

2014 Diversity & Inclusion Best Practices

American Speech Language Hearing Association

www.asha.org

Nonprofit

Healthcare, Professional/Trade

More than 250 Employees

At ASHA we celebrate the strength and vitality of our diverse workforce—ASHA’s National Office is a community of more than 270 individuals with more than 270 vibrant cultures. We differ in lifestyle, appearance, age, talents, ethnic background, sexual orientation, race, gender, work style, temperament, and in countless other ways. We share our similarities and celebrate our differences while honoring the integrity of the individual—and are committed to the belief that every staff member deserves dignity and respect. ASHA strives for continuous improvement in raising awareness and promoting discussion of diversity, and encourages staff to keep an open mind in our workplace. We seek clarity, not consensus, on our cultural assumptions, and encourage staff members to challenge stereotyped views of cultural diversity. ASHA’s expectation is that staff members will educate themselves and others on this topic and candidly and honestly discuss diversity issues. If employees need information, resources, or guidance on diversity-related issues, Human Resources (HR) and the Office of Multicultural Affairs (OMA) have expertise in this area. At ASHA we put our beliefs about diversity into action. Our Diversity Team offers events and activities to encourage cultural exchange. Broad opportunities exist to get to know other staff such as participating on teams, attending the monthly “Knowledge Exchange,” and casual Friday events or participating in an exercise class. Our programs and policies—flexible schedules, a floating holiday, and domestic partner benefits to name a few —support staff who have a wide variety of needs and preferences. Diversity is programmed into the structure of ASHA’s National Office, because our staff contribute significantly to the wealth of the Association—every individual, and all of us together.

Calvert Investments Inc.

www.calvert.com

For Profit

Financial Services/Accounting

Between 50 - 249 Employees

Diversity and inclusion have been a part of our DNA as a company since its inception. Just as we've been an ecoleader in our business decisions since our early days that it feels counterproductive to write about, so too is diversity and inclusion so ingrained in our DNA. As such, we don't have a lot of 'policies' related to diversity and inclusion (though, of course, we have EEO, Affirmative Action and Harassment Prevention policies). It's such a part of our core that policies are superfluous. Our approach to diversity

and inclusion starts with recruitment, and with a senior leadership team comprised of a diverse group of professionals. It is sustained by each associate every day in our employment practices, our open-door environment, our sustainability practices, and our commitment to the community at large.

Carroll Hospital Center

www.CarrollHospitalCenter.org

Nonprofit

Healthcare

More than 250 Employees

Carroll Hospital Center promotes awareness, understanding and appreciation of equity and diversity in all of our interactions with patients, families, associates, medical staff, volunteers, visitors, vendors, etc. We are committed to creating a welcoming climate that supports the rights of individuals and reflects respect for diverse cultures, backgrounds, ideas, and needs. We have implemented some unique activities, events and programs to educate our Associates on diversity and inclusion. Our Multicultural Inclusion Committee, consisting of Associates from various hospital departments, has been in existence since 2011 and arranges for guest speakers to come in and discuss their experiences in health care. Topics in 2013 included intellectual disabilities, veterans and the effects of war, religious beliefs and health care, and representatives from the local chapter of Parents, Families & Friends of Gays and Lesbians (PFLAG). The topics for the presentations mainly come from requests from fellow Associates to determine what areas in which they would like more information. A multicultural food festival featuring recipes submitted by fellow Associates and potluck luncheons also have taken place to promote and share multi-ethnic cuisines. Our hospital also has a partnership with the Institute of Diversity to offer webinars and additional educational materials. This assists us in maintaining our best practices in providing multicultural and inclusion education for our Associates. We have plans to continue to grow our programs and implement additional activities and events throughout 2014.

College of Southern Maryland

<http://www.csmd.edu/>

Nonprofit

Education

*Civility & Respect Initiative *Diversity Institute: 1. external training for local businesses, civic groups & non-profits on diversity & inclusion; 2. public dialogues on diversity-related topics *LGBTQ awareness programs & training for faculty, staff and students * Employee Mentoring Program

Discovery Communications

<http://corporate.discovery.com>

For Profit

Media, Telecommunications

More than 250 Employees

Below is a snapshot of Diversity and Inclusion best practices employed by Discovery. More detailed information can be required upon request. - Diversity Corporate Growth Trait - Global Mindset Corporate Growth Trait - Diversity & Inclusion Awareness Training - Employee Resource Groups - Global Diversity Ambassadors: - Diversity in Programming Content - Global Diversity Calendar - Partnerships with Diversity Organizations: - Diversity in Media Contest - Discover Our Taste International Recipe Book - NAMIC Mid-Atlantic 1st Annual Creative Showcase - Connecting Global Teams initiative ...and much more.

FINRA

www.finra.org

Nonprofit

Financial Services/Accounting

At FINRA, our employees are our greatest asset and include many of the brightest and most talented individuals in the financial services industry. We strive to create a diverse and inclusive culture where the thoughts and ideas of all FINRA employees are valued, appreciated and respected. Since fairness is at the very heart of what we do, diversity in our workforce must mirror the same commitment. Diversity at FINRA means understanding accepting respecting, and valuing differences among people regardless of their age, gender, race, ethnicity, culture, religion or spiritual practices, disabilities, sexual orientation, gender identity, family status or veteran status. We are committed to leading by example and to maintaining a fair and inclusive work environment built on mutual respect and integrity. Our objective is for all employees to have the opportunity to develop and achieve their full potential and to contribute their unique perspectives to further FINRA's mission of enhancing market integrity and protecting investors. FINRA values excellence and recognizes that by embracing the diversity backgrounds, skills and perspectives of its workforce, it will sustain a competitive advantage and remain an employer of choice. Diversity is a business imperative, enabling us to attract, retain and develop the best talent available, and to approach regulatory challenges with efficiency, creativity and innovation. FINRA's diversity programs are designed to foster an environment where all employees are valued and recognized for their contributions. Through our diversity initiatives – including diversity recruitment, engagement and educational programming, WorkLife programs and resources – we offer opportunities to help employees perform at his/her best in support of FINRA's mission.

Holy Cross Health

www.holycrosshealth.org

Nonprofit

Healthcare

More than 250 Employees

The founding order of Holy Cross Hospital, the Sisters of the Holy Cross, entered our community at a time in which the most likely form of diversity in Silver Spring and in Montgomery County was religious diversity. The community in the hospital's immediate area had and continues to have a significant representation of the Jewish faith. Some of the most prominent citizens working with the Sisters of the Holy Cross at the time of its founding were in fact members of the Jewish community in Silver Spring and in Montgomery County, and a significant number of the doctors on staff at the time were also members of the Jewish Faith. The Sisters acknowledged and respected the contributions of those not of Christian or Catholic faith and created an environment in which the multiple faiths represented in our community of staff, physicians and patients were welcomed and celebrated. Our legacy remains the same fifty years later. Holy Cross Health is just as committed to the same welcoming environment as evidenced by the greater than seventy percent ethnic diversity in our workforce. Further evidence of that is that in the recent past, our senior management council has included up to twenty percent representation of openly serving LGBT persons. The legacy of the Sisters of the Holy Cross, and their message of addressing the needs of the communities in which they served continues to be our guide post in our commitment to diversity.

Honest Tea, Inc.

www.honesttea.com

For Profit

Food and Beverage, Manufacturing

Between 50 - 249 Employees

We offer insurance benefits to domestic partners. Our Employee Assistance Program and our program through Health Advocate extends to not only employees, but also their spouses, partners, children and parents. We are most proud of our relationship and partnership with the Corporate Work Study Program with underprivileged students at Don Bosco Cristo Rey High School in Takoma Park, MD.

Hughes Network Systems, LLC

www.hughes.com

For Profit

Telecommunications

More than 250 Employees

Hughes offers a wide variety of programs and benefits that continually foster diversity and inclusion. Today we offer a wide variety of on-site services to our employees including the on-site occupational nurse and wellness clinic, fitness and exercise programs that cover every level of physical fitness to include Yoga, Zumba, Boot Camp, Quick Fit Program for beginners, health and wellness lunch seminars, massage therapy, and Intramural Sports. One of the most popular events that started in 2011 and continues to grow exponentially in participation is the beginning of a Cricket League. Having the facility space available, we are able to support full cricket games and a tournament. The employee services team is able to provide interesting and exciting programs beyond fitness to include discounts for cultural, environmental, and community events. Every year there are planned bus trips to New York City, tickets to cultural events in Washington D.C., and Company sponsorship of the Black Rock Center for the Arts. Throughout the year, our employees have the opportunity to participate in a wide range of interpersonal and professional training programs offered both on site and through our Employee Assistance Program. Hughes listens to its employees and works to provide opportunities to balance work and real life and to foster an inclusive environment that embraces our truly diverse culture.

Marriott International

www.marriott.com

For Profit

Hospitality

More than 250 Employees

- Board-led Committee for Excellence responsible for monitoring the progress of our global diversity and inclusion strategy and evaluating the company's efforts to promote an increasingly diverse workforce, owner, customer and supplier communities.
- Global Diversity and Inclusion Council led by Arne Sorenson, President and CEO. The Council complements the Committee for Excellence and defines our overarching vision, for diversity and inclusion, ensures integration across all dimensions and establishes metrics that will enhance our progress around the world. This past year, our CEO appointed all continental division presidents to the Global Council. Continent-specific diversity and inclusion strategies were developed that are responsive to local needs and that align with the company's overarching focus.
- Enterprise-wide Diversity and Inclusion Council infrastructure comprised of members that represent the broad scope of diversity at Marriott. Closely aligned with our formalized Corporate and Regional Councils are dozens of associate-initiated local network groups. These groups orchestrate and set the tone for creating an inclusive environment and drive initiatives that celebrate the differences of all Marriott associates.
- Annual enterprise-wide Cultural Appreciation Day
- The J.W. Marriott, Jr. Diversity Excellence Award was established to recognize a business unit or individual for outstanding contributions in promoting diversity and inclusion at Marriott.
- Multicultural marketing campaign, "For You, We're Marriott" focuses on African American, Hispanic and LGBT customer segments.
- "Valuing Our World of Differences" e-learning for all associates and

delivered Living Our Core Values dialogues focused on “A World of Opportunity” and Marriott’s commitment to diversity and inclusion. • “Marriott, Where I Belong” employer brand campaign, promoting our culture and inclusion through targeted brand messaging designed to attract, retain and engage diverse associates. • Customizable Leadership Learning Guides to identify formal and informal development activities to support generational diversity. • Training programs and tools including a foundational cross-cultural workshop and Intercultural Development Inventory (IDI), a leadership tool designed to measure an individual’s (or group’s) fundamental orientation to cultural differences. • Diversity Ownership Initiative that focuses on outreach and education for diverse hotel owners and franchisees and offers an array of financial incentives to expand the diversity of property owners. As a result of this initiative, we continue to grow our diverse owner partnerships and today have 600 diverse-owned hotels. • Over the last decade, we have spent nearly \$4 Billion with diverse suppliers and are committed to increasing that number by providing opportunities within an ever-increasingly diverse and inclusive supply chain. • Our longstanding Women’s Leadership Initiative guides our efforts to develop a strong pipeline of women leaders, provide opportunities and forums for women to network and build mentoring relationships, and promote work-life effectiveness. • Evenings of Engagement provide opportunities for women and minority leaders to interact with senior leaders in a more informal setting. Attendees can ask questions on a variety of topics and also provide feedback on new market initiatives. • An online Diversity Resource Center, available to properties through our intranet, is another tool to help promote diversity within our company. The toolbox offers a wide range of diversity activities and exercises, as well as a Diversity Calendar.

MedStar St. Mary's Hospital

<https://www.medstarhealth.org/st-marys/pages/default.aspx>

Nonprofit

Healthcare

More than 250 Employees

Annual Diversity Awareness Open House Executive and Senior Leadership Commitment and Advocacy of diversity and inclusion efforts. Quarterly Diversity Awareness program sessions focusing on learning Annual photo audit to ensure our marketing materials are diverse and inclusive Diversity Committee dedicated to ensuring that we are as diverse in all aspects of our business as possible. Full life cycle recruitment of diverse workforce to reflect the community we serve. Scholarship and Tuition Reimbursement program are supportive of our recruitment and retention efforts. Quarterly workforce metrics are reviewed against our patient population to ensure a balance.

MONTGOMERY COLLEGE

www.montgomerycollege.edu

Nonprofit

Education

More than 250 Employees

Montgomery College is a learning community that encourages freedom of thought and expression that maintains civility in the meaningful exchange of ideas. The College's employees and students are encouraged to be the voice and example of reason with regard to maintaining mutual respect and civility, which are consistent with the mission, and goals of the institution. Each semester employees are provided information about the College's Equal Employment and Equal Education Opportunity policies and procedures and reminded of their responsibility to comply with these policies and procedures. Additionally, key policies and procedures are included as part of our on-boarding process and reviewed during new employee orientation. Further, our Center for Professional & Organizational Development have designed professional development opportunities that help to build a better understanding of our diverse, multilingual, international and multigenerational workplace. Cultural competence is cultivated throughout our organization through programs such as the Tapestry Institute for Cultural Competence, Community Conversations, and In Their Own Voices. The Tapestry Institute includes topics such as Cultural Competence for the 21st Century, Teamwork in the International Workplace, Cross-Cultural Hospitality 101, Evolution of Inclusion Initiatives, Multicultural History of US, Dialogue Practices, and World View. In Their Own Voices is a program in which panelists from the college and community describe their life experiences and cultural heritage in support of MC's growth in cultural competence. In addition to providing formal professional development opportunities to our employees, College leadership created Enrichment leave, which allows staff to participate in some of the unique opportunities available on campus, like attending a guest lecture, joining a Jefferson cafe, or listening to a panel discussion.

Montgomery County Government

www.montgomerycountymd.gov

Government

Government

More than 250 Employees

Bill 32-12 Personnel - Regulations- Persons with Disabilities- Noncompetitive Appointment was passed and requires the County Executive to adopt regulations permitting the noncompetitive appointment of a qualified person with a severe developmental, physical, or psychological disability to a County merit position. The Bill authorizes a program that is similar to the noncompetitive appointment of a person with a disability to a merit position in the Federal Civil Service. This bill creates additional opportunities for a person with a severe disability to secure an initial appointment to County employment through a noncompetitive process. The County Executive is ardently committed to increasing employment opportunities with the County for persons with disabilities. This program was voted on by all registered voters in Montgomery County During the 2012 general election and Montgomery County has communicated to voters, the general public, and employees through the local media including television, radio, web sites, blogs, newspapers, and social media. *Minority Business Enterprise (MBE)

Program: Montgomery County Government is committed to Minority Business Enterprise (MBE) which is founded on sound business policies as reflected in its laws, executive regulations and the desire to utilize minority and women owned businesses. The County is unique in its desire to maximize contracting with MBE businesses based solely on each procurement's requirements and work plan. This program negotiates with private contractors to maximize minority utilization on every contract over \$50,000. The maximum utilization of minorities and women in business ensures Montgomery County vendors reflect the rich demographic diversity of our County, its skill sets and business environment.

*The Senior Fellowship Program: The Senior Fellowship Program provides temporary part-time job opportunities for experienced and seasoned professionals. Senior Fellows will work no more than 20 hours a week on short-term or long-term projects. The Senior Fellowship provides individuals with an opportunity to remain professional active in their community and local government.

*Customized Employment Public Intern Project is a national award winning program which was created based on the County's knowledge that people with significant disabilities often have difficulty accessing the County's government positions. As an employer, Montgomery County recognizes that there are many job candidates with significant disabilities who have much to offer but have difficulty competing for traditional jobs within government. To go above and beyond what other County and State agencies have done, Montgomery County has established an initiative to create flexible work opportunities for individuals to fulfill the work requirements of County departments. This program has enabled public interns to gain employment, it has allowed Montgomery County to train and hire more job candidates with significant disabilities as a result of this program.

*The Leading a Global Workplace Management Series is designed for managers at all levels with supervisory responsibilities. This series offers practical solutions and insights into the everyday challenges of managing in a diverse workplace. This series provides a platform for managers to exchange ideas and good practices. Montgomery County offers a Diversity Studies and Cultural Competency Learning Path which employees need to complete a total of four training courses in the non-supervisory track or six courses in the supervisory track such as Limited English Proficiency, Multi-Lingual Interpreter Training, Preventing Workplace Harassment, Communicating Across Cultures, Today's Diverse Workplace, American's With Disabilities Act-Employment Law, American's With Disabilities Act—Local Government Services and Serving Customers with Disabilities, EEO/Diversity Management for Managers and Supervisors.

Project Search-- After successfully completing a one-year internship with the County last fall, eight of the 11 graduates of the Project Search internship program landed jobs in County government departments, and one graduate is currently volunteering. Project Search, a program that has gained national attention, places young adults with cognitive and developmental disabilities in unpaid internships in a variety of workplace settings. The program is unique because it totally immerses interns in the workplace and focuses on the needs of both the interns and the workplace, with the goal being competitive employment. More than 50 percent of last year's graduating class was hired by Montgomery County. One intern is currently volunteering with the Department of Recreation with hopes of a part-time job in the future.

Social & Scientific Systems, Inc.

<http://www.s-3.com>

For Profit

Consulting/Professional Services

More than 250 Employees

SSS has implemented the following activities/programs in an effort to promote Diversity and Inclusion in our company: Founders Award - Recipients are honored at a company-wide event for their sustained performance that exemplifies SSS' core values: Exceptional Employee-Owners; Outstanding Client Service; Giving Back to the Community and Integrity and Viability. Recipients are selected by their colleagues. Exceptional Achievement Awards - Recipients are honored at a company-wide event and are chosen usually by colleagues. We continue to offer a variety of benefits to all employees, such as onsite weekly massages, onsite fitness classes and access to complete onsite gym during and after hours, and employees and their families are eligible for discounted gym memberships with many of the leading local gyms. Weight reduction and maintenance support groups, grief support groups, substance abuse, caregiver support, and stress management support group resources are provided through the Employee Assistance Program (EAP). Some of these benefits are at no-cost to employees.

SRA International, Inc.

www.sra.com

For Profit

Consulting/Professional Services, Technology

More than 250 Employees

At SRA, we serve our employees by providing employee resource groups (ERGs) and affinity networks to offer them with education opportunities, networking, and leadership mentors. The Wounded Warrior Program provides a successful transition from military service to the civilian workforce. Our program is open to all qualified veterans, as well as their spouses or partners (for those veterans unable to work or who paid the ultimate sacrifice). At SRA, every warrior is supported by a network that includes the Wounded Warrior program manager, our wellwithin® nurse care managers, the individual's supervisor and an independent mentor from our Veterans Employee Resource Group. In general, Employee Resource Groups are designed to link employees in similar situations allowing them to leverage their collective experiences to foster an effective network and voice within SRA. Whether you're from a certain area of the world or like to be involved in specific types of activities, you can almost certainly find that there are others at SRA who share that facet of your life, and could benefit from being connected. We currently have 8 ERGs: African-American, Early Career, Faith-Based, Latin-American, Lesbian, Gay, Bisexual, and Transgender-Straight Alliance, Caregivers, Veterans, and Women in Leadership. Our Inclusion Council provides pathways that enable SRA's employees to achieve success on all possible levels. We work together to ensure that OneSRA is more than just a marketing approach because, beyond our individual differences, our unique strengths and distinct perspectives, we come together to create a single SRA that achieves more than the sum of the parts.

The Maryland-National Capital Park and Planning Commission

www.mncppc.org

Government

Recreation, Park and Planning

More than 250 Employees

M-NCPPC has a strong commitment to equal employment opportunity, and to fostering a culture that celebrates employee diversity. It is the policy of M-NCPPC that all applicants and employees receive fair and equal treatment. This commitment is demonstrated via strong EEO policies, regular and consistent training sessions, internal resources, and a workplace culture and environment dedicated to administering EEO principles. M-NCPPC is located within the Washington Metropolitan Area, which is one of the most diverse areas in the United States. Because of our location, we understand that every person is unique - whether it is because of culture, background, family, religious beliefs, race, education, and life experiences. This diversity adds richness to our community as it also does for an organization. M-NCPPC is proud to be an employer that embraces the diversity and unique talents of each employee. M-NCPPC created a Diversity Council to promote open dialogue and create initiatives that strengthen the understanding and appreciation of individual uniqueness. In 2012, our Diversity Council celebrated its 10 year anniversary by hosting an agency-wide event for all employees. M-NCPPC believes that it is this individual uniqueness that is the common bond each employee has in enriching the organization's tapestry. M-NCPPC sponsors many initiatives both internally and externally which celebrate diversity. Events are hosted to celebrate Black History Month, Asian-Pacific Heritage Month, Women's History Month, Hispanic Heritage Month, LGBT Pride Month, Native American Month. There are also diversity workshops and training provided to all employees to promote greater awareness and strategies to avoid misunderstandings in cross-cultural communications. We are also proud of Summer Employment Program for people with disabilities, which has been in existence since 1998.