

## 2015 Diversity & Inclusion Best Practices

### American Speech-Language-Hearing Association

[www.asha.org](http://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

<http://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 eco-leader in our business decisions since our early days that it feels counterproductive to write about it, 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](http://www.carrollhospitalcenter.org)

Nonprofit

Healthcare

More than 250 Employees

Carroll Hospital Center encourages awareness, understanding and appreciation of equity and diversity in all our contacts with patients, families, associates, medical staff, volunteers, visitors, vendors, etc. We are dedicated to generating a warm atmosphere that aids the rights of individuals and considers respect for diverse cultures, backgrounds, ideas and needs. We have put into action some distinctive activities, events and programs to educate our Associates on Diversity and Inclusion to incorporate but not limited to: Multi Culture Awareness and Inclusion Committee (MCAIC) Inclusion Fair, Monthly educational sessions activities and events, Multicultural Passports to encourage attendance to programs, and the creation of once a month lunch menus to promote multi-ethnic cuisine.

## **Cartus Corporation**

[www.cartus.com](http://www.cartus.com)

For Profit

Consulting/Professional Services, Relocation/Global Mobility

More than 250 Employees

Diversity is a defining characteristic of the Cartus workforce and a core element of our culture. Our personal differences in intercultural perspective, life experience, and talents represent valuable assets in working together. By creating an inclusive organization where everyone – from employees to vendors, from Danbury to Singapore – feels valued, we promote creativity and cooperation. By all measures, Cartus is a highly diverse organization; our employees speak more than 50 languages and have living and working experience in 100 countries. Through the Cartus Global Diversity and Inclusion Advisory Council, as well as local councils and more than 25 common interest groups, Cartus employees can meet others and get involved in ways that are meaningful to them. Our annual Diversity and Inclusion award celebrates that commitment. Learn more about what the winners have to say about how Cartus recognizes diversity—and how that focus contributes to our company—here:

<http://youtu.be/9I2MK1xP3F4>. Our Supplier Diversity Program is also intended to build an awareness of the social responsibility of our company, our employees, and our partners and subcontractors to

provide opportunities for minority- and women-owned businesses. Our plan is not a response to outside regulatory agencies or mandatory requirements; rather, it is a proactive effort to recognize and support programs that enhance the communities we serve and provide an economic stimulus for businesses owned by minorities and women. Our goal is to maximize participation through the development of mutually beneficial business relationships with these firms on all contracting and subcontracting levels.

## **Discovery Communications**

[corporate.discovery.com](http://corporate.discovery.com)

For Profit

Media

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.

## **Holy Cross Health**

[www.holycrosshealth.org](http://www.holycrosshealth.org)

Nonprofit

Healthcare

More than 250 Employees

At Holy Cross Health, no person shall on the grounds of race, color, religion, age, gender, sexual preference, national origin, ancestry or disability, be excluded from participation in, be denied benefits of, or otherwise be subject to discrimination in the provision of any care, services or admission. Holy Cross Health is dedicated to providing interpretation services, and to increasing cultural awareness and sensitivity among healthcare staff. In recognition of the diversity of the community it serves, Holy Cross Hospital employs a manager of multicultural services whose job is dedicated to interpretation services and cultural awareness and sensitivity within the hospital. We utilize an over-the-phone interpretation system to connect with specially trained medical interpreters in more than 150 languages. Additionally, an employed Spanish language interpreter and more than 300 employee volunteers who speak more than 65 languages provide foreign-language interpretation services on behalf of patients, family members, physicians and other staff. Sign Language interpretation also is available. In addition, we

offer a Functional Spoken Spanish For Healthcare Professionals course. This course provides our employees exposure to medical vocabulary that will facilitate communication to better assess the patient and provide general instructions. We offer an English Speaking and Listening Skills for Healthcare Workers course. The targeted audience is employees whose native language is not English. Because of our uniqueness of having 70% minority representation in our workforce, we reap the benefits of having diverse candidates recommended for employment through our employee referral program.

## **Honest Tea, Inc.**

[www.honesttea.com](http://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](http://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](http://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.
- 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.
- Emerging Leader Program (ELP), designed and launched in 2014, is a key pillar of our Americas Diversity and Inclusion strategy to increase the numbers of women and minorities in leading roles. Participants are high-performing, front line leaders, senior leaders and other management associates who have demonstrated the ability to excel to higher levels of responsibility. ELP provides this emerging talent—who are at different career stages—with a customized, cross-discipline, cross-brand leadership development experience.
- Annual enterprise-wide Cultural Appreciation Day
- 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.
- Customizable Leadership Learning Guide 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, 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.
- Over the last decade, we have spent more than \$4 Billion with diverse suppliers and are committed to increasing that number by providing continuous 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 Ongoing training given to our workforce about the delivery of culturally competent care.

## **Montgomery County Government**

[www.montgomerycountymd.gov](http://www.montgomerycountymd.gov)

Government

Local Government

More than 250 Employees

**B. HIRING INITIATIVES FOR VETERANS AND INDIVIDUALS WITH DISABILITIES** Overview of Programs Increase Employment of Hiring for People with Disabilities/Disabled Veterans and Veterans The Office of Human Resources has been working closely with the Commission on People with Disabilities with the goal of increasing employment opportunities for people with disabilities. The County Government is an equal opportunity employer, committed to workforce diversity. i. Customized Employment Public Intern Project The Customized Employment Public Intern Project was created based on the County's knowledge that people with significant disabilities often have difficulty accessing County 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 the 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. All County departments will have the opportunity to work with a customized employment career specialist to identify and create part-time position descriptions based on the department's need. Individuals with significant disabilities will be matched to work tasks based on their interests, skills and competencies. Public interns gain job experience and training to be able to compete for merit positions within the County, as well as at other places of employment.

ii. Montgomery County QUEST Intern Partnership The Montgomery County QUEST Intern Partnership was launched in October 2009 with the Maryland Department of Education Division of Rehabilitation Services (DORS). The Quest Intern partnership is designed to provide opportunities for individuals to serve as volunteer interns in County Departments and help them obtain job skills by working on a special project(s). The goal for this initiative was to achieve a minimum of ten (10) QUEST Internship placements to be enrolled at any given time. Participating departments identify internship projects suitable for QUEST Intern placements and submit the project(s) for consideration by the DORS QUEST Intern Coordinator. DORS representatives work with county department staff to recruit, identify, and recommend qualified individuals for the approved department projects. The DORS Coordinator recommends qualified intern candidates for consideration and selection by department staff. Department staff interview internship candidates and select individuals to work in the department for a three month or six-month period. The QUEST internship placements do not impact departmental fiscal requirements, since DORS handles all the pre-intern placement arrangements and provides the intern stipends. DORS provides QUEST Interns with a stipend for the duration of their service plus help interns gain job experience needed to help them achieve their goal of obtaining gainful employment after completing the intern placement with Montgomery County.

iii. Montgomery County Project Search Program The Montgomery County Project Search Program was launched by County Executive Leggett in September 2012. It is an intern program to provide opportunities for young adults with intellectual and developmental disabilities. County Executive Isiah Leggett joined officials from the Ivymount School and SEEC, an adult rehabilitation provider, to launch Project Search Montgomery, a one-year transition program designed for young adults with intellectual and developmental disabilities. Interns are in their last year of high school or are recent graduates. Twelve interns will work in the Departments of Finance, General Services, Permitting Services, Public Libraries, Recreation and Transportation, along with the Office of Human Resources and the Office of the County Executive.

iv. Montgomery County Question A: Merit System – Hiring Individuals with Disabilities The County recently adopted a Schedule A type hiring preference, within the merit system, to recruit and select qualified individuals with severe physical and mental disabilities on a noncompetitive basis. During the 2012 Election, a Ballot Question, to Amend Section 401 of the County Charter to allow the County to operate a hiring preference program was approved by voters. The bill was supported by the Executive Branch, and unanimously approved by County Council in March 2013. This hiring preference enables the County to identify vacancies at various grades and classifications for qualified individuals. Job classifications, under this preference, includes technical, administrative, paraprofessional and professional job categories. Significantly, it is not limited to entry level or lower grade/salary, part-time or temporary jobs oftentimes slated for individuals targeted for the preference.

v. Montgomery County Bill 49-06 (Priority Placement) Bill 46-09 requires the County Executive to adopt regulations establishing and maintaining a hiring preference for certain qualified persons with disabilities who apply for an initial appointment to a County merit system position. Montgomery County Government provides priority consideration known as the Hiring Preference for initial appointment to a

County Merit System position for veterans with a disability, veterans without a disability and for persons with a disability

## **Social & Scientific Systems, Inc.**

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

For Profit

Consulting/Professional Services

More than 250 Employees

SSS is 100% employee-owned with many opportunities for employee involvement and participation, particularly through committees. The Employee-Owners' Communications Committee helps promote and support our employee ownership culture, the Community Service Committee initiates and coordinates volunteer and charitable activities, the Green Committee reduces our impact on the environment, the Health and Wellness Committee works to ensure that SSS' mission to improve public health worldwide includes our own corporate community, and the Safety Committee ensures the safety of employees and guests. Open communication is our primary goal. We often implement employees' innovative suggestions that they make through our employee suggestion box, all-staff employee-owners meetings, and other participatory forums with our executive officers both in person and online.