

## 2018 Diversity & Inclusion Best Practices

### College of Southern MD

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

Nonprofit

Education

250 or more US employees

1. Community-building discussions
2. Cultural Competency and Leadership Development programs
3. Inclusive classroom design programs
4. Promoting D & I from the "top down"
5. Supporting management in D & I development
6. Understanding unconscious bias and its impact on recruitment and retention
7. Integrating D & I ideals into course assignments
8. Facilitating discussions on recognizing cultural differences
9. Recruitment and retention strategies
10. D & I assignment techniques
11. Mediation training
12. Affinity Advocacy groups
13. Community-centered programs for employers & organizational leaders
14. Establishing student and employee D & I advocacy groups to support D & I office goals
15. Developing partnerships across the college in order to strengthen the infrastructure of supportive services and resources for employees and students
16. Strategic planning
17. Environmental scanning of community & region

### Discovery, Inc.

<https://corporate.discovery.com/>

For Profit

Media, Telecommunications

250 or more US 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.

## **Family Services, Inc.**

[www.fs-inc.org](http://www.fs-inc.org)

Nonprofit

Social Services

250 or more US employees

At Family Services, Inc. (FSI), diversity and inclusion is best approached and implemented from all levels of leadership. While our Board of Directors, CEO and actively engaged leaders to support diversity and inclusion within the workplace, we can't minimize the powerful impact of employee involvement. FSI engages our employees at all levels in order to reach our community members and communicate the importance of diversity and inclusion. We find that employees are eager to join in the process, but need the know-how and confidence to be Diversity Champions. We work to find ways to teach employees that there are many methods to contribute and support diversity and inclusion, that does not necessarily require expertise in the field. FSI employees are provided the diversity goals and vision of our organization and its connection to the overall strategic plan and objectives. We ask for a commitment to the process by taking the time to understand how diversity impacts their individual roles within the organization, the clients they serve, and those who live and work throughout our community. We conduct employee engagement surveys and respond as openly and honestly as possible, providing a way for people to comfortably express concerns, ask for advice, share new ideas, etc. FSI has implemented an Employee Resource Group that organizes diversity-related events and activities, representing a valuable opportunity for personal and professional development. FSI strives in its commitment to grow in our cultural awareness and competency. Employees at all levels take the time to learn about different cultures, races and backgrounds by sharing their own customs and practices associated with their cultures. This is done through our eNewsletter, special events, employee appreciation days, seasonal activities (potluck lunches where staff share foods that represent their cultural background). Family Services is the face of diversity - each employee is a spokesperson for diversity issues, whether its their own or not. Our employees, volunteers, clients and community partners brings to the table a lifetime of experiences and knowledge, adding value to Family Services because of their remarkable differences

## **Holy Cross Health**

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

Nonprofit

Health Care

250 or more US 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 who were 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. Fifty plus years later, the laypersons who now follow the legacy of the Sisters are just as committed to the same welcoming environment as evidenced by the seventy percent ethnic diversity in our workforce. Further evidence of that, is that in the recent past, our senior management council has included representation of openly serving LGBT individuals. 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.

### **Hughes Network Systems, LLC an Echostar Company**

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

For Profit

Telecommunications

250 or more US employees

Hughes offers a wide variety of programs and benefits that continually foster diversity and inclusion. We continue to offer a multitude 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, Boot Camp, Quick Fit Program for beginners, health and wellness lunch seminars, massage therapy, intramural sports, and a running club. The diversity of our organization has directed us to new and innovative opportunities for inclusion. Our employees have started intramural sports teams that represent global interests. Having the facility space available, we are able to support full cricket games and tournament play. As well, a full volleyball court has been built on site, teams have started an annual tournament which become the most popular summer event here at Hughes. Participation in 2017 has doubled for our international sports. Its a great opportunity to foster collaboration, team work, and respect in and outside of the office. The employee services team works 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.

### **Marriott International, Inc.**

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

For Profit

Hospitality

250 or more US employees

Marriott's core value of Putting People First is fundamental to our culture of inclusion and the cornerstone of our success. Our approach to diversity and inclusion is deeply rooted in our company's purpose "to open doors to a world of opportunity." And it's aligned with our 2nd TakeCare pillar—My Co-workers—and feeling valued as part of the Marriott family of associates. We celebrate the uniqueness that enables our associates to be themselves. By understanding and valuing this uniqueness and recognizing each individual's contributions, we are creating a sense of togetherness. Each of us has the need to feel we belong and are making a difference. Our company is committed to creating a work environment where people with different backgrounds, perspectives and skills come together to leverage their uniqueness. The following are a few examples of our diversity and inclusion programs:

- 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. These Councils 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.
- Annual enterprise-wide UNITY Day
- J.W. Marriott, Jr. Diversity Excellence Award established to recognize a business unit or individual for outstanding contributions in promoting diversity and inclusion at Marriott.
- Our Women's Leadership Development Initiative, launched 17 years ago, 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.

## **Maryland National Capital Park & Planning Commission**

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

Government

Recreation/Parks, Planning

250 or more US employees

M-NCPPC has a strong commitment to equal employment opportunity, and to fostering a culture that celebrates 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 administering EEO principles. M-NCPPC is located within the Washington Metropolitan Area, which is one of the most diverse areas in the United States. 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 understanding and appreciation of individual uniqueness. Our Diversity Council just celebrated their 16-year anniversary by hosting an agency-wide event for all employees. M-NCPPC believes that it is the 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 that 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; this Program has been in existence since 1998.

## **Montgomery County Government**

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

Government

250 or more US employees

The Office of Human Resources has been working closely with several local and national organizations with the goal of increasing employment opportunities for people with disabilities including the Commission for People with Disabilities. The County Government is an equal opportunities. The County Government is an equal opportunity employer, committed to workforce diversity and inclusion. Project Search Montgomery is an intern program that provides opportunities for young adults with intellectual and developmental disabilities. The program enables individuals to gain valuable job experience by working in County offices and departments over a 10-month period. The goal of the Project Search intern project is to provide these individuals with jobs skills and be able to offer them a permanent job with Montgomery County. Since the programs inception, more than half of the interns were hired by the County into permanent jobs. Quest Intern Partnership-The Quest Intern Partnership was launched in 2009 and designed to provide opportunities for individuals with physical, intellectual, and developmental disabilities to serve as volunteer interns within Montgomery County. Customized Employment Program: The Customized Employment Public Intern Program was created with the knowledge that people with significant disabilities often have difficulty accessing County government positions. The goal of this internship program is to provide interns with meaningful job experience and training so that they are able to compete for merit positions within the county, as well as at other places of employment. The program seeks to be a model for local jurisdictions in the increasing of hiring people with disabilities. These programs and the training provided to support the inclusion of people with disabilities in the workplace have increased the hiring and retention of people with disabilities within Montgomery County Government.

## **Qiagen**

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

For Profit

Biotechnology

250 or more US employees

"As a fast-growing technology and knowledge-based company, we strive to ensure that training and career development are an integral part of the QIAGEN experience. We have established a global Personal Enhancement System (PES), which creates a clear framework of regular, one-on-one review sessions for managers and each of their employees to discuss career development topics. These sessions include discussions of goals and their achievement, assessment of relevant competencies as well as definition of training needs and further career planning steps. Professional Training & Development at QIAGEN is an ongoing process that reaches all employees, which cycles from the PES goal and development discussion to training participation and learning transfer. Continuous Learning As part of our continuous learning initiatives, we offer an exciting range of training opportunities to all employees at every level. To help you excel in your role, we provide training in key skills, such as communication and presentation, project management, and leadership. Developing young talent and fostering a spirit of learning and inquiry are just 2 of the ways we support your professional growth. Below is a small sample of our training options: • Successful Communication • Effective Meeting Management • Self-Organization and Time Management • From Conflict to Consensus • Fit for Leadership We've also created a special Leadership Curriculum for management staff — a specialized training program to help our managers deal effectively with their wide-ranging tasks, far-reaching responsibilities, and multiple challenges. If we don't offer a specific training course or workshop that suits your needs, tailor-made solutions can be created on request. In addition, we provide support for third-party, job-related training where needed. Career Development At QIAGEN, training and career development go hand in hand. By taking part in the many opportunities on offer, you can ensure that your professional growth keeps pace with your career goals and aspirations. We're committed to developing your talents and supporting you in furthering your career. A short-term assignment at one of our global sites — along with the relevant cross-cultural training — is just one of the many ways to develop new competencies, not to mention expand your professional horizons. As a fast-growing company, with a strong desire to support this growth, we believe that developing our future managers through internal development programs is a key factor in our success. The Management Campus for Starters is a specific development program that prepares high-performing employees to take on initial leadership positions. The program provides training in leadership basics and an overview of relevant business management topics. The Executive MBA Business Integration Program was developed in cooperation with the University of Würzburg and provides an opportunity for professionals and managers to gain comprehensive insights into leadership and management topics. The program encourages out-of-the-box thinking and enhances global networking. "

## **The American Speech-Language Hearing Association**

<http://www.asha.org>

Nonprofit

Association, Health Care, Professional/Trade

250 or more US employees

ASHA's leadership and commitment to diversity and inclusion (D+I) dates back to 1969. Over time, our expertise has expanded, and we have devoted additional effort and resources to advancing D+I throughout the Association and the ASHA National Office. By definition, diversity encompasses the variety of experiences, skills, knowledge, and attributes that shape every one of us. ASHA recognizes

that every individual has a culture, we are all different in a number of ways, and that ASHA members, staff, volunteers, and other stakeholders bring their individual differences to every professional and personal encounter. Inclusion is the act of employing systems, policies and practices that support, engage, and demonstrate value for all individuals. Diversity of thought and inclusion of new ideas and perspectives can help us increase creativity, generate new ideas, enhance problem solving, and increase flexibility, productivity, and effectiveness.

**Association** We affirm the value of diversity and the importance of inclusion, and are committed to ongoing dialogue across cultural lines as a strategy for excellence in serving our members, for addressing the needs of an increasingly diverse society, and as a mechanism for equipping ASHA members' ability to appropriately meet the needs of their clients, patients, and students. We believe that actively pursuing D+I positions us as a leader in the discipline of human communication and related disorders, in the association industry, and allows us to enhance and improve the professional lives of ASHA members and our many stakeholders. We understand that we have to continually improve our D+I efforts to sustain our integrity and achieve maximum impact, to assure that ASHA members practice and function in work environments where they are welcome and valued, and act as needed to protect our members from discrimination and harassment. We will demonstrate an explicit willingness to challenge the status quo, and encourage others with whom we do business, to do so as well.

**Membership** ASHA actively strives to engage members and volunteers across a range of dimensions of diversity in service to the association, who offer their time and talent in a way to assure that the association can effectively meet the needs of those with the full range of communication and related disorders and differences. ASHA provides resources and is a primary source for our members to gain cultural competence to effectively serve in their professional roles across lines of linguistic and cultural difference. We have built D+I into expectations for our members in the Association's Code of Ethics, and multicultural infusion is expected, as appropriate, in all association programs, products, and services.

**National Office** ASHA is intentional about attracting talented individuals to our National Office who bring a range of skills, experiences, perspectives, knowledge, and expertise to our workplace. We work hard to assure a consistent workplace experience for staff defined by a welcoming and inclusive environment, and a workplace culture characterized by flexibility, creativity and innovation, that supports ongoing learning, recognizes team and individual contributions, and rewards staff for delivering member value. We recognize that individuals bring their whole selves with them to the workplace, and are more effective and productive when they can do so without harassment, discrimination or prejudice.

**We will:**

- Foster mutual respect and dignity within and among all communities and constituencies
- Actively address under-representation, and marginalization to enhance equity
- Represent as full a range of perspective as possible in our communications and content
- Purposefully foster meaningful, open and constructive dialogue from diverse constituencies, and persist when these conversations and collaboration are challenging
- Accentuate and celebrate our diversity
- Monitor trends and issues to allow us to act to address discrimination and minimize bias