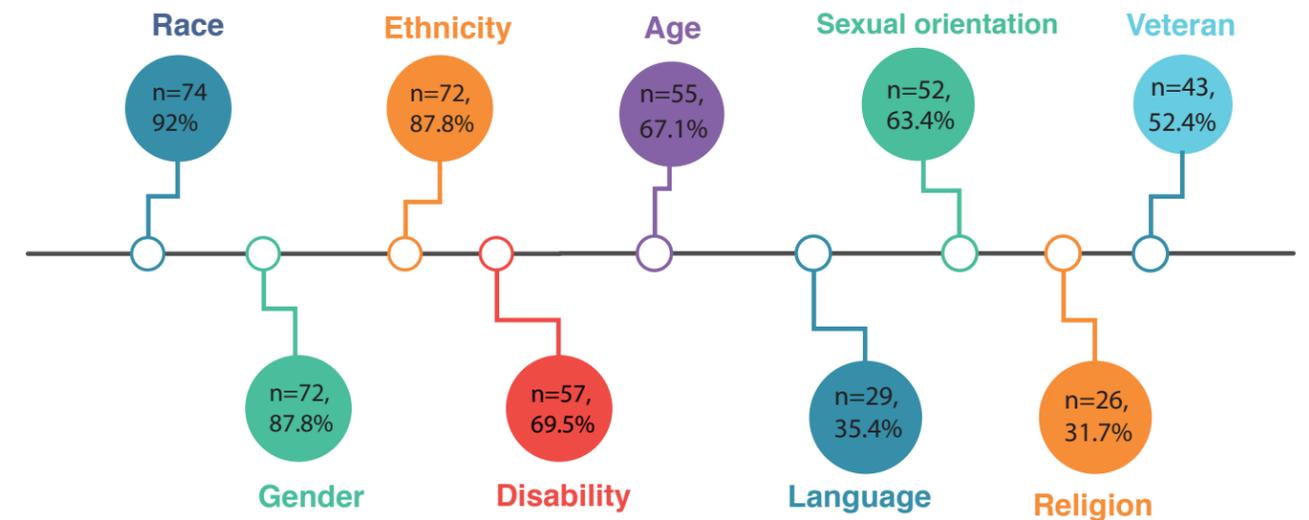
“[Our agency’s] mission requires us to ensure we have a culture that enables us to create and sustain a new kind of network that mirrors and understands diverse communities and helps our clients communicate in more targeted ways. We must attract and retain a multicultural workforce and support new kinds of affiliations and alliances. Our goals are: Raising Awareness & Levels of Respect: internal and external efforts and behaviors that support creating, maintaining and celebrating a climate of inclusion. Effective Talent Management: strategic and targeted efforts to engage, attract, secure and retain the best most diverse talent in the marketplace across all levels. This applies to recruitment, talent development and training, and mentoring at all levels. Community Engagement: increased partnership and support of professional organizations, support for our employees’ interests and causes, and external efforts that support the communities in which we do business.”

DEFINITIONS OF D&I STILL FOCUS ON PEOPLE OF COLOR

Overall Interview Participants Said Their Diversity Mandate Relates to People of Color

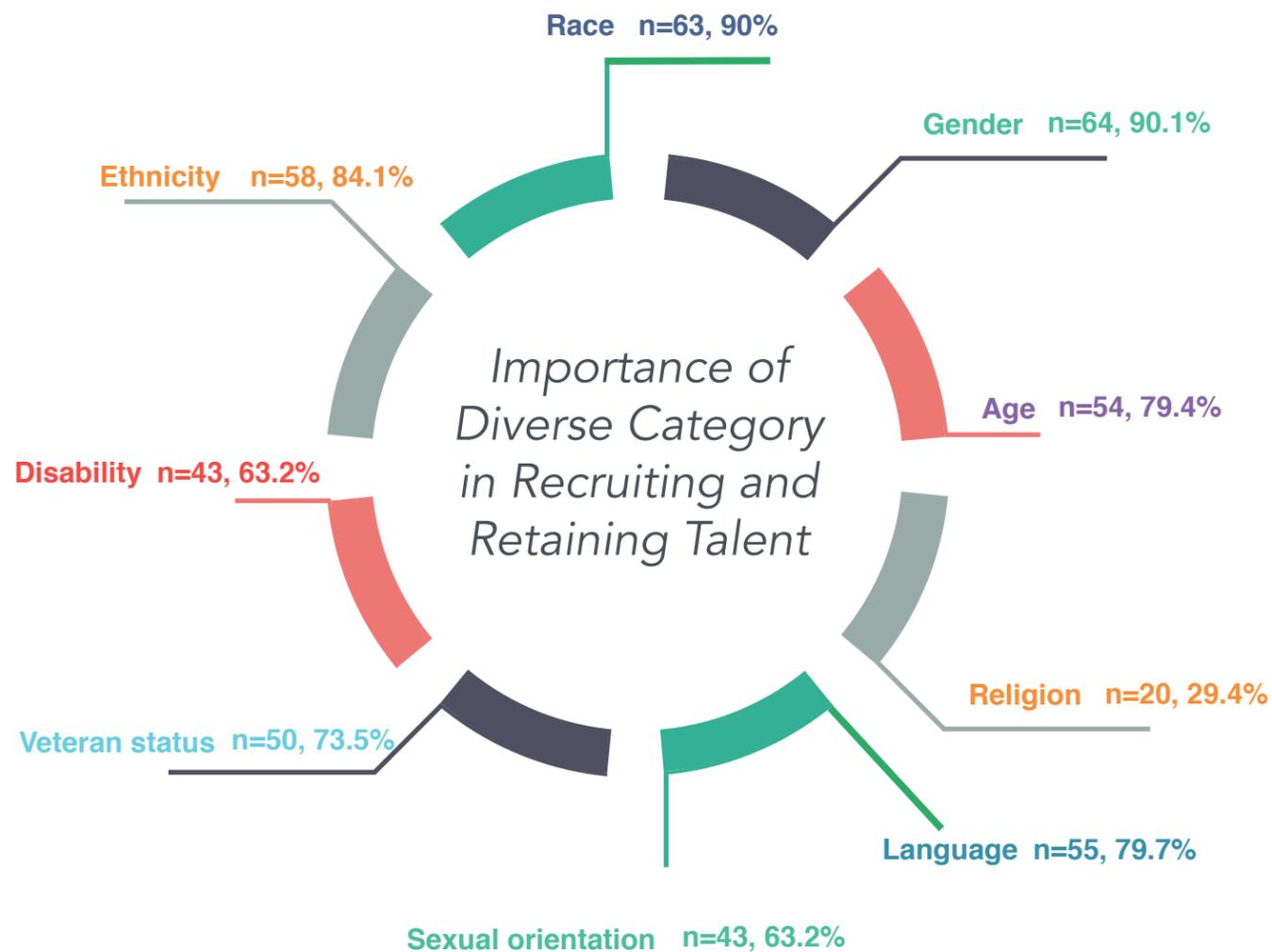
- More often than not, the term ‘people of color’ was used as a population of reference.
- However, in defining diversity the traditional categories were consistently referenced.
- Similarly, thinking about the population of an organization was likened to mirroring the population of the community the organization serves.

Survey Respondents’ Diversity Definitions:



Important Aspects of Diversity to Page Members in Recruiting and Retaining Talent

Survey respondents overwhelmingly reported gender and race being the two most important aspects of diversity in recruiting and retaining talent. However, interview respondents discussed gender and LGBTQ resources to a lesser extent. Indeed, people with a disability proved a difficult population to conceptualize, for some interviewed, beyond the physical constraints of a job. Additionally, tracking and identifying LGBTQ persons and persons with a non-physical disability was considered difficult because they would have to self-identify in order for the company to track those populations.



LACK OF ACCOUNTABILITY, LITTLE MEASUREMENT & SLOW MOVEMENT IN ACHIEVING D&I GOALS

While 62.8% (n=49) reported to have D&I goals, D&I Measurement & Accountability were the weakest area for Page members surveyed and interviewed.

- 1 63.9% (n=46) reported that their CEO and other members of the C-suite placed a very high level of importance on diversity and inclusion.
- 2 72.2% (n=52) do not have D&I goal achievements tied to their executive compensation.
- 3 Slightly more than half, 57.7% (n=45) said their senior leadership team placed a very high level of importance on D&I.
- 4 85.5% (n=65) do not have D&I goal achievements tied to their leadership team's compensation either.
- 5 Only 39.7% (n=31) claimed that they have integrated a comprehensive D&I strategy very well or completely well into their overall business strategy.

Importance of Strategies

All of the best practices outlined by the diversity and inclusion literature were being implemented within Page member organizations, and 13 of those strategies had above a 90% rating as being important strategies in achieving D&I goals. The top three in importance included:

- 98.7%** Senior leaders are committed to enforcing diversity and inclusion policies
- 97.3%** Leaders are visibly involved with diversity-related activities
- 97.3%** Executives have succession plans to ensure a diverse pool of qualified candidates for executive positions

None of the strategies are being used by the majority of survey respondents. However, the strategies those surveyed reported implementing with the greatest satisfaction included:

- Diversity/inclusion director/champion **47.6%**
- Diversity/inclusion mission/vision **46.3%**
- Competency-based recruitment **45.1%**

Satisfaction with Strategies

The following chart illustrates valid percentages of survey participants feeling to what extent each tactic or initiative is important to achieving their diversity and inclusion goals.

Table 4: The Importance of Tactics / Initiatives to Achieving D&I Goals

D&I Tactics or Initiatives	Slightly Important to Very Important
Affirmative Action (AA) and Equal Employment Opportunity (EEO) pro-grams in place	74.6%
Recruiting at predominantly minority colleges and universities	80.7%
Using minority recruiters	80.8%
Training for managers to minimizes discrimination in hiring	90.6%
Providing funding support or time off with compensation for employees to participate in external networking / affinity/ resource programs that connect professionals who share a similar identity or cultural background, so they can share information, seek support and get career advice	78.7%

D&I Tactics or Initiatives	Slightly Important to Very Important
Practices administered by leadership and focused on increasing and maintaining diversity in all ranks of employment	90.8%
Recruiting at regional and national meetings of minority professional organizations	83.8%
Including minority individuals in photos, videos, or graphics in recruitment materials	86.5%
Raising entry level salaries for talent recruited from under-represented groups	44.4%
Establishing a system (on-line, off-line, or both) that allows management to assess employee knowledge, skills, and abilities (KSA), and track employee development to ensure that job training has met development goals	84.0%

Table 4: The Importance of Tactics / Initiatives to Achieving D&I Goals

D&I Tactics or Initiatives	Slightly Important to Very Important
Using minority publications and websites for employee recruitment	77.1%
Using professional and general market media outlets that target to minority job applicants	84.9%
Communicating the importance and value of diversity and inclusion to all job applicants	93.3%
Networking /affinity/resource programs that connect employees who share a similar identity or cultural background, so they can share information, seek support and get career advice	91.0%
Mentoring programs focused on developing women, ethnic minorities, and employees from other underrepresented groups	96.1%

D&I Tactics or Initiatives	Slightly Important to Very Important
Obtaining diverse suppliers/vendors from under-represented groups	85.4%
Training designed to promote and support a culture of diversity and inclusion (examples include on-line modules, classroom-based training, videos, discussions, role-plays, simulations, exercises, etc.)	96.2%
Training to affect employee attitudes toward people from other under-represented groups	87.0%
Senior leaders committed to enforcing diversity and inclusion policies	98.7%
Formal statements of diversity and inclusion included in meetings, newsletters, and traditional and social media publications	93.4%

D&I Tactics or Initiatives	Slightly Important to Very Important
Dedicating a special council or committee to identify and remove barriers to diversity in retention and advancement	80.2%
Training to raise awareness about diversity issues and help employees work with others who are different from themselves	96.2%
Employee participation in task forces, work groups or boards to identify diversity and inclusion issues and develop initiatives	92.1%
Leaders visibly involved with diversity-related activities	97.3%

D&I Tactics or Initiatives	Slightly Important to Very Important
Having a succession plan to ensure a diverse pool of qualified candidates for executive positions	97.3%
Training to affect employee attitudes towards ethnic or racial minorities	93.6%
Training for management to minimize discrimination in promotion	94.7%
Supportive resources provided to increase the visibility of diversity and inclusion initiatives inside and outside the organization	96.1%

Satisfaction with Strategies

Table 5: Implementation Stage of D&I Actions, Tactics, Strategies, and Initiatives

Diversity Activities	Implemented and satisfied with results	Implemented with unsatisfactory results or needs refinement	Currently planning	Unsure how to address	Not feasible	Not interested	Would like assistance	Diversity Activities	Implemented and satisfied with results	Implemented with unsatisfactory results or needs refinement	Currently planning	Unsure how to address	Not feasible	Not interested	Would like assistance
Diversity/inclusion mission/vision statement	38 (46.3%)	2 (2.4%)	10 (12.2%)	3 (3.7%)	2 (2.4%)	5 (6.1%)	0 (0.0%)	Minority executive training program	10 (12.2%)	2 (2.4%)	12 (14.6%)	14 (17.1%)	5 (6.1%)	11 (13.4%)	3 (3.7%)
Diversity/Inclusion council or management team	35(42.7%)	5 (6.1%)	8 (9.8%)	4(4.9%)	0 (0.0%)	10 (12.2%)	1 (1.2%)	Employee diversity training programs	28 (34.1%)	6 (7.3%)	9 (11.0%)	6 (7.3%)	1 (1.2%)	7 (8.5%)	3 (3.7%)
Measurable diversity/inclusion initiative	25 (30.5%)	8 (9.8%)	15 (18.3%)	6 (7.3%)	0 (0.0%)	7 (8.5%)	1 (1.2%)	Managerial training related to diversity	28 (34.1%)	5 (6.1%)	11 (13.4%)	6 (7.3%)	0 (0.0%)	6 (7.3%)	3 (3.7%)
Budget for diversity/inclusion initiative	25 (30.5%)	7 (8.5%)	11 (13.4%)	4 (4.9%)	2 (2.4%)	11 (13.4%)	0 (0.0%)	Employee training on communicating/interacting with people who are different from themselves	25 (30.5%)	5 (6.1%)	8 (9.8%)	7 (8.5%)	2 (2.4%)	7 (8.5%)	3 (3.7%)
Diversity/inclusion director/champion	39 (47.6%)	2 (2.4%)	8 (9.8%)	1 (1.2 %)	0 (0.0%)	11 (13.4%)	0 (0.0%)	Seminars about different cultures and ethnic groups/media	20 (24.4%)	6 (7.3%)	9 (11.0%)	8 (9.8%)	1 (1.2%)	12 (14.6%)	2 (2.4%)
Diversity/inclusion support staff	33 (40.2%)	5 (6.1%)	5 (6.1%)	3 (3.7%)	3 (3.7%)	11 (13.4%)	0 (0.0%)	Competency-based recruitment	37 (45.1%)	4 (4.9%)	6 (7.3%)	7 (8.5%)	1 (1.2%)	6 (7.3%)	0 (0.0%)
Cultural/diversity/inclusion audit/assessment	28 (34.1%)	2 (2.4%)	11 (13.4%)	8 (9.8%)	2 (2.4%)	8 (9.8%)	2 (2.4%)	Diversity/inclusion compensation/incentives for managers	9 (11.0%)	2 (2.4%)	7 (8.5%)	17 (20.7%)	4 (4.9%)	19 (23.2%)	1 (1.2%)
Diversity/inclusion reporting strategy/system	25 (30.5%)	7 (8.5%)	10 (12.2%)	6 (7.3%)	1 (1.2%)	8 (9.8%)	2 (2.4%)								
Minority university partnerships	25 (30.5%)	8 (9.8%)	9 (11.0%)	6 (7.3%)	2 (2.4%)	6 (7.3%)	2 (2.4%)								
Mentoring program	32 (39.0%)	6 (7.3%)	10 (12.2%)	5 (6.1%)	1 (1.2%)	4 (4.9%)	2 (2.4%)								
Internal minority networks or affinity groups	32 (39.0%)	9 (11.0%)	7 (8.5%)	6 (7.3%)	1 (1.2%)	5 (6.1%)	1 (1.2%)								
Professional minority association partnerships	26 (31.7%)	8 (9.8%)	9 (11.0%)	7 (8.5%)	1 (1.2%)	9 (11.0%)	3 (3.7%)								

Leadership

Survey respondents emphasized consistently that leadership support and commitment is critical to implementing strategies and achieving D&I goals. Interview participants attribute their organizations' progress to:



"Strong leadership from agency executives and our current senior team members who are representative of diverse populations."



"Highly visible executive champions who serve as role models."



"Top leadership team sets tone, models and walks talk."



"Visible, strong support from the top who view it as a business imperative."



"Very active senior level involvement including a senior leadership team member fully dedicated to this initiative."

For example, one corporation that has a history of engaging in mergers and acquisitions, the CCO must be engaged as a diversity champion to ensure the grassroots employee resource groups that create an inclusive environment receive consistent support as the corporation transitions. This CCO takes this role as a champion very seriously.

One agency president shared strong feelings that the mandate must come from the top: including his office leads, empowering a diversity task force, learning about diversity and inclusion best practices, understanding the agency's climate across offices and creating real metrics to move the needle. Granted this agency is in the development stage of a robust D&I strategy, it has begun with a collective proactive approach.

Participants are planning to implement all of the best practice strategies with these being the top strategies in the planning or refinement stages:

- Measurable diversity/inclusion initiative (18.3% planning; 9.8% refining)
- Minority executive training program (14.6% planning; 2.6% refining)
- Budget for diversity/inclusion initiative (13.4% planning; 8.5% refining)
- Cultural/diversity/inclusion audit/assessment (13.4% planning; 6.1% refining)

Least Interest in Strategies

Survey participants expressed least interest in the following strategies:



Least Feasible Strategies

Of each of the strategies listed, these three were considered the least feasible to be implemented by survey participants:



6.1%

Minority executive training program

Diversity/inclusion compensation/incentives for managers

4.9%

3.7%

Diversity/inclusion support staff

Despite the D&I literature stating that tying compensation (including bonuses) to achieving D&I goals is one of the best strategies, this strategy was the least used among survey and interview participants.

Resources Dedicated to D&I Efforts

Of those surveyed who dedicate some resources to D&I, workforce retention overall received the most resources when considering budget, dedicated professionals, support/administrative staff, training and other resources. However, paradoxically, workforce retention ranks high for receiving no resources within 15.9% of Page member organizations (behind gender with 18.3% receiving no resources and in alignment with pipeline and mobility which receives no resources in 15.9% of Page member organizations). A dedicated professional is the most often used strategy in attracting talent and talent development receives the highest budget among Page members. Overall, members believe the resources being dedicated to D&I budget, training time, dedicated professionals, and support staff is at least minimally sufficient.

Table 6: Resources for D&I Efforts

D&I Efforts	No resources	Budget	Dedicated	Support/	Training Time	Other resources
Attracting/recruiting talent	7 (8.5%)	25 (30.5%)	31 (37.8%)	15 (18.3%)	15 (18.3%)	12 (14.6%)
Talent development	7 (8.5%)	26 (31.7%)	25 (30.5%)	16 (19.5%)	25 (30.5%)	9 (11.0%)
Pipeline and mobility	13 (15.9%)	17 (20.7%)	20 (24.4%)	14 (17.1%)	14 (17.1%)	12 (14.6%)
Middle management leadership	11 (13.4%)	19 (23.2%)	21 (25.6%)	13 (15.9%)	22 (26.8%)	10 (12.2%)
Workforce retention	13 (15.9%)	17 (20.7%)	25 (30.5%)	14 (17.1%)	17 (20.7%)	9 (11.0%)
Cultural appreciation	9 (11.0%)	21 (25.6%)	18 (22.0%)	8 (9.8%)	14 (17.1%)	18 (22.0%)
Gender diversity	15 (18.3%)	19 (23.2%)	19 (23.2%)	11 (13.4%)	15 (18.3%)	13 (15.9%)
Creating an inclusive work environment	5 (6.1%)	25 (30.5%)	25 (30.5%)	17 (20.7%)	30 (36.6%)	17 (20.7%)

BEST PRACTICES FOR D&I RECRUITMENT & RETENTION

Two key factors that contribute to Page members' most effective D&I-related activities:

01 Leadership support and commitment

Some CCOs have taken matters into their own hands, establishing personal connections with different ethnic and minority professional and networking groups.

02 Dedicated effort focused on employee engagement

Those interviewed said that to make diversity and inclusion efforts successful, organizations must have a dedicated effort focused on employee engagement.

“(Employees need to) feel accepted for their talents, and not for their ‘diverse-ness’,” said one survey respondent.

Recruitment Practices

In a bid to change the population landscape, recruitment practices are a priority focus. The issue, as articulated in the interviews, is where to find talent.

Senior-level communication management depends heavily on recruiters to source a diverse talent pool. However, those interviewed expressed real concern about the return on investment in these recruiters. Talent acquisition was a challenge that some confronted through training their recruiters to present a better slate.

Within most corporate communications departments, the turn-over is so low that few opportunities to recruit from the outside exist. Therefore, improving the diversity within comms creates an additional challenge. Whereas in high turn over functions in corporations such as sales, more aggressive recruitment occurs. Unfortunately, when CCOs search to fill the openings, they tended to go back to the same sources, which lack diversity.

Large agencies, particularly within holding companies, benefit more from higher turnover and a network to access more diverse talent pools including in-house diversity fellowship pools and partnerships with diverse populations.

Table 7: Sufficiency of Resources for D&I Efforts

Resources	Completely insufficient	Somewhat insufficient	Minimally sufficient	Moderately sufficient	Completely sufficient
Budget	7 (11.5%)	6 (9.8%)	19 (31.1%)	18 (29.5%)	11 (18.0%)
Training time	4 (6.8%)	12 (20.3%)	13 (22.0%)	21 (35.6%)	9 (15.3%)
Dedicated professional	8 (13.3%)	7 (11.7%)	15 (25.0%)	14 (23.3%)	16 (26.7%)
Staff support	6 (10.5%)	7 (12.3%)	16 (28.1%)	14 (24.6%)	14 (24.6%)

Recruitment Through Institutional Partnership:

- At the entry level as well as for internships

Several universities including Howard, Hampton, Maryland, Syracuse, Florida A&M, Northwestern, Penn State, Georgetown, University Texas at Austin, University of Southern California at Austin, and Florida International University were mentioned.

Also mentioned, as well as the LAGRANT Foundation, and Black Millennials (Black men in communication), as organizational sources for diverse talent at the entry level.

- For mid-level careers the following professional organizations were mentioned: the National Association of Black Journalists, the National Association of Hispanic Journalists, Public Relations Society of America, the Association of Latino Professionals for America, the Black Public Relations Society, and Color Comm.
- For senior-level managers, the Public Relations Society of America and the Arthur Page Society were the only two named. They found the greatest success with these groups because of the commitment of the professionals to professional development and don't need to be trained.

One Global Diversity Best Practice Strategy – Grow Your Own Talent

“[The] program was all about identifying talent to fulfill our global growth needs. Our Chinese market was expanding, and we wanted to identify people. Chinese undergraduates who could work for one in year either in the US or in one of our European offices, and then move on to one of our offices in China after their time here is up. ..., they also were exposed to agency life and senior level mentors [in the US] and the same level of professional development as the fellows,” says an agency representative.

Fraternities and Sororities-Recurring Pool

One best practice is to recruit through the National Pan Hellenic Council Fraternities and Sororities (historically black) as “they stay together from a social standpoint or professional standpoint post college.” Therefore, recruiters and hiring managers can get into a network where they have some connection with these high performing, diverse candidates.

01 Retention through Two-directional Reaffirmation:

- For larger corporations interviewed, inclusion is set as a core value, thus ensuring support for minority and under-represented employees.
- As an organizational goal, diversity and inclusion must be supported through internal initiatives, and reaffirmation of these goals can be exercised from a top-down model.
- CCOs and agency presidents find greater success with retention when they take on personal engagements; others champion organizational programs, groups, and initiatives.

02 Retention through Affinity Groups and Training:

- Employee resource groups / affinity groups are most successful when they are grass-roots in orientation and enable internal connection and support for minority employees.



“Employee resource groups happen by employees who bring them to life, who come together, organize and say we would like to have a resource group,” says one CCO.

- Training programs were also noted as excellent resources for internal growth and transition for all employees especially minority



Training programs, both in-house and through professional organizations, are valued by employees, especially minorities. Offering professional development opportunities through external organizations can often help minority team members locate a broader support system. One agency shared how it sponsors minority female leaders to attend ColorComm, which helped cultivate additional success and coping strategies with other female executives and leaders in a safe environment.

Corporations Lead in Assessing D&I

- Evaluation enables an organization to garner the effectiveness and success of initiatives.
- While evaluation methodologies varied, the driving force included feedback, compliance and change.
- Evaluation also includes reporting as a method of garnering progress and feedback.
- Organizational surveys and climate surveys were done to provide information about the diversity and inclusion within an organization.



Capitalizing of an Integrity Hotline

One corporation has an Integrity hotline that enables employees and others “to report any financial issues that the company is not aware of that employees might be doing... because we don’t restrict it to financial related calls coming in, we open it up to any concern. So we monitor any calls that are coming in especially around discrimination, employee relations matters.” This hotline provides a safezone to express concerns. Lower complaints could show progress, explains a corporate CCO.

- Some organizations go as far as rewarding leadership and other employees. For leadership, added compensation may be attributed to diversity and inclusion progress within their function or department; whereas for employees, awards may be used as incentives.



Recognition

One major corporation uses its regular awards structure as an opportunity to recognize success in diversity and inclusion but doesn’t label it as a formal diversity award. Instead, those being recognized include supporting the inclusive aspect of the corporate values. “There’s a structure to (the rewards and recognition program). Some of them are just a pat on the back, some of them have money incorporated, some of them are given by different leaders at different levels of the company,” says a CCO.

METHODOLOGY

The Arthur W. Page Society members representing large U.S. corporations or major public relations agencies (approximately 400) were invited to participate in the survey launched after the Page Society’s spring 2015 conference. Data were collected between June and September 2015. The research team accomplished a final sample of 82 Page member organizations, achieving a response rate of approximately 20%. However, participants were given the option of skipping questions; therefore, some questions have fewer than 82 responses. One representative (public relations leader, CCO, or CDO) from each participating organization took part in an online survey. From this survey, qualitative interviews were conducted with organizations that reported being satisfied with their diversity and inclusion progress and initiatives in order to better understand their approach that reflects best practices and lessons for improving the status of D&I in the public relations industry. In total, we interviewed 17 selected members between August and November 2015. These interviews represented top public relations or communications leaders from four agencies within a holding or parent company, one independently-owned agency and 12 US-based corporations. All participating members were recruited through a solicitation e-mail that explained the purpose of the research, the confidentiality measures that the study took, and the benefits and risks of their participation in the study. All interviews were recorded digitally and verbatim transcribed with the permission granted by the participants. Analysis of the quantitative portion was analyzed using SPSS. A thematic analysis was used to analyze the qualitative interviews.

The 82 survey participating organizations consisted of:

14 (17.7%)

agencies or communications firms
within a holding or parent company

7 (8.9%)

independently-owned agencies or communications
firms (not part of a holding company)

1 (1.3%)

construction company

7 (8.9%)

finance/finance services

3 (3.8%)

technology companies

9 (11.4%)

manufacturing (durable goods and
non-durable goods) companies

2 (2.5%)

media, newspaper, publishing,
broadcasting or related services

1 (1.3%)

insurance company

1 (1.3%)

telecommunications company

1 (1.3%)

mining, oil or gas company

2 (2.5%)

government organizations

6 (7.6%)

health organizations

1 (1.3%)

transportation company

1 (1.3%)

utilities company

5 (6.3%)

wholesale/retail trade companies

18 (22.8%)

others

3 (3.6%)

member organizations did not report the genre of their main business

On average, there are 14,231 US-based employees in each
member organization (SD = 52,869.45).

CONTACT



Dr. Rochelle L. Ford, APR



rlford@syr.edu



Dr. Hua Jiang



hjiang07@syr.edu