



governmentattic.org

"Rummaging in the government's attic"

Description of document: Equal Employment Opportunity Commission (EEOC)
Office of Communications & Legislative Affairs
Communications (OCLA) Handbook: A Guide to Media Relations, 2007

Requested date: 05-October-2017

Released date: 09-November-2017

Posted date: 20-November-2017

Source of document: FOIA Request
U.S. Equal Employment Opportunity Commission
131 M Street, NE
Washington, DC 20507
Email: FOIA@eeoc.gov
Fax: 202/663-4679

The governmentattic.org web site ("the site") is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Office of Legal Counsel

131 M St, N. E., Fifth Floor
Washington, D. C. 20507
Toll Free: (877)-869-1802
TTY (202) 663-7026
FAX (202) 653-6034
Website: www.eeoc.gov

November 9, 2017

Re: FOIA No.: 820-2018-000016 (Talking Points and Communications Handbook)

Your Freedom of Information Act (FOIA) request, received on October 05, 2017, is processed. Our search began on October 10, 2017. All agency records in creation as of October 10, 2017 are within the scope of EEOC's search for responsive records. The paragraph(s) checked below apply.

☒ Your request is granted.

☒ You may contact the EEOC FOIA Public Liaison for further assistance or to discuss any aspect of your request. In addition, you may contact the Office of Government Information Services (OGIS) to inquire about the FOIA mediation services they offer.

The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, email at ogis@nara.gov; telephone at (202) 741-5770; toll free 1-877-684-6448; or facsimile at (202)741-5769.

The contact information for the FOIA Public Liaison: (see contact information in the above letterhead or under signature line).

☐ If you are not satisfied with the response to this request, you may administratively appeal in writing. Your appeal must be postmarked or electronically transmitted in 90 days from receipt of this letter to the Office of Legal Counsel, FOIA Programs, Equal Employment Opportunity Commission, 131 M Street, NE, 5NW02E, Washington, D.C. 20507, or by fax to (202) 653-6034, or by email to FOIA@eeoc.gov. <https://publicportalfoiapaal.eeoc.gov/palMain.aspx>. Your appeal will be governed by 29 C.F.R. § 1610.11.

☒ See the attached Comments page for further information.

Sincerely,

/s/ Sdgarner

Stephanie D. Garner
Assistant Legal Counsel
(202) 663-4634
FOIA@eeoc.gov

Re: FOIA No.: 820-2018-000016

Comments

This is in response to your Freedom of Information Act FOIA request. You request a copy of the Talking Points and the Communications Handbook from EEOC's InSite Internal website. Your request is granted.

Attached for your review is the Communications Handbook – A Guide to Media Relations (September 2007) (36 pages). Talking points were provided to you in FOIA No. 820-2017-002659, determination dated October 4, 2017.

This response was prepared by Tracy L. Smalls, Government Information Specialist, who may be reached at 202-663-4331.



COMMUNICATIONS HANDBOOK

A Guide to Media Relations

*Office of Communications & Legislative Affairs
Sept. 2007*

OFFICE OF COMMUNICATIONS & LEGISLATIVE AFFAIRS

HANDBOOK

I. Communications Division

A. Introduction

B. Tools of the Trade

1. Branding
2. Press Kits

C. Making News

1. Talking to Reporters
2. News Conferences
3. Writing News Releases
4. Issuing News Releases

D. Outreach

1. Fostering Media Relationships
2. Editorial Boards
3. Letters to the Editor
4. Media from Diverse Communities
5. Speeches and Speechwriting
6. Exhibits

E. Internal Communications

1. The Mission
2. News Clips

F. Appendices

1. Glossary of Media Terms
2. Sample News Releases

II. Legislative Affairs Division

COMMUNICATIONS DIVISION

I. A. INTRODUCTION

The Office of Communications and Legislative Affairs (OCLA) is pleased to provide headquarters and field staff with this updated Communications Handbook, designed to serve as a reference tool for all types of media matters.

Since the last media handbook was issued in 1988, the news media has evolved dramatically, driven largely by technology and demographics. These changes present a wealth of opportunities – and challenges -- for conveying our message.

The advent of the 24/7 news cycle and the Internet and the explosive growth of cable TV have accelerated the pace and the volume of news. The growth of ethnic populations has shifted the media's focus as they press for access to more consumers. The audience for ethnic and foreign language media ("new media") is growing rapidly, while mainstream English-language news organizations ("old media") are shrinking in readership and viewership, according to recent journalism industry reports and surveys.

To maximize our impact in today's news climate, we must be quicker, more proactive and strategic, and we must coordinate better. Seeking out media opportunities with ethnic, foreign-language and "minority" news outlets must become a staple of the Commission's overall media relations, to better reach underserved communities and diverse stakeholder groups.

While we're confident this handbook will help you leverage the various tools in our shed, OCLA always encourages you to contact us whenever you need media assistance or simply have a question or concern. You should consider OCLA as your "media consultant". By working together, we will shine a brighter light on our noble mission.

I. B TOOLS OF THE TRADE

1. BRANDING

"Branding," a marketing term, essentially means establishing an identity that must be constantly and consistently reinforced. As the popular online encyclopedia Wikipedia defines it:

In marketing, a brand is the symbolic embodiment of all the information connected with a company, product or service. A brand typically includes a name, logo, and other visual elements such as images, fonts, color schemes, or symbols. It also encompasses the set of expectations associated with a product or service that typically arise in the minds of people, including employees of the brand owner, people involved with distribution, sale or supply of the product or service, and ultimately consumers.

The EEOC also has a brand and an identity which encompasses our physical presence throughout the nation: our strategies and tactics on law enforcement, outreach and education; our programs and practices and our relationships with our stakeholders. We, too, must constantly reinforce our brand through uniform and consistent marketing and communication.

News releases offer a prime example of branding – and a prime opportunity. The EEOC issues some 1,000 news releases each year from its Washington headquarters and 53 field offices. Currently, most field offices use individually designed news release letterhead with varying fonts, headlines, subheads, some with multi-colored stripes and shading, which bear little resemblance to each other or to headquarters releases. Writing styles, tone, and the number of quotes in a release also vary by office.

By making news releases uniform in style and format throughout the EEOC, we further the image of a national agency, enhancing our presence and our identity. The sections in this handbook on news releases offer useful guidelines on uniform format and style.

Within news releases and other communications, core messaging should also be uniform, stressing law enforcement, outreach and education. Tone is also crucial, and should vary as a function of substance. That is, for example, the tone of a news release on a court victory should be stronger than on a settlement in which the company pledged to prevent future missteps.

While branding might seem a corporate concept, other government agencies have also recognized its importance. The Federal Aviation Administration in September 2005 established a "Branding Identity Program". The FAA "has not received proper credit for all the good work it does in so many areas because it does not have a strong brand identity," Administrator Marion Blakey noted, according to *The Washington Post*.

In short, EEOC branding creates a strong and consistent agency presence, which increases our visibility, enhances our credibility, and improves our effectiveness as an enforcement agency.

2. PRESS KITS

OCLA provides press kits for conferences, meetings, major public announcements or other events that media representatives attend. Press kits should contain information on the subject at issue, such as current and prior news releases, relevant statistics and news clips, along with general information about the Commission. If a guidance or report is being highlighted, a copy of that document should also be included in the kit. For uniformity, please use the standard press kit cover and Commission logo.

Press kits may also include, as appropriate:

- Commissioners' biographies;
- All fact sheets highlighting discriminatory bases that EEOC enforces, including fact sheets that have been translated into languages other than English;

- The pamphlet “Filing a Charge of Employment Discrimination”; and
- The booklet “Federal Laws Prohibiting Employment Discrimination: Questions and Answers”

I. C MAKING NEWS

1. TALKING TO REPORTERS

General Rules for Interviews

- Assume every conversation you have with a reporter is “on the record” (unless otherwise indicated) and that everything you say may end up on the front page of the next day’s newspaper or on the local evening news. A general rule of thumb is: *if in doubt, leave it out!* If you prefer to speak “off the record” or “not for attribution” you must tell the reporter at the start of the conversation or prior to divulging information you don’t want attributed to you by name and title. Before proceeding, make sure that you and the reporter understand and agree on the rules.

On the Record: Whatever you say may be attributed to you by name.

Off the Record: Whatever you say may not be attributed to you at all (the reporter is able to use the information if it is confirmed by and attributed to other sources).

Not for Attribution: Whatever you say may be attributed to you, but not by name. Attribution may include terms such as “an EEOC official” or “an agency spokesperson” or simply “a government official”.

- Always return a reporter’s telephone call the same day. Even if you have no information for the reporter, or cannot comment on the story, a call back to advise the reporter will avoid a printed statement such as “the EEOC did not return a call for comment,” and will help forge a good working relationship. Courtesy counts and professionalism goes a long way.
- Always tell the truth to a reporter. It is unethical to lie in the course of your duties as a government employee. Lying or misrepresenting the facts risks losing not only your own credibility, but also that of the Commission. Reporters are taught to verify information with several sources.
- Remember, you do not have to comment on everything. If you have no comment, tell the reporter. It is the reporter’s job to try to obtain a comment from you. No matter how persistent the reporter, do not comment if you believe you should not comment.
- Explain the confidentiality aspects of charges being processed, when appropriate. Once the law is explained, a good reporter will not ask you to violate it. Moreover, rather than printing “no comment,” the reporter will usually write that you or the agency are prohibited from

commenting by law – which is how you should explain it to them when questioned about a charge filing, investigation, or finding.

- Take time to explain processes and procedures to reporters when appropriate. Reporters who cover the EEOC also cover other news beats. For that reason, they may not be as well informed about the EEOC as they could be. The time spent in explanations should pay off in a more accurate story.
- Offer to call a reporter back with a response if you don't know the answer to a question, but can find out with reasonable effort. It is better to give an accurate response than an immediate one. Remember to ask the reporter's deadline, and meet it, if you arrange to call back.

Broadcast Interviews

a. Live v. Taped Interviews

- When giving a broadcast interview, it's vital to know whether the session will be aired live or taped, because each form offers advantages and disadvantages and demands different tactics.
- Live interviews guarantee that what you say will be aired in your own words, unedited and uncut. But you will have to respond promptly to questions, and you will not have a chance to retract or rephrase.
- When giving a live interview, be especially careful in choosing your words.
- Taped interviews give you a chance to redo a statement; generally, correspondents will allow you to begin again if you're unhappy with your response. But producers will edit your comments and may cut some or all of them, or run a remark out of context.
- When giving a taped interview, do not feel pressured to respond immediately to questions. Take as long as you need to formulate your best response; a station will not air your silence. For a taped interview, also try to give a few good "sound bites" – short, punchy phrases that capture your view – because those are all that may air.

b. Procedures for Broadcast Interviews

- Agree to the angle/focus of the interview prior to conducting it. You can/should request a pre-interview phone call for TV and radio interviews. You can even request advance questions, though some reporters will decline to provide them.
- If there is no pre-interview, then provide background information to the journalist before the interview as a preface to the points you plan on making, to help deflect negative/loading questions in advance, and set the stage to present your case.

- If questions are not provided in advance, think about likely questions you may be asked, especially hardball questions, and the answers. What points and counter-points do you want to make? What headline do you want coming out of it?
- Draft talking points with two or three major points (putting your points down on paper will help you remember the points, serve as a reference during/after the interview and enhance your focus).
- Gather statistics and/or anecdotes (proof points) to support your talking points.
 - *Talking Point:* The EEOC is making strong efforts on outreach and education.
 - *Proof Point:* The EEOC conducted a record 5,628 outreach, education and technical assistance events nationwide, reaching more than 300,000 people. Approximately 1,000 events were held under the Youth@Work Initiative to promote positive first work experiences for young adults. Other national outreach efforts included the Freedom to Compete Initiative and the New Freedom Initiative, and programs focused on EEOC-enforced laws, mediation, and small business.
- If possible, do a little research on the reporter to better understand his interviewing style.
- Practice, practice, practice. If time permits, rehearse your answers and do a mock interview with a co-worker or colleague.
- You are in control of the interview. Don't let the reporter dictate the agenda. Deflect questions you don't want to answer by reiterating your main points (repetition is the key). If you don't want to answer a loaded question directly, respond with a deflecting statement, such as those listed below, then repeat your talking points.
 - * "Let's look at this issue from a broader perspective..."
 - * "There is an equally important concern..."
 - * "Let's not forget the underlying problem..."
 - * "That point may have some validity, however..."
- Keep in mind that you can/should ask that a question be restated if unclear. You can also give your answer a second time (and that answer should be used) – as new thoughts and points may surface as the interview progresses. To repeat or expand on an answer already given, use some of the following phrases:
 - * "In addition to what I noted before..."
 - * "Let me provide a more complete response..."
 - * "Please scratch what I said earlier, what I meant was..."
 - * "Let's go over your second question again. I want to point out that. . ."

2. NEWS CONFERENCES

You should consider holding a news conference (also called a press conference or a “presser”) if you are announcing the filing or settlement of a lawsuit that is anticipated to have a national impact or a significant impact at the state or local level. The case should meet one or more of the following criteria:

- * A multi-million dollar settlement;
- * The respondent is a national or international employer with widespread name recognition;
- * The case involves a novel legal issue that is rarely litigated by the Commission; or
- * The case involves a favorable jury verdict or appeals ruling.

You might also consider holding news conferences, when appropriate, for outreach and educational issues. For example, if your office is partnering with a local community group or stakeholder to address a specific issue, or presenting or receiving an EEO-related award.

Procedures

- If you believe a news conference is warranted, contact OCLA to discuss it before taking any action – time permitting. As a follow-up to the conversation, send a short memo to OCLA summarizing/outlining the following:
 - * Reasons for holding the news conference;
 - * What you hope to accomplish through it;
 - * Pros and cons (especially hot button issues, Congressional interest, etc.);
 - * Timing and logistics (where, when, how);
 - * Related issues of interest or concern.
- OCLA will review this information, advise the Office of the Chair and seek the Chair’s input. At this point the Chair may wish to convene a conference call with field office and HQ staff about the specific issues involved.
- If the Chair decides to participate in a news conference, you should be prepared to brief her/him and provide talking points.
- In addition to EEOC staff, news conferences on EEOC litigation should include the charging parties (CPs) and their counsel, as appropriate.
- If the CPs agree to participate, staff attorneys should prep them for the event by assisting in drafting and practicing their remarks and reviewing potential questions and answers from reporters.
- If the CPs and their attorneys are not available or decline to participate, then consider including outside advocacy and stakeholder groups that support the CP’s position and can speak about the issue involved.

- During the event, EEOC officials should pay special attention to speaking in plain language. Try to avoid bureaucratic or legalistic terms and references. Your remarks should make sense to the average person without having to explain them.
- Always consider visuals and photo opportunities. The setting is important, especially for the electronic media (TV news) and photographers. Often, if there are not good visuals, the TV news won't air a story. Conversely, great visuals often guarantee coverage.
- Try to have an interesting or unique backdrop or setting (steps of the court house, CPs in background, props, etc.). For example, if the settlement is on behalf of police or firefighters, you should consider having uniformed officers standing on the stage behind the podium.
- The news conference should take place in the late morning or early afternoon (the earlier the better) at your office, a federal building, hotel, or neutral location.
- Issue a media advisory announcing the news conference two to five days prior to the event -- and never later than the day before. Follow-up phone calls should be placed to reporters after sending out the media advisory and the day before the event.
- Use the following check list for news conferences and news briefings:
 - Audio Visuals/PowerPoint, VCR
 - Participant Identification – name tags, seating cards
 - Conference Room – reserve space, room set up evening prior
 - Refreshments
 - Press Advisory – at least 24 hours prior to event.
 - Witness Prep
 - Participant Materials – press kits, folders, pens, pencils
 - Digital Camera
 - Notification of Reception Area – participant list
 - Signage – addition to standing sign at the door
 - Memo to staff – notify of event.
 - Special Needs – ensure event is accessible for persons with disabilities
 - Sign-in sheet for press

3. WRITING NEWS RELEASES

News releases, also called press releases, are issued to publicize litigation victories, settlements reached after the filing of a civil action, major outreach events, and issuance of new initiatives and guidance, to name just a few. In the Appendix, you will find examples of several different types of releases that can be used as models.

In drafting a news release, we advise using the Associated Press (AP) Stylebook. Most newspapers observe it strictly; if you do likewise, you'll have a better chance of having your material picked up. The book may be purchased online from the AP and at some bookstores. The following are the elements that every news release should contain.

Procedural Matters

- All news releases should be sent to Headquarters in MS Word format.
- News releases need to be reviewed and approved by OCLA. We should receive the draft release 48 hours before its projected release.

Sometimes we can do (and often have done) a very quick turnaround, but if we're swamped with a lot of draft releases and/or any number of other projects at OCLA, the return of your release may be delayed, especially if we need additional information on the case and have trouble getting in touch with you to obtain it.

- When it's time to issue the final news release to the news media, make sure that the final, official version – the one that OCLA has reviewed and approved – is the one that goes out.
- OCLA must get the final release no later than simultaneously with issuance to the news media, and preferably before that. Even though we reviewed and approved it, we need to know when it goes out for several reasons: 1) to anticipate press calls and possibly inform other HQ officials; 2) to place it in the news clips the following day with news articles; 3) to promptly post on InSite; and, importantly, 4) to assist you with dissemination and/or posting on www.eeoc.gov if the release may draw national media interest.
- OCLA needs all final news releases SENT BY E-MAIL. This is critical to correct formatting errors and typos that may inadvertently appear. We also maintain the electronic field news release files and send the releases to InSite.

The Masthead

- Don't have too much space and too many lines taken up by names and titles on the masthead. It is neither necessary nor advisable to list more than two contacts. If you feel it necessary to include a great many names, then place titles after names, not below them, and/or put blocks of contact info next to each other rather than underneath each other.
- The contacts should be available on the day the news release is issued and expect calls from reporters.
- Try to list a cell phone as well so reporters aren't left high and dry after hours. Better for us to help them get it right during the writing/editing process than have to correct it after publication.

- Include at least one working and monitored TTY number for the hearing-impaired. Its omission looks especially bad in a release about an ADA matter.

The Headline

- Type Size: Times New Roman, 16- or 18-point, bolded. You may decrease the point size if necessary to squeeze essential information onto one or two lines.
- No underlining.
- It's usually more attention-grabbing to lead with the alleged offenses rather than the fact that the Commission is suing a company. For example: "Les Schwab Tire Centers Exclude Women from Management, EEOC Charges in Sex Suit". Or, if the headline mentions the suit, it's better to have the respondent be the subject of the headline rather than "EEOC SUES..." For example: "Walgreens Sued for Job Bias Against Blacks". (This is an exception to the rule that the active voice is preferable to the passive.)
- Keep the headline to a maximum of two lines; go to three lines only when absolutely necessary.

The Subhead

A subhead isn't mandatory, but it's usually useful to supply a little more key information to keep people reading.

Place the subhead directly underneath the headline, in 12- or 13-point italics, bolded, without asterisks.

The Dateline

The dateline (which means the place the story originated, not the date) should be with the city in all caps, and, if necessary, the state abbreviation with initial capital letter only, e.g. NASHVILLE, Tenn. The AP style guide has a list of stand-alone datelines -- cities so well known that everyone knows what state they're in.

The Lede

The "lede" means the lead sentence; journalists spell it "lede" so as to distinguish it from the heavy metal formerly used to set type.

- Write the news release like a newspaper story, giving the essence right up front.
- As with headlines, it's better to lead with the alleged offenses. For example: "A Smallville-based cabinet maker violated federal law when it discriminated on the basis of national origin, the U.S. Equal Employment Opportunity Commission (EEOC) charged in a lawsuit it filed today."

- The Commission’s full name, followed by its abbreviation in parentheses, should be used in the lede as in the above example.
- The second sentence (which could be in the first paragraph or start the second paragraph), could be something like: “The EEOC’s suit, Case No. XXX in U.S. District Court for the Western District of Texas, asserted that Williamson & Sons refused to hire an applicant at its Gothenburg plant because of his national origin.”
- It’s better to avoid saying “committed discrimination” or “guilty of discrimination”; these might imply that they’ve already been found liable for discrimination. Rather than saying someone “committed slurs,” use “uttered” or “shouted” slurs or something similar. Use the word “alleged” as appropriate to describe specific events in a case.
- Avoid the expression “the suit says” if possible unless you are absolutely certain the allegations attributed are part of the court-filed complaint (not always so). Instead, use “the EEOC says” or “the Commission says.”
- Generally, you would not name the CP in the lede unless he/she is a known public figure. Rather, identify the CP in the lede by job title or other characteristics (race, gender, origin age, etc.); e.g., “A Smallville-based plumber discriminated against a 55-year-old African American man on the bases of race and age...”

The Body of the Release

- Use Times New Roman font, 12 point.
- Indent the first paragraph.
- Text should be left-justified.
- All text should be single-spaced.
- Generally, you should employ the widely accepted “inverted pyramid” style of writing news: Begin with the breaking news, then add the latest developments, then the rest of the pertinent information in descending order of importance.
- Keep in mind the old adage of the “5 Ws”: Who, What, When, Where and Why. A variation – “5 Ws plus an H” – adds How to the list.
- Supply information on the company:

Type? Size? What goods and services does it provide? Where is it headquartered? At what facility, and where, did the discrimination take place? If a famous company is the parent or otherwise related to the discriminating company, it’s important to explain that intelligibly but without excess detail. You may want to supply the most basic employer information in the first

and second sentences and then a fuller version right before the final boilerplate paragraph about the EEOC; e.g., “Skidmark City-based Wizco is a business consulting firm with more than 4,000 employees and facilities in 10 states.”

- Supply key information about the discrimination:

Tell exactly what happened unless there’s a compelling reason not to put it in the release. Don’t just say something like “so-and-so was subjected to racial discrimination” and leave it at that. We do so many news releases on so many discrimination cases that reporters and readers want to know exactly what happened and why this case is worthy of interest. This is especially true if the discriminatory incident(s) was/were especially egregious or even unusual.

However, our policy is not to quote offensive language verbatim, but simply to report it, as in “... used scurrilous and racially offensive language ...” or “... made sexually suggestive and physically threatening remarks ...” Often it’s a fine line between too plain and nonspecific vs. too salacious and tasteless.

(While we don’t want to repeat expletives verbatim in the news release, you can and should provide reporters with copies of the complaint which may have that information, or you can convey it during a phone interview.)

The same goes for physical improprieties, although there is often considerable gray area here. You want to convey a sense of what was done to the victim, especially if it’s egregious, but without salacity or shocking language.

Of course, there are many cases where it’s inadvisable to put in too much detail. Some district court judges frown upon news releases containing too much information, especially potentially inflammatory material. There are cases where a settlement is so fragile that any hard-hitting news release should be avoided.

It’s often useful to add that our investigation found that an action or policy was indeed discriminatory if that hasn’t been made clear elsewhere. For example, “Jones was fired for the supposed transgression even though non-Hispanics were not terminated for the same offense. The EEOC’s investigation found that Williams & Sons did discriminate against Jones because of his Hispanic ancestry.” Or, “Smith was paid less than similarly situated men, even though she performed substantially equal work. The EEOC’s investigation found that Paper Pushers underpaid Smith because of her gender.”

- For consistency’s sake, follow the AP style. Do not use “Mr.” or “Ms.” on second reference to people in general. Example: “Heather Jones claimed that she was subjected to unwelcome advances while on the job. Jones, an 18-year-old high school student on her first job, claimed that her supervisor tried to grope her in the supply closet.”
- The accepted journalistic style in reference to the court system is: “U.S. District Court for the Southern District of Iowa.” (Not “the U.S. District Court”; not “United States.”)

- It's always the EEOC or the Commission, except in headlines.
- Don't let language get too wordy or legalistic. Omit legal jargon such as "liquidated damages," "curative relief," etc. If such terms are necessary, explain what they mean for the layperson.

More examples: No one but lawyers knows what "constructive discharge" means. Say "forced to quit," "had to resign" or some such.

- Try to avoid "charging party"; that's our jargon. Instead, say "the victim"; "the fired employee"; "the aggrieved person"; "Smith"; etc.
- Rather than referring to the "defendants," use "the company," "the employer," the employer's name, or similar.
- Especially watch for legalese in paragraphs explaining consent decree terms, e.g., "The consent decree stipulates that defendant(s) will, pursuant to Sec.1629(b)(2)(iii), during and up to the termination of said period, institute measures including, but not limited to ..."
- You don't have to supply short forms of reference right after the employer's name, as in "The EEOC charged that Benton Goods & Services of the Pacific ("Benton") violated ..." We do, however, do that for ourselves on first reference, as in "the Equal Employment Opportunity Commission (EEOC)" and for statutes, as in "the Americans With Disabilities Act (ADA)," but without quotation marks.
- Make clear if and how a suit with one initial CP turned into a class through discovery.
- It's better not to say that the EEOC "failed" to achieve a voluntary settlement, or, even worse, that our "efforts proved futile." Instead, it's preferable to say something like "the EEOC filed suit after first attempting to reach a pre-litigation settlement through its conciliation process." If a defendant doesn't accept our settlement efforts, it doesn't mean we "failed."
- Try to "put a face to the case" -- have the CP emerge as a real person the reader can identify with. One excellent way to do this is to have an authentic CP quote in the release. You may also want to supply personal information about the CP to localize the release and create the human interest angle. For instance, where do they live (city), are they a native of the area, single mother, working two jobs, college grad, etc.? Reporters (and their readers) will generally be more interested in discrimination's actual effects on a real person than in legalistic phraseology. Ensure that the CP approves of including any personal information before adding it to the release.
- As desirable as it is to humanize the case by providing information about the CP, we don't need long sequences of dated minor developments, e.g., "Smith was hired on (date). On (date), he began working as an assistant distributor. On (date), he was promoted to chief distributor ..." It's best to summarize these facts in two or three sentences.

- It's better to avoid saying that an office "confirmed" something through an investigation – sounds as though they had preconceived notions. Use "determined" or "found" instead.
- Try to specify a discrimination victim's job, or at least its general type (e.g. clerical, supervisory, etc).
- Make it clear if we think a firing is pretextual.
- The preferred page numbering format is "more" as a footer on Page 1, and then a header on Page 2 consisting of: "EEOC NEWS RELEASE – Page 2" (bolded). Or you may repeat or paraphrase the headline to introduce the second page (e.g. "RAYMOND TEMPS DISCRIMINATED AGAINST LATINOS, EEOC CHARGES – Page 2")
- AP style says: Don't capitalize job titles unless they're part of a formal title directly preceding the name such as "President Bush." However, if the title does not directly precede the name, then it would be "the president."
- Do not capitalize "black" and "white" – colors aren't nationalities – but do capitalize "Hispanic," "African American," etc.
- Legal terms should be lower-case ("consent decree," "court," "order" etc.) per AP practice.
- Use "relief," "remedies," or "take steps..." But not "positive" steps – redundant.
- When citing a case number after a case title, place in parentheses.
- Don't let sentences get too long or complex; it's best to use the basic S-V-O (subject-verb-object) construction in most sentences.
- Spell out numbers from one to nine and use numerals for 10 and above.
- It's often a good idea to provide the dollar amount of the settlement in the headline and lede. However, some dollar amounts are rather insignificant compared to the injunctive relief, such as national policy changes and training. In such cases, it's better not to emphasize the bucks. This is a judgment call by the field attorneys.
- Don't write out monetary amounts in words and numerals as well – just numerals is fine. "ABC Corp. will pay \$55,000 under a consent decree ... "
- Maintain parallel structures, and especially watch for this in paragraphs listing provisions of settlements. For example, if you use a gerund initially, be consistent throughout the sentence. (A gerund is the "-ing" form of a verb used as a noun.); e.g., "The company also agreed to revising its reporting procedures, posting notices on anti-discrimination laws, reporting to the EEOC every year ..."

- Keep your verb tenses consistent; e.g., don't say, "The EEOC **alleges** ... the EEOC also **said** ..."

Quotes

- Try to limit it to two quotes per release. The goal is to have a quote used in a news story, and few media outlets will run more than two quotes. Loading up a release with quotes from everybody involved in a case is counterproductive.
- In the quotes, try to strike a balance between punitive/indignant elements vs. instructive / positive ones. This is especially desirable in settlement releases.
- Reported speech / speech tags (attribution): Just say somebody "said" rather than "stated" or another stilted construction. "So-and-so added" is fine for a second or third quote. "Pointed out" or "noted" is also fine since it conveys an information-bestowing tone.
- Generally, put the speech tag (attribution) either before the entire quote or after the first sentence of the quote. The preferred style is to put the speech tag after the first sentence; e.g., "This was an especially egregious situation," said Horatio Johnson, regional attorney of the EEOC's Smallville District Office. "The EEOC clearly needed to take action."
- Put it before the entire quote for subsequent speakers, as in: EEOC District Director Eleanor Lofgren added, "The EEOC appreciates Acme's willingness to cooperate to produce a satisfying settlement."
- Don't use block indent style for quotations that are appropriate in legal briefs but not news releases or stories. Just use regular paragraphs.

Wrapping It Up

Most of the various versions of the boilerplate paragraph we've been using at the end of every release are too wordy. It's no longer necessary to mention every statute we enforce. Please use:

The EEOC is responsible for enforcing federal laws prohibiting employment discrimination based on race, color, gender (including sexual harassment and pregnancy), religion, national origin, age, disability and retaliation. Further information about the EEOC is available on its web site at www.eeoc.gov.

Until further notice, the following language should be added to releases about race and color cases, just before the boilerplate paragraph about the EEOC:

On Feb. 28 [2007], EEOC Chair Naomi C. Earp launched the Commission's E-RACE Initiative (Eradicating Racism And Colorism from Employment), a national outreach, education, and enforcement campaign focusing on new and emerging race and color issues in the 21st century workplace. Further

information about the E-RACE Initiative is available on the EEOC's web site at <http://www.eeoc.gov/initiatives/e-race/index.html>.

In Fiscal Year 2006, the EEOC received 27,238 charges alleging race-based discrimination, accounting for 36 percent of the agency's private sector caseload. Historically, race-based charges have been the most frequent type of filing with EEOC offices nationwide.

(And if color is an issue, add this:)

The EEOC has also observed a substantial increase over the past 15 years in discrimination charge filings based on color, which have risen from 374 in FY 1992 to 1,241 in FY 2006.

(Once the charge statistics for Fiscal Year 2007 are fully tabulated and made public, of course you will want to use the race charges for that year.)

For cases involving at least one CP who is a teenager, or who was at the time of the discrimination, then please insert the following Youth@Work boilerplate language until further notice:

In September 2004, Chair Naomi C. Earp (then Vice Chair) launched the EEOC's national Youth@Work initiative -- a comprehensive outreach and education campaign designed to inform teens about their employment rights and responsibilities and to help employers create positive first work experiences for young adults. To date, more than 2,400 Youth@Work events have been held across the country, reaching more than 158,000 students, education professionals, and employers. Further information about the Youth@Work campaign, including how to schedule a free Youth@Work outreach presentation, is available on the agency's web site at <http://www.eeoc.gov/initiatives/youth/index.html>. Specific EEOC-related information for teens is available on the Youth@Work web site at <http://www.youth.eeoc.gov>.

However, since those statistics will change, please contact OCLA or OCH to make sure you're using the most updated version of that language.

Field offices have flexibility to include statutory language in the boilerplate when they think it more appropriate in a given case.

The news release equivalent of "The End" is three number signs centered thus:

#

Media Advisories

A media advisory is a type of news release used to announce an upcoming event that the Commission wants covered by the news media. The purpose is to get reporters to show up at the event and provide onsite coverage, which usually guarantees that a story will be printed or aired.

The style and format for writing a media advisory is similar to that of a news release. A media advisory covers the ‘who, what, when, where, why and how’ about a particular event involving EEOC. If the event also involves another organization, a short explanation of the organization along with their web site should also be included in the media advisory.

Media advisories follow the same OCLA review process as news releases and should be issued two to five days prior to the actual event. Media advisories should be used to announce a visit by the Chair or Commissioners, launch of a new outreach initiative or program, speech by a district director or regional attorney, announcement of an upcoming news conference, or announcement of an upcoming trip and media availability of the District Director or another EEOC official.

Advisories should be sent to the AP and Reuters daybooks and any newspaper, ethnic or foreign-language press, or other daybooks in your area that list upcoming newsworthy events.

4. ISSUING NEWS RELEASES

- Authority for news releases rests with OCH, as implemented and managed by OCLA. Every news release must go through OCLA, and any directive implied or otherwise to the contrary is hereby rescinded.
- Coordination between OCLA and field offices on the issuance of a news release is critical and essential. Each field office is an integral part of our communications network. It is imperative that OCLA and the Chair’s office be aware, in advance, of important news events that are scheduled to take place in the field. Coordination between OCLA and the field provides the Communications Team with the opportunity to assist the field, as well as the Chair’s office, in addressing media and/or Congressional inquiries that may be prompted by the issuance of the news release.
- OCLA must approve a draft news release prepared by a field office before it is issued. Review and approval of draft field news releases is critical because OCLA may have knowledge of national issues, congressional concerns and possible political ramifications that a field office may not be aware of. This awareness of the “bigger picture” may influence the content of a news release to be issued in the field.
- Coordination with OCLA also allows for joint dissemination of the release from headquarters and the field, with OCLA sending appropriate releases to national media and specific types of media outlets (such as disability, African American, Hispanic, Asian, etc.) and posting the release on www.eeoc.gov. OCLA maintains media contact lists for hundreds of news organizations and stakeholders covering the broad ranges of issues within the agency’s jurisdiction.

- When announcing the filing of a lawsuit through a news release, field office legal units are required to provide at least a **two-day advance notice** to OCLA. Please notify the Communications Team as far in advance as possible of your intent to file suit if the lawsuit will likely receive national attention or significant local publicity.
- Confidentiality Concerns: It is critical that OCLA know in advance if a draft news release is for a case that has already been filed in court (in which case information about the suit is public and the OCLA can include the news release in the daily clips and answer reporters' questions) or if a draft news release is for a lawsuit that is contemplated but not yet filed (in which case the information is not yet public and OCLA cannot answer media questions or include the news release in the daily clips).

To assist OCLA in making this critical distinction, we ask field legal units to make sure that the advance copy of the news release e-mailed to OCLA for approval be in the following format: (1) not on letterhead, (2) undated (3) and the word "draft" stamped or printed on the top of the draft news release.

In addition, the e-mail explaining why you are sending this draft news release forward should clearly indicate that the case has not yet been filed. You **MUST** verify that your e-mail has been received by the OCLA.

Once a lawsuit is filed, a final version of the news release must be e-mailed to the OCLA and OGC-HQ along with a copy of the court complaint filed by EEOC. This news release will be distinguishable from the draft news release in that it will be (1) on letterhead and (2) dated. This is the version that the OCLA will include in the daily clips. It should be forwarded to the OCLA the same day that the news release is issued (the same day the lawsuit is filed).

- Timeliness is the most important element in a news release. Releases must be issued prior to or on the same day news is made. For example, if the release pertains to a complaint, it must be issued the same day the complaint is filed in court for maximum news interest. If widespread coverage of the news release is desired, avoid issuing a news release on a Friday or before a holiday. Contact OCLA if a field office would like a news release issued to a specialized list of media outlets.
- Note news deadlines. All media have news deadlines. Check with local newspaper, radio and television stations to learn their deadlines. As a general rule, news releases should be received by the media by 2:00 p.m., to be included in the evening news and the morning paper. The reporters need time to interview you for additional information and prepare their story.
- E-mail news releases to the radio and television stations and daily newspapers that you want to carry the story on that evening's broadcast or in the next edition. Follow up a major release with a phone call to key editors or reporters to make sure it was received and to answer any questions.

- Send a copy of every release to the OCLA on the day it is issued via e-mail.
- Maintain a current press list of daily and weekly newspapers, radio and television stations in the areas served by your office. The Communications staff can assist District Offices in developing a media list. Direct the news releases to the “Editor” of newspapers and to the “News Director” of radio and television stations. Media Advisories involving a particular event should be sent to the television assignment desk or future/planning editor.

I. D OUTREACH

1. FOSTERING MEDIA RELATIONSHIPS

Review and Update Media Contact Lists

One of the first steps in any successful media outreach program is to establish a firm foundation of media contacts to ensure that your news “deliverables” (news releases, story ideas, etc.) are disseminated to and received by the appropriate reporter/editor/producer for consideration.

- Identify all the relevant news media in your jurisdiction, obtain their contact information, and input that information into your fax and/or e-mail systems for dissemination of press material.
- Check and update your existing media contact list to make sure it’s current, as reporters may change beats or change news organizations (usually without any prior notice to you, unless you have developed a relationship with them).
- Reach out to the major daily and weekly newspapers in your area, local TV news programs, news and community radio shows, the local Associated Press bureaus, as well as ethnic, minority and foreign language media outlets.
- It is critical to contact the Associated Press (AP), an international news wire service which is subscribed to by hundreds of news outlets nationwide and overseas. Once your story hits the AP wire, it will often get picked up by dozens of newspapers and attract increased media attention. Even if your local newspaper can’t cover an EEOC story, it can always print the AP article instead. To find contact information for the AP bureaus for large cities within your jurisdiction, go to the AP web site at www.ap.org
- Keep in mind that in today’s information age, most reporters prefer to receive news releases via e-mail rather than facsimile. Faxes may get lost in busy newsrooms, which are constantly inundated with news releases. Moreover, even if your fax does get to the intended reporter, it may end up at the bottom of a pile of other news releases and not receive priority attention.

Simply find out the e-mail addresses of reporters (some are included in their bylines or at the end of news articles) and prepare a GroupWise e-mail list for the press. In addition to your release going right to a reporter's computer screen with instant notification, you can e-mail dozens of reporters simultaneously – whereas faxing takes much more time.

- Finally, ALWAYS follow up e-mails and faxes with phone calls.

Fostering Rapport

- Once you have your media contact information infrastructure in place, the next step is to reach out to individual reporters to forge relationships. You can do this through informal sessions over coffee or lunch, at their office or yours, or over the phone. Note: the best time to contact the media is in the morning or early afternoon before daily deadlines.
- At a minimum, simply let the reporter know that you are calling from the EEOC to introduce yourself as a media liaison and exchange contact information. It is even more effective to meet the reporter in person in order to get better acquainted.
- It is also suggested that you find out who the reporter's editor is and obtain that person's contact information. That way, if the reporter is out or on vacation, your news may still get covered (or at least considered) by another reporter.
- Keep in mind that merely calling reporters and editors, introducing yourself, and letting them know that EEOC is here to assist them, as appropriate, will plant the seeds for a relationship that will grow over time. You will be surprised by the positive response you get.
- Make it your goal to get on the Rolodex of reporters in your area and be known as an issues expert. That way, whenever a reporter has questions about an EEOC-related topic, they will immediately know whom to turn to rather than making a cold call to the main office phone.

2. EDITORIAL BOARDS

- Every newspaper has an editorial board which determines the topics the newspaper will write editorials about. It may include the editor-in-chief, managing editors, and news editors.
- The editorial board and news staff are completely separate and different – there is a firewall separating their operations (news and opinion). However, when you meet with editorial boards, a large group may be present, including editorial page editors and writers, and news editors and reporters.
- By reaching out to editorial boards, the Commission has the opportunity to influence what they write about and what positions they take – which plays a large part in shaping public opinion.

- Thus, it is important to contact and reach out to editorial board staff through phone calls to editorial page editors and deputy editors, followed up by meetings.
- At a minimum, introduce yourself and let them know that the EEOC is here to help them if they have any questions or wish to discuss a topic area.
- Even if the editorial position is not favorable to EEOC or workplace civil rights issues, you still have the opportunity to make your case – which may at least result in our position coming across in an editorial or article.
- The best time to make a proactive pitch for a formal meeting with an editorial board is when the Chair or Commissioners visit your office. You should convey to the editorial board staff that the visit presents a rare opportunity to meet with a top official (presidential appointee) from Washington, D.C. to discuss issues of national and/or local interest. Make sure to get prior approval from the Chair or Commissioner before offering to make them available to the editorial board.
- If a meeting is arranged, you should be prepared to provide a comprehensive briefing to the person meeting with the editorial board on issues of local interest – especially hot-button and controversial topics they may be asked about.
- It's also possible to arrange a meeting with an editorial board for your District Director and Regional Attorney to discuss local enforcement and litigation priorities, as well as outreach efforts.
- During the meetings, always speak positively about your office accomplishments, goals, and plans and focus on newsworthy areas.

3. LETTERS TO THE EDITOR

Letters to the Editor can be written with several purposes in mind: (1) to respond to inaccurate or otherwise objectionable news stories pertaining to EEOC; (2) to help frame the Commission's message about a specific issue; and, (3) to support an article or story concerning the Commission.

Letters are usually printed in the space adjacent to the editorials and are a good way to reach community leaders, stakeholders, and the public and to expand the reach of the EEOC's position. Sometimes a newspaper will begin writing stories about an issue after they've taken a position in an editorial. Editorial page editors are always looking for insightful commentary.

- If a news article pertains to a national issue or requires a policy-related response, the district or local office should send a draft letter, along with the news story and any background information, to Communications to draft a response. The response will be coordinated with the district. If the article pertains to a matter of more local interest, the response should be drafted and sent to the Communications staff for review, revision, and approval.

When drafting Letters to Editors, keep in mind these guidelines:

- Check submission requirements and deadlines. Find out when and where materials are to be sent.
- Follow up with a telephone call to make sure the letter was received and find out if and when the letter will be published.
- Be sure to include your name, title, phone number and other information the newspaper requires.
- Refer briefly to the article to which you are responding.
- Verify your facts. Mistakes will hurt your credibility.
- Keep your letter to 500 words.
- Your letter will likely be edited.
- As a general rule, don't submit your letter to more than one paper at a time if you are in a large metro area. Most large newspapers would like your submission to be an exclusive. In smaller media markets, you can send your letter to several outlets at the same time. An exception might be in those instances where you take issue with an article by a syndicated columnist that appeared in many different media outlets. In such instances, consult with OCLA on the best response strategy.

4. MEDIA FROM DIVERSE COMMUNITIES

Ethnic and foreign language media are unique in that they present the news in the vernacular / language and within a cultural context and tradition that their readers and listeners are used to. They are key to the EEOC because they communicate regularly with an audience the agency is trying to reach and serve. In many instances, their reporters will cover stories not covered by the mainstream press.

- OCLA maintains an extensive list of ethnic and foreign press contacts. The list is reprinted in the Appendix. Also, feel free to contact OCLA for the most recent version or for contacts in your local district/area.
- The New America Media consortium of ethnic news organizations located in California is a great resource for ethnic and foreign language media. Their web site is found at www.newamericamedia.org. UNITY, Journalists of Color, is a national umbrella group that encompasses Hispanic, Asian, Native American and black journalists employed by both the minority and mainstream press. Their web site is at www.unityjournalists.com.

- Another way the agency has gained entree to the ethnic/foreign language press has been to work closely with national business and civil rights organizations such as the Communications Directors at the National Hispanic Chamber of Commerce and at the American Arab Anti-Discrimination Committee (ADC). You might want to contact similar local groups in your area to learn of other ethnic press contacts.
- Cultivate relationships with reporters by meeting and communicating with them informally and inviting them to an office open house or roundtable discussion with senior staff.
- Take greater advantage of free-distribution publications that are often looking for good copy, e.g., *El Tiempo Latino* and *The Washington Hispanic* in the Washington, DC, metropolitan area; *El Conquistador* in Chicago and Milwaukee; *Hora Hispana* in New York; *Fin de Semana* in Los Angeles; *El Mensajero* in San Francisco; and many others.
- In addition to local foreign language press, do not ignore foreign country press representatives in the U.S. For example, if writing a news release about a settlement involving immigrant engineers from India, reporters from Indian press in the U.S. might well be interested in the story. Contact OCLA if you have any questions whether a given story might have international implications, or to get a list of foreign press contacts.

5. SPEECHES AND SPEECHWRITING

Public speaking is an excellent way for the Commission to further its brand image by getting our message out to diverse groups of people. These guidelines will serve whether you are preparing a speech for your own presentations, or writing a speech for another person to give at an event.

There are many different instances where Commission staff will be asked to give a speech—it could be part of an outreach event, commemoration of a significant milestone, or Commission staff could be asked to speak at an event organized by one of our stakeholders.

The Preliminary Steps

- Know your audience. Inquire of the person/organization issuing the invitation to speak, how many people will be at the event, and the likely composition of the audience. In this way, you can tailor your presentation to the level of understanding and sophistication of the group. A speech to 200 people in a ballroom will be more formal than a talk to 20 around a conference table. Similarly, an address to a legal group can be more technical than to a general audience.
- Find out what time of day and in what sort of program the speech will be given. Any talk given at a meal-time, like a luncheon, should be lighter in tone, and on statistics. A keynote address should be written out in a more detailed fashion than a brief commentary given as part of a panel discussion.

- Plan a theme or topic for the speech. The theme may be suggested by the organizers of the event, or flow logically from recent events. If asked to give an “EEOC update,” you should plan to address the latest statistics from the Commission. Always be sure, however, to get out the Commission’s message whatever topic the organizers want you to address.
- Research, research, research. Make sure that all the information you present is accurate and up-to-date. Don’t rely on statistics from an old speech; make sure that they are current. If talking about trends or types of cases, use current examples. Be careful, however, that any example you give is in the public domain and that you are not inadvertently revealing information that must be kept confidential, such as specific charge filings.
- OCLA has a variety of prepared talking points, so contact OCLA and ask if they have any subject-matter talking points that may be useful in writing the speech.

The Mechanics of Speechwriting

- While a matter of personal preference, speeches usually should be written in at least 14 point type with either space-and-a-half or double-spaces between the lines. Double the usual spacing between paragraphs. Depending on speaker preference, it may be easier to present statistics or similar items as a bulleted list. As a general rule, for a speech in 14 point Times Roman with double-spacing, figure on 2 minutes of speaking time per page; however, you should practice giving the speech and see if this is true for you (or for the speaker if not yourself). Use this as a guide to the length of a speech—in other words, a 20 minute speech should be approximately 10 pages typed out.
- Number the pages in a way that is easily read—whether it’s bottom center, or upper right of the page. That way, if the pages come loose, the speaker can easily put them in order. As a general rule, it is preferable to have the speech in a ring-binder with any supporting documents at the back.
- Always open with thanks to the organizers of the event and to the individual introducing the speaker. If the Commission itself is the organizer, thank the attendees for attending. If the speech is lengthy and will cover several topics, it is a good idea to outline the remarks very briefly: “Today, I’d like to give you an update on charge statistics from our Field Office, then I’ll brief you on two important race cases we have just filed in court, and close with an overview of recent Commission Guidance on Deafness as a Disability.”
- Remember that the written speech is to be read. Use short, punchy sentences. Use the active voice. Avoid subordinate clauses and parenthetical remarks. It’s ok to use contractions that would not be used in formal, written material, as well as dashes in place of commas and semicolons. It is easier for the speaker to follow if the paragraphs themselves are short—avoid masses of text.
- In appropriate circumstances, humor, quotations and anecdotes liven up any speech. There are a number of good quote and reference sources on the web, including:

- <http://www.cybernation.com/quotationcenter> (general quotes on all subjects);
<http://womenshistory.about.com/library/qu/blqulist.htm> (quotations by women);
<http://www.thefreedictionary.com/> (dictionaries and encyclopedias)
<http://www.ipl.org/> (the Internet Public Library, has many good reference sources). Be careful, however; not all web sources are accurate.
- In concluding your speech, reiterate your overarching theme and try to end on an uplifting note, such as a positive quotation on point, or an exhortation for the future.

6. EXHIBITS

The EEOC's exhibit – a large portable “booth in a box” -- plays a major role in the Commission's outreach program. The exhibit is a colorful backdrop that adds interest to a presentation or forum. It can be used as an information booth for:

- recruitment efforts
- local conventions of major organizations
- community information events
- federal workshops or activities

The exhibit's panels are interchangeable so different issues can be highlighted. The exhibit contains two parts, which can be used separately or together. The entire exhibit can be easily assembled by two people. Detailed set-up instructions for the exhibit can be obtained from OCLA. There are also copies of set-up instructions inside the exhibit.

OCLA is responsible for maintaining in good repair and shipping the EEOC exhibit to various conferences and exhibit sites. A banner and place cards are also available for use on a publications table.

EEOC sets up an exhibit at major national conventions as budgets allow. On occasion, OCLA may contact a district office to request assistance in setting up and staffing the booth. If a district, field, area or local office is aware of planned national conventions scheduled in its area and it's appropriate for EEOC to set-up, please contact OCLA to coordinate participation.

The exhibit, publications, and public affairs specialists are among our best customer service tools. Offices can borrow the exhibit by submitting an e-mail to OCLA noting the purpose for using the exhibit and the dates of the event. If available, the exhibit will be shipped within two days of the event. The exhibit must be returned to OCLA by commercial courier immediately after the event.

I. E INTERNAL COMMUNICATIONS

1. *THE MISSION* INTERNAL MAGAZINE

The Mission, the agency's internal magazine, provides readers with news and features that we hope informs, inspires, and nurtures a sense of community.

Employees are encouraged to share information about interesting and relevant programs, projects and events, "best practices" that may prove useful and adaptable by others, and human interest stories or profiles. The magazine is also designed to provide a forum to showcase the important work that is being conducted in the agency's 53 field offices across the country.

However, before taking the time to write an article, please contact the Mission editorial board with your story idea to prevent duplication and agree upon an approach.

Publishing Schedule/Deadlines

- *The Mission* operates on a bimonthly publishing schedule.
- Articles should be submitted to *The Mission* editors by the third week of the month before publication, e.g., by the third week of April for the May/June issue. The e-mail address is The.Mission@eeoc.gov.

Internal Web Site

- *The Mission* is posted on InSite.
- Back issues are also available on InSite.

Content

- Tell us why this story is important.
- Opening for news stories: Include *who, what, when, where, why and how* – and *what it means*. That is, for example, don't just say an outreach event for Native Americans was held in Montana last week and list the speakers. Say why outreach to Native Americans is vital – perhaps because of their general lack of awareness about their workplace rights.
- Give news details: Add background, quotes and comparisons to other events or research to illustrate the importance of this story/subject. Deal with the facts. Don't editorialize.
- Include a short summary of the organization, its background, objectives and relationship with the agency, in the case of writing about an outreach, educational or technical assistance event.
- Make it newsworthy and interesting: Are you solving a problem? Pinpoint what the need is or the core of the story and write from that perspective.

Content Checklist

- Is the information new, useful, and interesting?
- Is the purpose clear and relevant?
- Are all the necessary details there to support the conclusion?
- Have you omitted irrelevant details? For example, if writing about an outreach event, it is not necessary to name each participant or every outside speaker, unless they did or said something particularly interesting or relevant to the point of the story.
- Is the material accurate and current?
- Are the transitions between thoughts in place?

Editing

The Mission reserves the right to edit all materials; substantive edits will be shared with the contributing writer. We may ask writers to revise if extensive changes or additional factual information are required.

Length

- Articles on average run 600 to 700 words. For features or articles about special events or topics, the length may be considerably longer.

Language/Style

- Is it easy to read?
- Is it written in plain language, avoiding too many acronyms, technical jargon, clichés, and colloquialisms?
- Is the language positive, active and personal?
- Have references been verified?
- *The Associated Press Stylebook* is the reference guide.

Format/Reference

- Text: Use the 8 1/2-by-11 format in MS WORD, with standard one-inch margins on each side.

- A writer will generally be identified with a byline followed by the name of his/her office.

Photos

- Photos should be included with articles, where possible.
- Photos should be captioned and ideally should be sent in JPEG format.

New Story Ideas and Submissions

- New story ideas and submissions should be e-mailed to The.Mission@ eeoc.gov.

2. NEWS CLIPS

OCLA produces a daily package of news clips which is posted on InSite. The package includes EEOC news releases and articles from the general, trade and specialized press that mention the Commission or address employment discrimination issues.

The clips packages serve to inform EEOC staff about agency actions and general matters of interest, and to show how the Commission is portrayed to our stakeholders through the media.

OCLA culls clips from news and general web sites and from publications it receives. Through this process, we may miss articles in some specialized publications. If you come across an article in a local publication not accessible through online searches, please mail or fax the piece promptly to OCLA for inclusion in the clips.

I. F APPENDICES

1. GLOSSARY OF MEDIA TERMS

ACTUALITY: The audio portion of a radio broadcast; often a short segment of tape using the voice of the newsmaker. See SOUND BITE.

ADVISORY: A notice to alert the media of an event. Contains the basic information (the 5 Ws and the H).

ARTICLE: Most published manuscripts may be referred to as articles or stories, though columns and letters usually are not.

ASSIGNMENT DESK or NEWS DESK: At broadcast bureaus and stations, the staff responsible for dispatching camera crews and reporters to cover news events.

BACKGROUNDER: A document, generally accompanying a news release, that provides additional information, such as on complex issues, to assist an editor or reporter, but not necessarily intended for direct use in print.

BEAT: A reporter's regular assignment, such as the police beat or court beat.

BOILERPLATE: A brief paragraph describing who you are, what you do, and how you do it; can be used as the first paragraph in a biography or last paragraph in a news release.

BOOKER: The staff person at a TV, radio or cable program who arranges guest appearances.

BREAKING NEWS: Unplanned, spontaneous news events.

BYLINE: Name of the writer or reporter, usually printed at the beginning of a story.

CALL-OUT: One term used to describe portions of a manuscript that are extracted and highlighted on the page for artistic reasons and to draw reader attention to them. (This is also sometimes called an outtake, although that term is not as clear since it can also refer to materials deleted, especially from video material, because of errors.)

CAPTION: Text description accompanying a photo, illustration, chart, or similar artwork.

CIRCULATION: The distribution and/or the rate of distribution of newspapers, magazines and other print publications.

CITY EDITOR: The editor in a newspaper office in charge of local news.

CLIP or CLIPPING: A story cut from a publication or a segment cut from a video or audiotape.

COLUMN: An ongoing series of published manuscripts, generally in each issue of a magazine and written by one person, though two are not uncommon. Generally the opinionated observations of the columnists -- sometimes diverging from the editorial policy of the publication in which the column appears, and sometimes buttressing it. Strictly speaking, but often disregarded in practice, a column refers to the entire series, each element of which is an "installment."

CONTRIBUTING EDITOR (OR CONTRIBUTOR): Refers to magazine writers whom those outside the editorial world generally call freelancers. At some magazines, Contributing Editor is a term reserved for those under exclusive contract with the publisher.

COPY: Any written material, generally to be printed, reproduced or read over the air.

COPY EDITOR: The last person to see and approve written material before it goes out to its audience; the person responsible for its accuracy, grammar and length.

COVER LETTER: A business letter used in place of or addition to a news release, often as part of a media kit, to encourage media coverage. The structure of a cover letter is not as strictly defined as that of a news release; nevertheless, certain basic expectations apply.

CUTLINE: The caption to a picture or other graphic element of a story.

CUTTING: Editing tape or film.

DATELINE: A line at the beginning of a printed news story or news release giving the place (and sometimes date) of the story's origin.

DEADLINE: The time by which a reporter must have completed a story to get it broadcast or published.

DUB: Most commonly, a duplicate copy of a film or tape. It can also mean making a completely new soundtrack, as in dubbing English for a foreign film. A dubbed tape is also called a dupe.

EDITOR: The person responsible for determining what stories will appear in a newspaper. A Managing Editor is responsible for overall operations while a City Editor determines local coverage and gives reporters assignments. Feature Editors, Photo Editors, and Sports Editors determine the stories that will appear in their sections. Editors are often listed with qualifiers on a publication's masthead (senior editor, editor-in-chief, managing editor, etc.). The term "editor" is sometimes used to refer to in-house editorial staff and other times to refer to all writers and those who edit their work.

A given title at one magazine may bear little relationship with the role of someone with the identical title at another. Generally, the relative position of a title on the masthead provides a strong clue to the respective individual's status -- the higher on the listing, the more prominent the role.

In the purer sense, "editor" refers to a person who reviews manuscripts in light of a magazine's style and for grammatical errors, and (at better magazines) provides a second perspective on a manuscript and challenges weaknesses in a constructive dialogue with the writer.

EDITORIAL: A page, column or article stating the opinions of the editor or publisher.

EDITORIAL CALENDAR: Schedule of planned feature articles, available from most magazines to assist you in maximizing the timing of your submissions.

EVERGREEN: A descriptive term for documents (usually manuscripts for periodicals) that are not particularly time-sensitive. Many editors love these things as they can pull one of an appropriate length if an article or an advertisement suddenly evaporates right on deadline.

EXCLUSIVE: A news item or feature article printed or broadcast by only one newspaper, magazine or television station.

FEATURE: A longer, more in-depth or probing article or story (as opposed to an objective, hard or breaking news item or account). Magazines and newspapers may have a features department or desk.

FEED: To send a program or signal, for instance, feeding a program from one station via satellite to other stations.

FIRST GENERATION: The original film or tape. Dubs or dupes are made from it.

FIVE Ws: Who, What, When, Where and Why, sometimes adding an H (How) - the basic information of a story or release that must be communicated up front.

FLAG: A term for the logo or name of a publication appearing on the front page or cover, sometimes erroneously referred to as a masthead (see below).

FOOTAGE: A selection or sections of film already shot.

FOR BACKGROUND ONLY: Information provided to a writer or editor on condition that it not be directly used in print. However, all such information is on the record unless and until the recipient has agreed to other status. Also, if information that is provided as background only is independently obtained from an alternate source, material from the latter may be used.

FREELANCER: A writer who sells writing services and is not tied to any individual publication or organization.

FREQUENCY: The number of times a publication is issued in a given period (i.e., daily, weekly, quarterly). Also, a radio station's location on the AM or FM band.

GRAF: Shortened form of "paragraph."

GREEN ROOM: A small room that is near a broadcast studio in which program guests wait before they are interviewed.

HOOK: The item of information that attracts the attention of news personnel as a potential news angle.

HOT: Usually in reference to a microphone, meaning it's "on." An idiom worth paying attention to: "Always assume a mike is hot" – that is, don't make any comments near a microphone assuming they won't be recorded or broadcast.

IN THE CAN: A show or portion of it that is complete and ready to broadcast.

INVERTED PYRAMID: The standard form of writing news stories and releases in which the major points are told in the first sentence or paragraph, with details following in descending order of importance. The first paragraph should contain the "5 Ws."

LAPEL or LAVALIERE MIKE: Smallish microphone attached to a lapel or blouse.

LEAD or LEDE (pronounced leed): The opening sentence or paragraph of a news story. Also, the most important news story of the day that will be broadcast first or have the most prominent place on Page One.

LEADER or LEADER BLANK: The blank film or tape used at the "head" or start of a program. Can be used to thread a projector or tape machine so the show can go on the air as soon as the machine starts running.

LETTER TO THE EDITOR: An open letter written by a reader to a newspaper or magazine to congratulate, discuss, or criticize a previous article.

MASTHEAD: The "fine print" inside most newspapers and magazines that typically lists such details as the names of editors, publishers and senior reporters, address, policy, etc. Often erroneously confused with the flag.

MEDIA KIT (also called PRESS KIT): A set of materials, usually including a news release and/or cover letter, submitted for editorial consideration.

MEDIA OUTLET: A publication or broadcast program that distributes news and feature stories to the public.

MOBILE UNIT: TV equipment used outside the studio, as at a football game.

MULT, MULT BOX or MULTIPLEXER: A device, connected to the main microphone at a news event, which individual broadcast journalists or crews can plug or "patch" into, eliminating the need for a forest of mikes at the podium. Each multi unit usually handles 12-24 separate lines.

NETWORK: A group of broadcast or radio stations operating as a unit; network affiliates often will use the same editorial material.

NEWS CONFERENCE or PRESS CONFERENCE: An event where people make themselves available in a formal manner to reporters who wish to question them.

NEWS DIRECTOR: The manager in charge of a radio or television news operation.

NEWS PEG: The aspect of a story (or story proposal) that makes it newsworthy, topical, or of immediate interest. The news peg is often a news event on which you can "hang" a news release or other publicity endeavor. Timeliness, wide impact, or effect on the community can all be pegs.

NEWS RELEASE: A written statement from a newsmaker, written with the voice and from the perspective of the writer but following a specified format, to be distributed to the news media, intended to be used or excerpted in a story.

NONDISCLOSURE: The condition under which a product or information is submitted that cannot be disclosed (or disclosed only under agreed terms) without approval. Requires the approval of the recipient before nondisclosure applies. The terms of nondisclosure may be defined in a written nondisclosure agreement. When a positive working relationship exists, such agreement -- and even an advance formal request for nondisclosure status -- often is not pursued.

NONDISCLOSURE AGREEMENT: A formal document defining the terms, if any, under which details about a product or information may be disclosed by the recipient. Often referred to as an NDA.

NOT FOR ATTRIBUTION: Information provided on condition (which must be accepted by recipient) that the identity of the source not be disclosed. In practice, at least some attribution is usually agreed to, ranging from a vague "reliable source" to a specific but unnamed individual, such as "the president of XYZ, Inc."

OFF THE RECORD: Information that the recipient agrees will not be used for publication, even if not attributed to the source. The journalist may not even use the information as a "lead" to an alternate source, though this does not preclude use of identical information entirely derived from another source. It is a good policy to never assume anything is off the record. If you say it, expect to hear it on the air or see it in print.

ON THE RECORD: Information which is fair game for reportage. Everything you say or provide is "on the record" unless expressly agreed to the contrary.

OP-ED PAGE: The page opposite the editorial page of a newspaper, used for columns and opinion article written by staff members or experts in the topic.

PACKAGE: A television news story where the reporter's voice is recorded over the videotape along with sound bites.

POOL: A camera crew and reporter(s) assigned to cover a story or event on behalf of all media and to share materials with them.

PRODUCER: In television or radio news or online publications, the person who puts together the newscast and decides where a story will be placed. He/she coordinates all details, including editorial content.

RATING: The size of the TV audience as measured by the number of TV-equipped households watching a show. A family with more than one set is counted as one unit. Contrast with 'share', below.

REACH: The geographic area of the audience a media outlet can access; usually quantified as a number of readers, listeners or viewers.

REMOTE: A broadcast originating from outside the studio.

RETRACTION: A correction to a false statement in print or broadcast.

REVERSES: So called because the shot is taken from the reverse angle, for example, from over the shoulder or behind the interview subject, with the reporter in the frame. Used to splice together different parts of an interview.

ROUND-UP: An article or feature intended to review a subject or ongoing issue over a period of time, i.e. the last month or year.

RUNNING TIME: How long it takes a show to go from start to finish; often abbreviated as TRT (total running time).

SATELLITE TOUR: A feed from one point of origination to various downlink sites. An example is when an author is plugging a new book and is connected in series with several different interviewers in their newsrooms.

SHARE: The percentage of televisions actually in use that are tuned to a specific program.

SIDEBAR: A block or column of copy and/or graphics which appears next to a print article to communicate information that relates to or complements the story -- usually set apart from it in a box. Generally brief and not essential to the main flow of the article. Indeed, in many instances the sidebar's contents are removed as a separate item to enhance the clarity of that flow. The sidebar may have a narrower focus or more detail on a single aspect of the main story.

SITTING MIKE: A microphone on a table.

SOUND BITE: A newsmaker or interviewee's comment as recorded and excerpted -- the broadcast version of a quote. Usually consists of a very short statement or message; about nine seconds is typical for TV news.

SPIN: A particular point of view or slant given to a story to make it more appealing or to make something appear favorable.

SPOT NEWS: News of immediate interest.

STANDUP: A report or comment, telling a part of the story, by a TV correspondent seen on camera in the field as a part of a package. Usually shot at the scene of the action. Used to open, close, or bridge the elements of a report.

SUPER: An image superimposed over another image. Often the subject of an interview will be "supered" with identifying information. Also called "titles" or "lower thirds" because of the positioning of words.

SYNDICATED: A report or article that appears in more than one media outlet. A syndicated print column is usually published in a wide variety of newspapers, magazines or on many local networks.

TAG: In TV news, a final comment added by the anchor live after a packaged story. This often consists of additional, topical information such as “the Council will vote on the matter Tuesday” and/or newer information that had not been available earlier in the day when the package was prepared.

TALENT: The paid staff who are seen or heard on the air, often the interviewer.

TALKING HEAD: Any video segment containing someone talking.

TICKLER: A note or mention of an item of interest that might lead to a news story later because further developments are expected.

VNR: A video news release. The television equivalent of a news release.

VOICE-OVER or VOSOT (Voice Over Sound On Tape): Refers to a news story read live by the anchor in the studio as video and “natural (background) sound” are played (that is, without a field reporter’s voice in the story). A “VO-bite” is a version of this that contains a sound bite.

WIRE SERVICE: A subscription service that provides news stories, features, etc. directly to media outlets.

WIRE STORY: A news story that appears on a wire service.

WRAPAROUND: A radio story where the reporter’s voice is recorded on audiotape around a sound bite. Similar to a television news “package.”