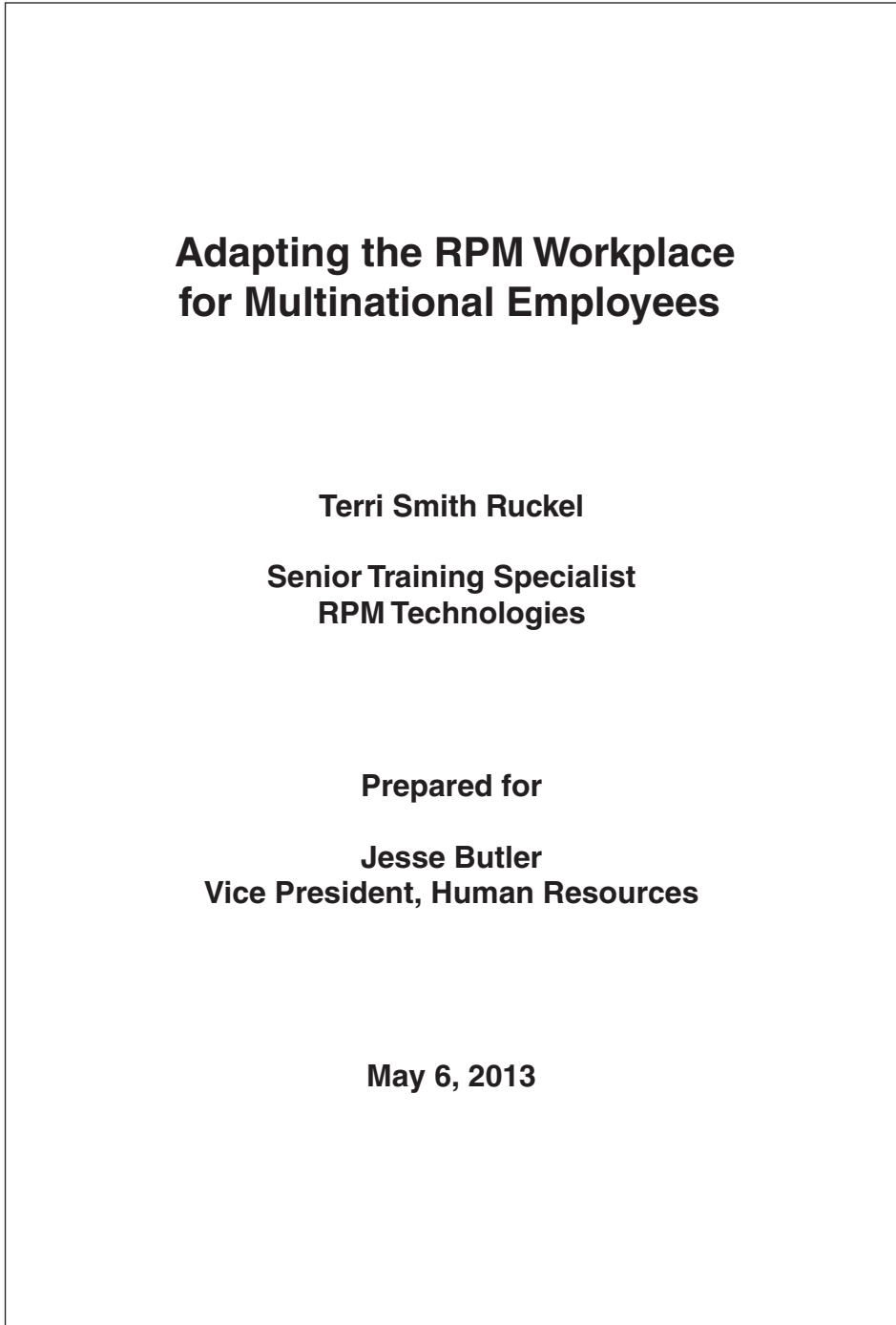


FIGURE 9.2 A Long Report



Title page is carefully formatted and uses boldface

Identifies writer and job title

Ruckel presents report from entire staff—writing for another’s signature

RPM executive who assigned the report

Date submitted

Title page is not numbered

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(Continued)

FIGURE 9.2 (Continued)

While APA does not include a table of contents, individual employers such as RPM may require one

Major divisions of report in all capital letters

Subheadings indicated by indentations and italics

Page numbers included for major sections of report

No subsections needed here

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Identifies each figure by number, title, and page number

Provides a title for each visual

iii

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Abstract

This report investigates how U.S. businesses such as RPM must gain a competitive advantage in today's global marketplace by recruiting and retaining a multinational workforce. The current wave of immigrants is in great demand for their technical skills and economic ties to their homeland. Yet many companies like ours still operate by policies designed for native speakers of English. Instead, we need to adapt RPM's company policies and workplace environment to meet the cultural, religious, social, and communication needs of these multinational workers. To do this, we need to promote cultural sensitivity training, both for multinationals and employees who are native speakers of English. Additionally, as other U.S. firms have successfully done, RPM should adapt vacation schedules and daycare facilities for an expanding multicultural workforce. Equally important too, RPM needs to ensure, either through translations or plain-English versions, that all company documents can be easily understood by multinational workers.

Concise, informative abstract that states purpose of report and why it is important for audience

Uses helpful transitional terms such as "additionally" and "equally important"

Footer uses Roman numerals for front matter pages

iv

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(Continued)

FIGURE 9.2 (Continued)

1

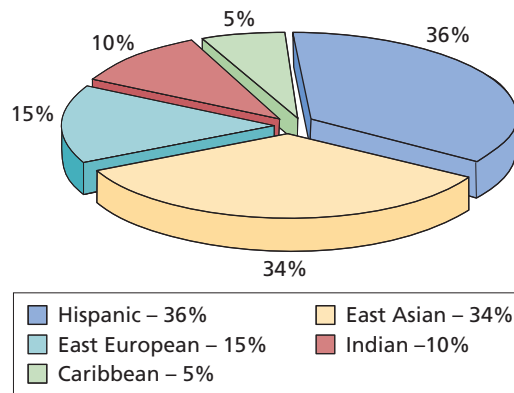
Introduction

Background

The U.S. workforce has been undergoing a remarkable revolution. The U.S. Bureau of Labor Statistics predicts that by 2015 the labor force in the United States will comprise 162 million workers who must fill 167 million jobs (2009). The most dramatic effect of filling this labor shortage will be in hiring greater numbers of highly skilled multinational employees, including those joining RPM. Currently, “one of every five IT specialists [and] one of every six persons in engineering or science occupations . . . is foreign born” (Keshevi & Foley, 2011, p. 211). This new wave of immigrants will make up 37 percent of the labor force by 2015 and continue to soar afterward. By 2025 the number of international residents in the United States will rise from 26 million to 42 million, according to the U.S. Chamber of Commerce (2010). As Alexa Quincy aptly put it, “The United States is becoming the most multiculturally diverse country in the global economy” (2012, p. 5).

Unlike earlier generations, immigrants today actively maintain ties with their native countries. These new immigrants travel back and forth so regularly they have become global citizens, exercising an enormous influence on the success of a business like RPM. They provide business contacts with other markets, enhancing [a company’s] ability to trade and invest profitably abroad. Figure 1 below identifies these major groups. Undeniably, many immigrants today often

Figure 1
Major Ethnic Groups
Immigrating to the United States (2000–2010)



Source: Brown, P. (2012, February). *History of U.S. immigration*. Retrieved from <http://immigration.ucn.edu>

APA requires the first line of every paragraph to be indented

Gives convincing statistical evidence about the importance of topic

APA cites year of publication

Cites various sources to validate projections

Explains potential impact of immigrants on RPM’s business
Introduces figure to illustrate argument

Provides number and title for figure

3-D pie chart reveals differences in immigrant workers

Provides key for visual

Cites source for visual

FIGURE 9.2 (Continued)

2

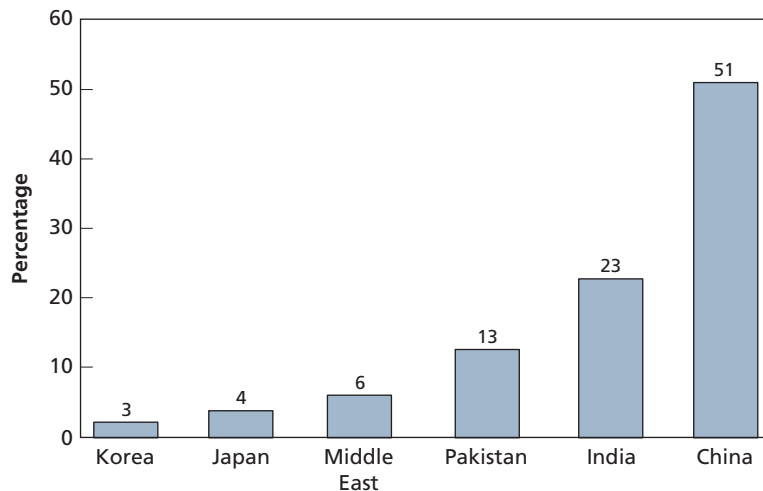
possess advanced levels of technical expertise. A report by the Kaiser Foundation found that California's Silicon Valley had significantly benefited from the immigrants who have arrived with much needed technical training. East Asian, Indian, Pakistani, and Middle Eastern scientists and engineers, who have relocated from a number of countries, now hold more than 40 percent of the region's technical positions ("Immigrants Find," 2012, p. 37). Figure 2 below indicated the leading countries of origin for Silicon Valley's immigrants in 2012 and records the percentage for each nationality.

Problem

RPM, like other e-companies, is experiencing a critical talent shortage of IT and other professionals, making the recruitment of a multinational workforce a vital priority for us. Meeting the cultural and communication demands of these workers, however, poses serious challenges for RPM. The traditional workplace has to be transformed to respect the ways multinational employees communicate about business. Native English-speaking employees will also have to be better prepared to understand and to appreciate their international co-workers.

Identifies a major problem and explains why it exists

Figure 2
Immigration to Silicon Valley in 2012



Bar chart identifies and quantifies major groups of immigrants

Relevant visual in appropriate place in text

Source: Immigrants find the American dream in California's Silicon Valley. (2012, March). *Silicon Valley News*, p. 37.

(Continued)

FIGURE 9.2 (Continued)

3

Unfortunately, many corporate policies and programs at RPM, and at other U.S. companies as well, have been created for native-born, English-speaking employees (Morales, 2011; Reynolds, 2012). Rather than rewarding multinational workers, such policies unintentionally punish them.

Two separate, corroborating sources

Purpose

The purpose of this report is to show that because of the need to increase the number of multicultural employees in the workplace, RPM must adapt its business environment to recruit and retain this essential and diverse labor force. This report spells out specific steps RPM must take to accommodate this new multinational workforce.

Concisely states why the report was written

Scope

This report explores cultural diversity in the current U.S. workplace and suggests ways for RPM to compete successfully in the global marketplace by providing equal employment opportunities for multinational workers. By doing this, we will foster cross-cultural literacy and improve training in intercultural communication at our firm.

Informs reader that report will focus directly on RPM's needs

Discussion

Providing Equal Workplace Opportunities for Multinational Employees

Discussion is organized into three main sections, each with subsections

Aggressive Recruitment of IT Professionals from Diverse Cultures

A multilingual workforce is essential if RPM wants to compete in a culturally diverse global market. But firms such as ours must be prepared to adapt or modify hiring policies and procedures to attract these multinational employees, beginning with rethinking our recruitment and retention policies. Routine visits to U.S. campuses by company recruiters or “specialized international recruiters” can help us identify and hire highly qualified multinational job candidates (Hamilton, 2012, p. 36).

Emphasizes recruiting multinational workers and suggests how to do so

Moreover, RPM should visit universities abroad with distinguished IT programs to attract talented multinational employees. We should encourage students and recent graduates from these universities to apply for a 1-J visa to learn more about RPM through an internship program here. As Catherine Bolgar reported, “Boeing went to Russia for specialist software engineers it couldn’t find in the U.S.” (2007, Human Capital section, para. 3). These searches, along with articles on our website and executive blogs, should emphasize RPM’s commitment to globalization. Lobbying more actively to increase the number of H1-B visas for skilled workers will also help RPM.

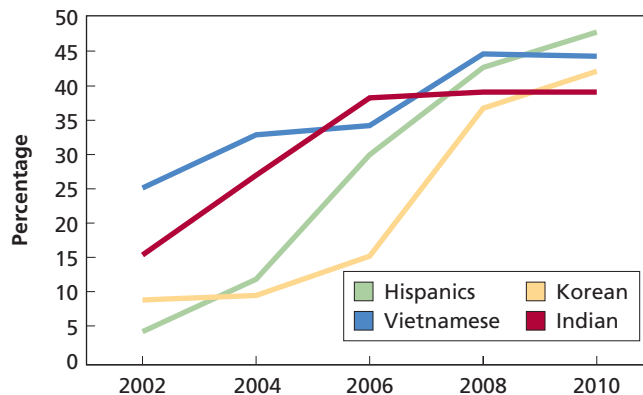
FIGURE 9.2 (Continued)

4

Capitalizing on a diverse workforce, RPM can more effectively increase our multicultural customer base worldwide. Logically, customers buy from individuals they can relate to culturally. RPM might take a lead from Visions Bank of California, a business serving a diverse population, especially its Asian and Hispanic customers. The bank has a successful recruitment history of hiring employees with language skills in Hindi, Vietnamese, Korean, and Spanish. In fact, Visions Bank ranked fourth as an employer of minorities (Visions Bank of California, 2012). Figure 3 charts the increase in multinational employees hired by Visions Bank over an 8-year period.

Another highly competitive business, Darden Restaurants, Inc., selected Richard Rivera, a Hispanic, to serve as president of Red Lobster, the nation's largest full-service seafood chain with 680 restaurants nationwide. Under Rivera's leadership, Red Lobster has hired more international employees—totaling more than 35 percent of its workforce—than it had in previous years. Many top Fortune 500 companies, such as Cisco and Intel, can also claim that 40% or more of their workforce is comprised of multinationals ("100 Best Companies," 2010). Closer to RPM in St. Louis, Whitney Abernathy—manager of Netshop, Inc.—found that contracts from Indonesia increased by 17 percent after she hired Jakarta native Safja Jacoef (personal communication, April 2, 2013).

Figure 3
Visions Bank of California
Growth in Percentage of Multinational Employees



Source: Hamilton, B. E. (2012). Diversity is the answer for today's work force. *Journal of Business Diversity*, 10 (38), 35–37.

Identifies specific benefits for RPM

Personal communications (such as interviews and emails) not included in APA References list

Tracks key information in a clear and concise graph

Supplies necessary legend

Provides source

(Continued)

FIGURE 9.2 (Continued)

5

Commitment to Ethnic Representation

Many companies have mission statements on diversity and multinational employees in the workplace. G.E., American Airlines, IBM, and Walmart promote multinationals as mentors and interpreters. Eastman Kodak has eight employee cultural network groups, including the Hispanic Organization for Leadership and Advocacy, or HOLA, which is “committed to foster excellence and leadership among Hispanics by providing personal growth and development opportunities through informal mentoring, training, and interaction with management” (“Employee Networks,” 2013, para. 6). Such a proactive program, which we might incorporate at RPM, recognizes the leadership abilities of multinational employees. Moreover, “glass ceilings,” which in the past have prevented women and ethnic employees from moving up the corporate ladder, are being shattered. Tesfaye Aklilu, Vice President at United Technologies, astutely observes:

In a global business environment, diversity is an ... imperative. Diversity of cultures, ideas, perspectives, and values is the norm of today’s international companies. The exchange of ideas from different cultural perspectives gives a business additional, valuable information. Every employee can see his/her position from a global vantage point. (Aklilu, 2010, para. 1)

RPM would also do well to follow the lead of one of our chief competitors, Ablex Polymers. Ablex recently won an award from the International Business Foundation for hiring more Hispanic American women managers (“Ablex Wins Award,” 2012).

Promoting and Incorporating Cultural Awareness Within the Company

Cross-cultural Training

Many of RPM’s competitors have created cultural awareness programs for international employees as well as native speakers. Committed to diversity, Aetna offers online courses on ethnicity (e.g., “A Bridge to Asia”) to “promote an atmosphere of openness and trust” (Aetna, 2008, p. 14) while Johnson & Johnson conducts Diversity University “to help employees . . . understand and value differences and the benefits of working collaboratively . . . to meet business goals” (2013, Diversity University section, para. 1). Employees find it easier to work with someone whose values and beliefs they understand, while employers benefit from collaboration. Such a program could have prevented the problem RPM experienced when a non-native English-speaking employee was offended by a cultural misunderstanding (“RPM First Quarter,” 2011). We may want to model our programs after those at American Express, which has a workforce representing 40 nations, or those at Extel Communications with its large percentage of Hispanic and Vietnamese employees. United Parcel Service (UPS) profitably pairs a native English-speaking employee with someone from another cultural group to improve on-the-job problem solving and communication

Stresses other business precedents that encourage recruiting these employees

Indents quotation of forty or more words

Second major section

Cites business incentive to adapt as competitors did

References internal document from company intranet

Transition to new subdivision—networking of employees with similar cultural backgrounds

FIGURE 9.2 (Continued)

6

skills. For instance, Jamie Allen, a UPS employee since 2001, found her work with Lekha Nfara-Kahn to be one of the most rewarding experiences of her job (Johnson, 2012).

Although they need to encourage cultural sensitivity training, U.S. firms like RPM should also be cautious about severing international workers' cultural ties—a delicate balance. When management actively promotes bonds among employees from similar cultures, workers are less fearful about losing their identity. Encouraging such contacts, Globe Citizens Bank has long mobilized culturally similar groups by asking workers of shared ethnic heritages to network with each other (Gordon & Rao, 2011). Employees of Turkish ancestry from Globe's main New York office go to lunch twice a month with Turkish-born employees from the Newark branches. Globe hosts these luncheons and in return receives a bimonthly evaluation of the bank's Turkish and Middle Eastern policies (Hamilton, 2012).

Cultural education must go both ways, though. The U.S. business culture has conventions, too, and few international employees would want to ignore them, but they need to know what those conventions are (Johnson, 2012). A frequent problem with U.S. corporations such as RPM is that we assume everyone knows how we do things and how we think—it never occurs to us to explain ourselves. For example, native speakers of English are typically comfortable within a space of 1.5 to 2 feet for general personal interactions in business. But workers from Taiwan or Japan, who prefer a greater conversational distance, feel uncomfortable if their desks are less than a few feet away from another employee's workspace (Quincy, 2012; "Taiwanese Business Culture," 2012).

Promotion of Cultural Sensitivity

Corporate efforts to validate diverse cultures might also include the recognition of an ethnic group's holidays. RPM has just begun to do this by hosting cultural events, including Cinco de Mayo and Chinese New Year celebrations. Many companies honor National Hispanic Heritage Month in September, coinciding with the independence celebrations of five Latin American countries (U.S. Equal Employment Opportunity Commission, 2008). Emphasizing their "long-standing relationship with the Chinese community," Wells Fargo participates "every year in San Francisco's Chinese New Year parade" by featuring "a 200-foot-long Golden Dragon" (Babal, 2008, para. 2). GRT Systems sends New Year's greetings at Waisak (the Buddhist Day of Enlightenment) to its employees who are Buddhist. Techsure, Inc., allows Muslim employees to alter their schedules during Ramadan, (M. Saradayan, personal communication, February 28, 2012). Figure 4 (on page 7) provides a helpful multicultural calendar that RPM needs to follow in developing our cultural sensitivity policies.

Successful U.S. firms have been sensitive to the needs of their English-speaking employees for decades. Flexible scheduling, telecommuting options, daycare, and preventive health programs have become part of corporate benefit plans. Many of

Relevant source on topic of immigration

Offers two examples RPM could follow

Another clear transitional sentence

Identifies key RPM problem

Gives cultural example

Spells out precise ways RPM can incorporate cultural sensitivity into the workplace

Includes valuable information from official corporate blogs

Includes appropriate calendar of ethnic holidays

(Continued)

FIGURE 9.2 (Continued)

7

Figure 4
A Multicultural Calendar

December 2012						
◀ Nov 2012						Jan 2013 ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2 Advent begins (Christian)	3	4	5	6 Feast of St. Nicholas (European countries)	7	8 Bodhi Day (Rohatsu-Buddhism) Hanukkah begins (Jewish) (ends Dec. 16)
9 Uthpatti/ Utpanna Enkadashi (Hindu)	10	11	12 Feast of Our Lady of Guadalupe (Catholic)	13	14 Muharram ends (Muslim) (began Nov. 14)	15
16 Las Posadas begins (Hispanic) (ends Dec. 24)	17	18	19	20	21 Winter Solstice (various Pagan)	22
23 Gita Jayanti (Hindu)	24 Noche Buena (Hispanic)	25 Christmas (Christian)	26 Kwanzaa begins (Interfaith) (ends Jan. 1)	27 Datta Jayanti (Hindu)	28	29
30	31 New Year's Eve (Western)					

Source: Johnson, V. M. (2012). Growing multinational diversity in business sparks changes. *Business Across the Nation*, 23(7), 43–48.

these options and benefits have been in place at RPM. But an international workforce presents additional cultural opportunities for RPM management. For example, our company cafeterias might easily accommodate the dietary restrictions of vegetarian workers or those who abstain from certain foods, such as dairy products. At GlobeTech, for example, soybean and fish entrees are always available (Reynolds, 2012). Adding ethnic items at RPM would express our cultural awareness and respect for multinational employees.

Day care remains a key issue in hiring and retaining skilled employees, whether they are native or non-native speakers of English. RPM's child care facilities at our offices in St. Louis and San Luis Obispo have brought us much positive publicity

Major visual with a great deal of detail merits three-quarters of a page to make it readable

Pays attention to major world holidays

Visual helps to convince RPM to adopt similar policy

Identifies current RPM programs and how they could be easily modified to assist multinational workers

FIGURE 9.2 (Continued)

8

over the past eight years (“RPM Day Care Facilities,” 2012). But by modifying child care that reflects our workers’ culturally diverse needs, RPM can give a multinational workforce greater peace of mind and better enable them to do their jobs. A pacesetter in this field is DEJ Mobile, which insists that at least two or three of its daycare workers must be fluent in Korean or Hindi (Parker, 2011). One of our competitors, ITCorp, hires Hispanic and East Asian bilingual day care workers and tries to serve foods the children customarily eat at home (Gordon & Rao, 2011).

Making Business Communication More Understandable for Multinational Employees

Translation of Written Communications

Among the essential documents causing trouble for multicultural readers are company handbooks, insurance and health care obligations, policy changes, and OSHA and EPA regulations (Hamilton, 2012). To ensure maximum understanding of these documents by a multinational workforce, RPM should provide a translation, or at least a plain English version, of them. To accomplish this, RPM could solicit the help of employees who are fluent in the non-native English speakers’ languages as well as contract with professional translators to prepare appropriate work-related documents.

Workplace signs in particular, especially safety messages, must consider the language needs of international workers. In the best interest of corporate safety, RPM could have these signs translated into the languages represented by multinationals in the workplace and/or post signs that use global symbols. Unquestionably, we need to avoid signs that workers might find hard or even impossible to decipher. For example, a capital **P** for “parking” or an **H** for “hospital” might be unfamiliar to non-native speakers of English (Parker, 2011).

Language Training Must Be Reciprocal

But language training has to be reciprocal—for native as well as non-native speakers—if communication is to succeed. A recent international survey of executive recruiters showed that being bilingual is critical to success in the international world of business (“Developing Foreign Language Skills,” 2011). Sadly, even though second language instruction is on the rise, “fewer than 1 in 8 students at U.S. colleges major in [a] foreign language” (Cicorone, 2011, p. 19). Unfortunately, this is the case with RPM’s native-speaking employees. However, many of the international workers RPM needs to recruit are bi- or even trilingual. In India, Israel, or South Africa, for example, the average worker speaks two or more languages every day to conduct business.

Since RPM needs to recruit such workers, we have to learn more about the cultures and languages of these global employees. RPM management should consider contracting with one of the companies specializing in language instruction for businesspeople (www.selfgrowth.com/foreignlanguage.html). We also need to network with international employee groups to solicit their help and advice.

Cites company publication showing research within the organization

APA lists blogs in references

Third major section of discussion

Turns to written communication and multinational workers

Offers practical solution

Gives examples of what to avoid and why

Cites business survey to confirm the necessity of change at RPM

Argues that reader must consider both sides

Includes helpful link to assist reader

(Continued)

FIGURE 9.2 (Continued)

Conclusion

To compete in the global marketplace, RPM must emphasize cultural diversity much more in its corporate mission and throughout the workplace. Through its policies and programs, RPM should aggressively recruit and retain an increasing number of technologically educated and experienced multinational workers. Such workers are in great demand today and will be even more so over the next ten to twenty years. They can help RPM increase our international customer base and advance the state of our technology. But the workplace must be sensitive to their cultural, religious, dietary, and communication needs. Providing equal opportunities, diversity training and networking, and easy-to-understand business documents will also keep RPM globally competitive in recruiting and retaining these essential employees.

Recommendations

By implementing the following recommendations, based on the conclusions reached in this report, RPM Technologies can succeed in hiring and promoting the IT multinational professionals our company needs for future success in today's global economy.

1. Recruit multinational workers more effectively through our website, international hiring specialists, and visits to college and university campuses here and abroad.
2. Work more closely with the Immigration and Naturalization Service (INS) to retain multinationals.
3. Establish a mentoring program to identify and foster leadership abilities in multinational employees, resulting in retaining and promoting these workers.
4. Promote cultural sensitivity and networking groups comprising both multinationals and native English-speaking employees.
5. Encourage a group's cultural ties by actively supporting such work-related organizations as the Hispanic Organization for Advocacy and Leadership (HOLA).
6. Develop educational materials for employees who are native speakers of English about the cultural traditions of their multinational co-workers.
7. Reassess and adapt RPM's day care facilities to more effectively meet the needs of children of multinational employees.
8. Supply relevant translations and plain-English versions of company hand-books, manuals, new regulations, insurance policies, safety codes, and other human resource documents.
9. Support second-language training programs to enhance communication and collaboration between multinational and native speaker employees at RPM.

Conclusion concisely summarizes the highlights of the report without repeating the documentation

Forecasts continuing benefits for RPM

Provides specific, relevant recommendations, based on conclusions, to solve the problem at RPM

Numbered list format is easy for busy executives to read

Uses strong persuasive verbs to introduce each recommendation

FIGURE 9.2 (Continued)

10

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Includes only sources actually cited in report

Double-spaces between entries

Arranges all entries by author's last name or (if no author) by first word of title excluding articles ("a," "an," "the")

Specifies date of publication for every entry after author's name (or title, if author's name not given)

Capitalizes only first word and proper nouns in title

Provides page numbers for print sources

Indents second and subsequent lines ½ inch

(Continued)

FIGURE 9.2 (Continued)

11

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References
blog posts with
proper APA
citations

Gives full Web
addresses for
verification and
to make source
easy to find

Cites material
available on
company
intranet

Italicizes title
of government
report

Government
documents
provide
valuable
statistics

Article about
a company
included on
company
website