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Diversity Alive

Southeast Area (II) of the Society for Human Resource Management

Summer, 1997



FROM THE DIRECTOR

Hola, que tal? Que pasa? Hi, how are you? What is happening? Hello and welcome to another issue of *Diversity Alive*. My name is Mauricio Velásquez and I am the Diversity Director for Area II of SHRM and Editor of *Diversity Alive*. I hope you enjoyed our Winter, 1997 issue. I have been very busy putting together our best issue to date—Summer, 1997.

How are your workplace inclusivity and diversity initiatives progressing? Time to check your progress. This issue is dedicated to organizations like yours all over the country that are attempting to create and promote more inclusive work environments. Why? Read on and it should be very clear to you. Ensuring your long term success and the lasting impact of all your diversity endeavors is our primary mission here at *Diversity Alive*. Like previous issues, this issue was designed to be duplicated. Please share whatever you find useful in this issue with your colleagues and peers.

I am very proud of this issue. Thanks to the overwhelming support of the SHRM Chapter in Puerto Rico, this issue is featuring two colors and the largest circulation ever. Thank you Puerto Rico—our major sponsor this issue!

See you in San Diego! Northern Virginia SHRM also contributed to this issue. Thanks to you also!

As Diversity Director, it is my mission to be an advocate, a messenger, an evangelist for diversity and inclusivity issues, concerns, and initiatives throughout Area II. I want to thank the Baltimore, MD (CHRA) and Louisville, KY chapters for inviting me to speak on these very important topics. I hope you enjoyed the presentations as much as I did.

I also want to thank Florida and Kentucky for inviting me to their State SHRM Conferences. I am having just too much fun! Incidentally, I have been to Louisville three times in the last ten months and on my last visit I was awarded the “Kentucky Colonel,” Kentucky’s highest honor given to a non-Kentuckian. What an experience; thank you Kentucky. By the way, I am available to speak on issues concerning diversity, gender equity (sexual harassment prevention), and mentoring. Donations for the next issue is all I ask for in compensation.

Lastly, we need to hear from you! Please send us your comments, suggestions, and submissions for our next issue. If you missed our last issue, we made *Diversity Alive* available to the whole world via the internet at Diversity Training Group’s web page <http://www.diversitydtg.com>. Over 110,000 people and their organizations have visited DTG’s web page in the last ten months. *Muchas gracias*. Thank You.

Please send me your articles about diversity initiatives in your area for the next issue of *Diversity Alive*.

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Are you an
American company
doing business
abroad, or a global
company that
happens to be based
in America?

THE AMERICAN HOUSEHOLD

implications for your employees & customers

The Census Bureau recently released their report entitled "Household and Family Characteristics," describing the American Household. As you read below, see if the data challenges everything you believe as true about the American family in the United States today. The organizations that acknowledge the changes (it is what it is) and understand these implications for their workplaces (employees) and marketplaces (customers) will surely have an edge on their competition in an increasingly competitive business climate. Let's take a look at the data and compare and contrast the data of 1995 with that of 1970 (as presented in *The Washington Post* and *USA Today* recently).

- In 1940, 90% of households were "families" (defined by Census Bureau as two or more people living together who are related by birth, marriage or adoption)
- But by 1970, the figure had fallen to 81%, and by 1995, it was down to 70%, although the rate of decline has slowed in recent years
- Increase in so-called non-family households is explained by the rise in people living alone—more than half of these "home alone" (60%) are women and most of those are elderly
- Much speculation around the plight of the "sandwich generation" may be unfounded—only 600,000 families (1995) contained children under age 18 and elderly people living in the same household

	1970	1995
Families headed by married couple	87%	78%
People per household	3.14	2.65
Households made up of married couples with children	40%	25%
Households made up of married couples with no children	30.3%	28.9%
Households made up of five or more people	1 in 5	1 in 10
Households made up of people living alone	1 in 6	1 in 4
Families headed by women with no husband present	5.6 million	12.2 million
Families headed by men with no wife present	1.2 million	3.2 million
Households in metropolitan areas	2 in 3	4 in 5
Families with no children under 18 at home	44%	51%

Source: Census Bureau NOTE: a household is defined as an individual or group of people who occupy a housing unit; a family is a group of two or more people, one of whom is the householder, living together and related by birth, marriage or adoption

What is happening?

- Proportion of people living alone has plateaued (had risen rapidly since 1970) with solos only 9% of 1950 population
- Steady decrease in family size over recent decades has slowed
- Massive baby boom generation is aging
- Reversal in the rate of babies born to unmarried mothers (recently reported by the National Center for Health Statistics). Rate declined for the first time in nearly 20 years, fallen 4% since 1994
- Census Bureau had previously predicted half of couples marrying would eventually divorce; in recent years lowered that projection to four in 10
- 78% or a vast majority of American families are still headed by married couples
- While married-couple families grew by 20% since 1970, the number of female-headed families increased by 122%

Conclusions

The "typical family" is a myth or an illusion. If you don't acknowledge the powerful demographic trends at play in the workplace or marketplace, your assumptions will not serve you well. The decline of the traditional two-parent family appears likely to continue, a trend that has social, moral, marketing, and financial implications.

If you are in human resources and you are trying to create a more inclusive work environment, one that is more productive and motivating for your employees, you must study these demographics changes. Understanding these implications for your hiring and retention of talent efforts, is paramount to the long-term success of your organization.

If you are in marketing and sales, does this data present any questions or concerns for the way you conduct business. Take a look at your ongoing status quo marketing and sales initiatives. The traditional family cannot be reached with traditional marketing because the traditional family does not exist. Your hit-or-miss marketing and advertising efforts are missing. **DA**

MAKING A BUSINESS CASE FOR DIVERSITY

You are not looking at diversity training because it is the right thing to do. You are looking at diversity training because your business, your customers (internal—employees, external—your customers) demand it. Corporate diversity efforts are about money, business, and the bottom-line. If you disagree, we have to talk. I am not saying that the moral and social reasons for conducting diversity training are not important. What I am saying is that my clients are doing this work because it saves them money, helps them retain good people and meet (hopefully exceed) the expectations of their existing customers and win new ones (multicultural marketing—valuing the diversity of your customers).

Here are some preliminary questions you should be asking your employees

- What does diversity mean to you?
- How do you define success here at our organization?
- Are you successful?
- What are our strengths as an organization with respect to diversity? What are we doing well?
- What could be improved?
- What are your expectations for diversity initiatives and activities that promote a more inclusive work environment?
- What are the professional benefits to you? (organizational benefits)
- What are the personal benefits to you?
- Anything else you would like to add? (Concerns)

What follows are examples of information you need to gather and consider when assessing where your corporate culture is today and where it needs to be in the future. What do your situation, your issues, and your corporate culture tell you about your organization? This is data you can gather and study to gauge where the organization is today.

Exit Interviews—Why are people leaving? What are they saying? Who is leaving and who is not?

Attitude Surveys—Have you conducted any attitude surveys in the last year or in the last several years? What did these surveys tell you? What are people saying? Perception is power.

Customer Surveys—What do your customers say about you (most recently and over time)? What do they say about your marketing, sales, and customer retention efforts?

Hiring—Who are you hiring and who are you not hiring? Do you employ structured group interviews? If you are doing the hiring through person-to-person interviews (one-on-one interviews), are you getting more people who look just like you or “remind me of me?” What is your definition of the “best” candidate?

Attrition Rate—What are the attrition rates of women and minorities as compared to other groups? At what rate are different groups of people entering your workforce (attrition v. recruitment rate)? How does it compare across men, women, race, etc.? Look at data over time; is it improving?

Cost of turnover and lost training dollars—(total training budget ÷ number of employees = average training per employee) + (recruitment costs ÷ new hires = recruitment costs per new hire) = total cost of turnover (then break down by EEO-1 category).

Your Demographics—What does your organization look like today versus five and ten years ago (EEO-1 reports, compare data and look for trends)? What are your projections for the future?

Customer Demographics—Does your customer look different today versus five and ten years ago? (This may be difficult, but can you get your hands on the demographic data of your customers? Compare with your internal labor demographic data). Do you resemble the community you serve? Do you resemble your customers? (Superimpose customer data over employee data). Do gaps exist?

Talent Pool, High Potentials—Who are the future managers and leaders in your organization. Who aren't they? Do you have a fully-inclusive formal mentoring program? Or, like most organizations, is your mentoring conducted informally, and typically excludes certain groups of individuals.

If you don't resemble the community you serve, how can you begin to provide a high level of customer service to this community? Customer service is about delighting your customers and being able to anticipate their needs. Are your customers (internal and external) strangers to you; how do you treat strangers? If your customers are different from you and they feel that way, you will begin to lose them because your customers will go where they are valued, understood, and well served. They will not stay where they are made to feel different, uncomfortable, or unwanted.

Don't tell me you can't get this data. Don't tell me you don't have the time. Make the time. Find an intern to do it. Form an ad-hoc diversity team or steering committee of employees representative of the whole organization and delegate these tasks. Without this data, you can't make a serious business case for instituting diversity training and other corporate-wide initiatives to create and promote a more inclusive work environment in your organization. The cost of not doing this work, of ignoring these issues, is too great. Just take a look in the newspaper.

My whole approach to corporate diversity and inclusivity efforts is to help you (the employer, the client) discover what it is you don't know you don't know is going on in your employee ranks. Do they feel valued; do they feel they can participate; are they fully integrated into your organization? We must determine what barriers exist to allowing your employees to feel included, satisfied, and productive in your organization. **DA**



Top 10 Reasons Diversity Training Fails

1. Diversity training is coming out of the Affirmative Action/ Equal Opportunity Office. This is the kiss of death. I don't work with these organizations. Diversity training must come from the whole organization through a diversity steering committee made up of employees from a representative cross-section of the organization. Don't give the EEO/AA backlash camp ammunition for their resistance.
2. Diversity training is being done because it is the right thing or moral thing to do. The organization does not understand the connection between diversity and the bottom line. I want to emphasize that these are good and valid reasons but in corporate America, make the business case for diversity training first. (This welfare approach to diversity training plays into the hands of those arguing the EEO/AA argument—backlash).
3. Training is all the organization is doing. The organization is not reviewing or scrutinizing its hiring, promotion, leadership development, and business practices. Do you have a formal, inclusive mentoring program in place? Are you a homogenous company (senior and upper management) marketing and selling to a heterogeneous or diverse marketplace? Or, will a heterogeneous company (your competitor) understand and anticipate the needs of your heterogeneous or diverse marketplace more effectively than you and your homogeneous company?
4. The diversity training has management's support (they will provide the resources), but not their commitment (management or senior management in particular, does not attend training, does not "walk the talk", i.e., Texaco). Management's lack of participation is all the evidence the rest of the organization needs to resist the training and consider it the next fad. They will wait and "it will pass."
5. The training being conducted is "off-the-shelf" and not custom designed to meet the unique needs of the particular organization. Participants in the generic workshop are heard asking themselves, "What does this have to do with me?" The training fails because participants were not engaged, not interested, and did not find the training practical, pertinent, and compelling.
6. Training is being developed and lead solely by external diversity consultants and trainers. The training is thus the consultant's program and not the program developed by the employees of the organization for the organization. No ownership or buy-in is solicited and thus none is secured and the program perishes. The external diversity trainer is the fall guy.

7. Diversity training was designed and developed without a formal needs analysis or diagnosis of the organization. Who was in the ivory tower that developed this program? Your program was developed by someone who doesn't even work with you or at your company. What did they know?
8. Your diversity training program is awareness-based but provides no skills, no practical, hands-on, everyday tools (what I call a diversity "skill/tool kit" has not been developed). People are heard saying, "This was great but now what? What am I supposed to do now? I go back to my workplace tomorrow."
9. Internal resources are not developed and encouraged, i.e., internal diversity change agents, facilitators, and an internal resource center and/or office. You haven't formed an internal diversity steering committee and you haven't trained and developed internal change agents to keep the firing burning, or continue the work once the external diversity trainer has moved on.
10. Your diversity training had no formal follow-up—many of the action items had no owners and no one revisited the training. Training alone is not the cure-all panacea. You need internally-driven initiatives supported by senior management commitment and on-going attention and training.

Top 10 Reasons Diversity Training Succeed

Successful diversity training....

1. ... is developed through a partnership of internal employees (diversity steering committee) and an external subject matter expert (diversity consultant and trainer).
2. ... has a senior-level advocate or champion. The champion of the internal diversity steering committee is the President and/or CEO of your organization. He/she participated in workshops where all of the diversity training consultant candidates you considered to hire were asked to present and train. You test drove all of the diversity training contractors and picked the best trainer—not the one that looked best on paper.
3. ... is supported by sound research. Your organization is presenting the business rationale, the bottom-line results of doing this work. The costs of not doing this work are also presented. Your company is doing this work because its future, market share, retention of talent, and performance depend on understanding and anticipating the needs of an increasingly diverse workplace and marketplace.
4. ... occurs in a supportive corporate culture—one that reflects an ongoing commitment to continuous learning. You may have a resource center where books, articles, and other support and educational material are available. Now, you can even find CD-rom training programs for individual or small group learning. Multicultural calendars are made available to everyone, possibly through your intranet.

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As you read below keep in mind many of these awards do not include legal fees, tarnished corporate and brand image, lost revenues due to boycott(s) and the loss of good talent and the inability to attract new talent.

AWARDS

Sexual Harassment

- Federal judge in Dallas awards former personnel recruiter for Waffle House Inc. \$8.1 million (1997).
- Trial court judge awards almost \$2 million to three female employees of California men's prison (1997).
- In 1994, Baker & McKenzie law firm paid \$7.1 million in punitive damages to a former secretary.

Glass Ceiling Review of Women's Pay

- Novell's WordPerfect pays \$95,000 in back pay and salary adjustment to one minority and four women managers (1994).

Sex Discrimination

- Discrimination in promotion policies: **Texaco** paid a \$20.5 million award to a female manager. Of its 54,000 employees in supervisory level positions or above, only 4 were women at the time (1991).

Racially Hostile Working Environment

- In 1996, **J.C. Penney**, Seattle, WA paid \$1 million for perpetuating a racially hostile working environment.

CLASS ACTIONS

Home Depot EEOC seeks to intervene in sex bias suit against Home Depot Inc. by four women at two Louisiana stores. Women also seek, but have yet to be granted, class certification. The case could involve 22,000 female workers at 350 stores in 17 Eastern states as of Sept. 1996. Two potential lawsuits—one East and one West of Mississippi (one based in San Francisco, CA and one in MS.) '97

Texaco No objections to settlement of race discrimination class action against Texaco Corp. are stated at final fairness hearing, clearing way for federal judge's expected approval of landmark \$172 million pact (\$32 million set aside for diversity training and don't forget stock dip) '97.

Merrill Lynch & Co. Lawsuit alleging widespread sex, wage, and pregnancy bias against New York-based brokerage firm is amended to include class claims. '97

United Parcel Service EEOC suit in California alleges that UPS violates ADA by denying individuals with vision in one eye positions as drivers and mechanics. '97

Honeywell Honeywell Inc. agreed to pay \$6.5 million to remedy Labor Dept. charges that it discriminated against 6,000 female employees between 1972 and 1977. The company will also pay back wages totaling \$3.54 million to the women, who allegedly endured discrimination in promotions in job assignments at factories in the Minn.-St. Paul, MN area. Honeywell will also spend \$3 million on diversity programs (1994).

Lucky Stores In 1993, a sex discrimination class action suit, \$75 million in damages and an additional \$20 million in affirmative action programs for female employees was levied against Lucky Stores.

State Farm Insurance Class action discrimination suit, \$157 million for deliberately not hiring female agents throughout California in 1992.

MORE AWARDS/OTHERS

- **Avis**, alleged discrimination against Jewish and Black customers in two franchise operations.
- **Circuit City** awards two black employees nearly \$300,000 in damages for a pattern of intentional race discrimination at the corporate HQ. Not a class action, it has opened the way for 1,800 black workers to sue the company.
- **Wal-Mart Stores** in 1995 had \$50 million verdict (punitive damages) reduced to \$5 million for a victim of sexual harassment.
- **Kodak** paid 3 former account representatives \$752,202 each in connection with a sexual harassment lawsuit.
- **Domino's** ordered to pay \$237,858 to harassed men.
- Others in the news - Denny's, Mitsubishi, PEPCO, R.R. Donnelley & Sons, Smith Barney

FINAL COMMENTS

Regardless of your intentions as an organization, what is the impact on your employees of your policies, procedures, and

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National Litigious Environment (continued)

actions (or lack thereof)? Do you have an inclusive or exclusive work environment?

Don't worry about experiencing resistance or skepticism when training your managers, supervisors, and employees about workplace inclusivity. Worry more about not training your people and having them all stay with your organization. Cynicism destroys organizations.

Just because you ignore certain issues, it does not mean they will go away—sometimes these issues resurface with a vengeance.

It was reported in the New York Times (Jan. 7, 1997) that Texaco has contracted with a public relations firm to refurbish its public image, at an estimated cost of \$40 million worldwide.

Lastly, it is much more cost effective and productive to be proactive than to be reactive as an organization. What are you waiting for? What is your organization waiting for? **DA**

Success vs. Failure (continued)

5. ... is "skill-based." All diversity training is awareness based. When you actually develop a set of skills or tools for your diversity skill/tool kit, you can be successful.
6. ... ensures transfer of skill from the training room to the workplace. Diversity training educates and empowers all employees with new skills and tools. DTG is the first diversity training firm in the country to develop bookmarks, mouse pads, and screen savers loaded with new diversity skills and distributed to employees after training to ensure skills are available and used.
7. ... is not dependent on a "savior." Do not rely on one person (diversity trainer or manager of diversity) to save the organization. A steering committee representing the whole organization must champion all of the initiatives creating and promoting a more inclusive work environment.

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1. A distinguished Hispanic executive hands you a business card that looks like this: Miguel Eduardo Cela y Banderas. You should call him:
A. Señor Eduardo
B. Señor Cela
C. Señor Banderas
D. Señor y
 2. The current ruler of Saudi Arabia is King Fahd bin Abdul Aziz al-Saud. What was his father's name?
A. Fahd
B. Bin
C. Abdul Aziz
 3. True or False: The king mentioned in #2 is addressed as "King Fahd."
 4. You are introduced to a French executive who states his name as "Robert, Pierre." What do you do?
A. Apologize for not speaking French, and ask him if his last name is Robert or Pierre
B. State your last name
C. Avoid the firm US-style grip when you shake hands
D. All of the above
 5. Your friend, a Russian Jew named Fyodor Nikolaievich Medvedev, follows many Russian traditions. The polite but informal way you address him is:
A. Fyodor Medvedev
B. Teddy
C. Fyodor Nikolaievich
 6. Match the correct formal and informal forms of the pronoun "you" with their languages.
A. Spanish 1. "Sie" and "Du"
B. French 2. "Ud." and "Tú"
C. German 3. "Vous" and "Tú"
 7. You are about to give a speech in Germany. Dr. Hans Schmidt, the moderator, is a personal friend. Before you launch into your presentation, you say:
A. "Thank you, Hans, for the complimentary introduction."
B. "Thank you, Herr Doktor Schmidt, for that kind introduction."
C. "Thank you, Herr Schmidt, for that complimentary introduction."
D. "Thanks, Schmitt!"
 8. Many Hong Kong Chinese have relocated to Western Canada, Australia, and other countries because Hong Kong will no longer be a British Colony after 1997. True or False: There are approximately 400 different Chinese surnames.
 9. Chang Wu Jiang, president of a Hong Kong multinational, meets you in Vancouver, his new headquarters. You know that Chinese names include a family name, a generational name, and a given name. So you say, "It is a great pleasure to meet you, President Chang." He reacts by:
A. Nodding and extending his hand
B. Applauding your phenomenal knowledge of Chinese name order
C. Grimacing and directing his assistants to show you the door
 10. Americans are always asking total strangers to use their first names or nicknames. For example, during the 1992 presidential campaign, the winning party used this ditty urging voters to feel comfortable with the vice-presidential candidate:
A. "You Can Call Me Al"
B. "Danny Boy"
C. "My boy Bill"
- Source for #1-10: Terri Morrison & Wayne A. Conaway, Adams Media Corporation, *Kiss, Bow or Shake Hands* ISBN: 1-55850-444-3
11. In Arab and Latin American Countries, it is a good idea to openly admire someone else's possessions. True or False
 12. Russians are likely to ignore correspondence from strangers. True or False
 13. In the U.K., to "table" a discussion or subject has the same meaning as in the U.S. True or False
 14. In Latin America, an abrazo between two male friends is an acceptable and common greeting. True or False
 15. When working abroad, business cards and stationery should include professional degrees and titles. True or False
 16. In China, a clock is considered an appropriate business gift. True or False
 17. In Mexico, you will need a notary public to incorporate your enterprise. True or False
 18. Latins and Arabs view punctuality in appointments as an important part of business dealings. True or False
 19. A porteño or porteña is a person from Quito, Ecuador. True or False
 20. A Bogotano is somebody from Bogota, Colombia. True or False
- Source for #11-20: Cultural Awareness Internat'l, Priscilla Montana, Pres., 4560 Belfort Pl, Dallas, TX 75205
- For answers to the Global Diversity Quiz, please send your name, address, and \$5.00 which will be contributed to the next issue of *Diversity Alive*.

BEST PRACTICES CHECKLIST

- √ Do you have a workplace inclusivity strategic plan?
- √ Do you have formal policies and procedures in place for promoting your inclusive work environment?
- √ Have you made the business case for all of your diversity initiatives? Have you done your research—internal and external customer data? (See article in this issue)
- √ Do you have a workplace inclusivity/diversity advisory or steering committee (ad-hoc employee group)?
- √ Do you conduct structured group interviews for open management positions?
- √ Do you have a formal, fully-inclusive mentoring program?
- √ Are you attempting to diversify your recruiting pool while maintaining high standards?
- √ Are you conducting diversity training for managers, supervisors, and employees?
- √ Have you completed sexual harassment prevention training for all of your employees?
- √ Do you offer more advanced courses in gender communications, problem-solving, and conflict management for diverse employees?
- √ Have you developed an in-house diversity resource center complete with books, videos, newsletter, and other educational materials like multicultural calendars and made all of this available to your employees?
- √ Are you acknowledging and celebrating the diversity within your employment ranks before attempting to value and manage your diversity? (events, activities, etc.)

What are you and your organization doing? What is working? Share your successes and what you learned from your failures. Seek credit for your organization or submit anonymously. I guarantee confidentiality if you desire it. **DA**

Thank You San Juan Puerto Rico SHRM for your support in producing this issue of Diversity Alive!

Diversity Alive

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Success vs. Failure (continued)

8. ... does not occur in a vacuum. Supported by other initiatives and activities. Training alone is not the cure-all. Formal mentoring programs that include and encourage all employees to participate (unlike informal mentoring that excludes certain groups of employees) is another potential diversity initiative. Many organizations are going to structured group interviews to stop the cloning and homogenization of the management and leadership ranks.
9. ... is thoroughly planned, implemented, and measured for impact on the organization.
10. ... takes on a life of its own. Employees are fired up and asked to participate to carry the torch forward. Employees are encouraged to get involved and develop and lead brown-bag discussions, mini-training, and other activities. A formal diversity learning center is established. Such a center has books, videos, audiotapes and other learning material (including CD-rom training) available for all employees when and if they need such assistance. There is an ongoing and continuous commitment to creating and promoting a more inclusive work environment that values our differences. **DA**

GOOD READS



The following are fun and interesting reading for everyone. If, however, you are a multinational (global) company, these are **MUST READS** for your people going abroad!

Dresser, Norrine. *Multicultural Manners—New Rules of Etiquette for a Changing Society*. John Wiley & Sons, Inc., 1996.

Morrison, Terri, Conaway, Wayne A., Borden, George A., Ph.D. *Kiss, Bow, or Shake Hands—How to Do Business in Sixty Countries*. Adams Media Corporation, 1994.

Janet Parker, SPHR, Alabama
 Ruby Weathersbee, North Carolina
 Jan Brown, District of Columbia
 Margarita Flores, Puerto Rico
 Donna Horkey, Florida
 Richard Milsap, South Carolina
 Elizabeth Congleton, SPHR, Georgia
 Kathey Starkey, SPHR, Tennessee
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