

THE MARYLAND

Equity & Inclusion

LEADERSHIP PROGRAM

2017 Project Descriptions

November 9, 2017

ub UNIVERSITY OF BALTIMORE
SCHAEFER CENTER FOR PUBLIC POLICY



Thank you

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Maryland Nonprofits

Reginald F. Lewis Museum of Maryland African American History & Culture

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Maryland Equity & Inclusion Leadership Program

2017 Participant Project Descriptions

During the course of the Maryland Equity & Inclusion Leadership Program, participants were encouraged to identify an opportunity in their organization to apply what they learned during the program. Participants developed project plans based upon that opportunity. This document includes short descriptions of the projects for those who have elected share their projects. Team projects are summarized under each team member's name with a reference to their project partner.

Joyce Alexander

Grants Administrator

T. Rowe Price Foundation

Project Title: Equity Framework and Process Map

Project Partner: Stacey Van Horn

The Foundation is embarking on a process to clarify what diversity, inclusion, and equity mean to us, how we want to engage and interact with the community, and the infrastructure (systems, processes, and staff development) we need to support our desired approach. Our framework will guide us through this process.

Alice Bauman

Deputy Director, Office of Population Health Improvement

Maryland Department of Health

Project Title: Framework for Office of Population Health Improvement Inclusive Engagement on Programs

The goal of this project is to develop an Office of Population Health Improvement specific framework for designing stakeholder engagement for its programs that is inclusive and equity driven. This project will build on the robust evidence-base surrounding stakeholder engagement practices in Public Health and will seek to ensure that an inclusion lens is used to perform Office of Population Health Improvement stakeholder engagement activities.

Nikki Bradburn

Recruitment & Retention Administrator

Charles County Government

Project Title: Veteran Recruitment and Retention Program

Develop a clearly defined plan for veteran recruitment and retention to enable Charles County Government to target recruitment efforts to this specific group, as well as meet the specific needs of veterans of the armed forces. The project will include an outreach plan with measurable goals.

Jan M. Bryant

Director

Baltimore Police Department

Project Title: Template for organizational culture change at the BPD toward Inclusion

To create a document to assist BPD leadership in strategizing how to change the organizational culture at the BPD to be more diverse and open. The document will outline why the change is necessary by utilizing current statistics on retirements/resignations, recruitment, training and regulations.

Janice Burke

Acting Director, Office of Diversity & Leadership

Department of the Army - Research, Development and Engineering Command

Project Title: Civility Training

The Office of Diversity & Leadership already provide Anti-Harassment and EEO mandated training to our 14,000 person workforce annually. Additionally, our workforce recently completed a Command Climate Survey. The results of the survey have been analyzed, trended, and turned into action plans for the Technical Directors of the seven subordinate organizations. Will see the Civility Training as a logical step in providing tools to these Tech Directors. Additionally we have a Diversity & Inclusion Committee comprised of individuals from all seven subordinate commands. This training will be effective in assisting to identify and eliminate barriers. The goal of incorporating Civility Training is to identify and remove the behaviors that increase anxiety, depression, absenteeism, and job turnover as well as decrease motivation and job satisfaction. With this training we will provide a list of what the employees can do instead. That is, when these behaviors are removed, alternatives to replace the behaviors need to be offered.

Jason Callaghan

Lieutenant

Baltimore Police Department

Project Title: Police Leadership Project

The Baltimore Police Department (BPD) is committed to equal opportunity and a work environment that is free from unlawful discrimination and harassment. Progress has been made to develop new policies and practices to meet these goals. However, there are many situations which can undermine the workplace and do not fall within the boundaries of existing law. Many of these situations can have a detrimental effect on officer morale and retention. Through a continued course of training, this project aims to improve the efficiency and morale of the Department by introducing aspects of workplace civility. The project will provide training, create new policies, and involve an element of assessment to ensure that progress goals are being met.

Jill Clements

Director of Human Resources

City of College Park, MD

Project Title: Reducing Inherent Bias in the hiring process

Project Partner: Julia Glanz

Review all phases of the hiring process and identify places where inherent bias could be affecting outcomes. Have all members of interview teams take an implicit bias survey and provide training for all members.

Colette Colclough

Vice President of Human Resources

Maryland Public Television

Project Title: Equity, Diversity and Inclusion Team

Create buy-in from leadership and staff to formulate an EI team and initiatives by developing EI definitions and creating a needs assessment survey to support the mission of the organization.

Jennifer Cupp

Training Consultant

Department of Veterans Affairs - Compensation Service Training Staff (Baltimore)

Project Title: Civility, Respect, and Engagement in the Workplace with Compensation Service Training Staff (Baltimore)

To introduce Civility, Respect, and Engagement in the Workplace (CREW) culture change initiative to the Veteran Benefits Administration - Compensation Service Training Staff (Baltimore). To later facilitate the ideas and concepts of Civility, Respect, and Engagement in the Workplace to employee-trainees.

Maria D'Ambrosio

Executive Director, Diversity & Inclusion Services

American Red Cross

Project Title: Manager D&I Discussion Toolkit

Creation of a toolkit for managers comprised of a variety of guides that will offer a framework and roadmap for having conversations about diversity and inclusion in the workplace. Each guide will tackle a different D&I topic and will direct managers to already existing resources available to all employees. D&I topics include such things as defining diversity and inclusion, business case for diversity, and employee resource groups. Each guide will also direct the manager to resources like the organization's D&I mission and vision statement, information on Resource groups, and information on D&I training courses. The guides will give managers background and context for each topic and a script to use to increase their ability to discuss diversity and inclusion with greater ease and with specific information.

Dina M. Davis

Senior Human Resources Analyst

Calvert County Government

Project Title: We Don't Have a Form for That! - Addressing Harassment Policy Shortcomings

Development of a policy that encompasses harassment of all kinds, discrimination, retaliation, and workplace bullying. Prohibiting these behaviors and providing an avenue for complaints and investigations will encourage diversity and civility and discourage discrimination in our organization.

Sharon Flagler

Regional Manager

M&T Bank

Project Title: Expand African American Hiring Pipeline with CRA/Charitable Partners in Baltimore

This initiative aims to expand minority hiring pipelines/ recruiting initiatives with charitable organizations in Baltimore. We will foster existing partnerships with charitable/CRA organizations who serve the African American community and be intentional and collaborative about executing strategies to hire and retain their students, employees or clients. A Baltimore Advisory committee will be formed to include M&T employees who are engaged and enthusiastic about the prospects for creating a channel for minority employment and who can assist with bringing resources and institutional support to the initiative. The advisory committee will prioritize goals and objectives, help select the pilot partners, identify resources and socialize/champion the project. Ongoing coordination and collaboration with HR, Centers of Influence, employees with ties to the charitable partners, and CRA/Charitable and African American Resource Group leaders will be critical to success. Measuring hiring and retention outcomes, tracking progress, facilitating authentic dialog and addressing obstacles will be incorporated.

Julia Glanz
City Administrator
City of Salisbury

Project Title: Reducing Implicit Bias in the Hiring Process
Project Partner: Jill Clements

Track diversity throughout the application process and upon hire. By doing this we can pin point where the City can improve its efforts. We currently ask employees to share information about their protected class status, but do not during the application process. We would like to make this a voluntary option for applicants.

Cleveland L. Horton II
Deputy Director
Maryland Commission on Civil Rights

Project Title: Developing a Model Work Environment: Past, Present and Future Best Practices at MCCR
Project Partner: Kara Hunt

What constitutes a diverse, equitable, and inclusive workplace? It is the mission of the Maryland Commission on Civil Rights (MCCR) to ensure opportunity for all through the enforcement of Maryland's laws against discrimination in employment, housing, public accommodations, and state contracts; to provide educational outreach services related to provisions of this law; and to promote and improve civil rights in Maryland. MCCR seeks to develop a model workplace with staff, policies, and practices that reflect the citizens we serve throughout the State of Maryland and serve as a model to institutions seeking guidance on best practices to develop a diverse, equitable, and inclusive work environment. Our final project for MEILP will explore MCCR's policies and procedures, both formal and informal, and we will introduce three new policies we expect to set in place at MCCR over the course of a one-year period to improve upon our previous efforts.

Kara Hunt
Civil Rights Officer
Maryland Commission on Civil Rights

Project Title: Developing a Model Work Environment: Past, Present and Future Best Practices at MCCR
Project Partner: Cleveland L. Horton II

What constitutes a diverse, equitable, and inclusive workplace? It is the mission of the Maryland Commission on Civil Rights (MCCR) to ensure opportunity for all through the enforcement of Maryland's laws against discrimination in employment, housing, public accommodations, and state contracts; to provide educational outreach services related to provisions of this law; and to promote and improve civil rights in Maryland. MCCR seeks to develop a model workplace with staff, policies, and practices that reflect the citizens we serve throughout the State of Maryland and serve as a model to institutions seeking guidance on best practices to develop a diverse, equitable, and inclusive work environment. Our final project for MEILP will explore MCCR's policies and procedures, both formal and informal, and we will introduce three new policies we expect to set in place at MCCR over the course of a one-year period to improve upon our previous efforts.

Paul Huston

Vice President of Administration and Controller

American Trading and Production Corporation (Atapco)

Project Title: What Diversity, Equity and Inclusion mean to Atapco Videos

Create a series of short videos (3 to 12 minutes) for Atapco describing what Diversity, Equity and Inclusion means to the organization and why it is important. The videos will feature various employees including CEO Dan Hirschhorn and members of the Board of Directors. Topics will include the historical legacy of Atapco's founders to human rights, the importance of action and listening, we all have biases, and don't let political correctness impede the progress.

Guita Irani

Senior Program Analyst

United States Nuclear Regulatory Commission

Project Title: Improving Women's Access to Leadership: Thinking Inside the Box

The U.S. Nuclear Regulatory Commission (NRC) is an organization wholly committed to Diversity and Inclusion (D&I) practices. This focus resulted in a high degree of employee engagement and satisfaction as evidenced by the Agency's high Federal Employee Viewpoint Survey (FEVS) ratings. However, there has been an imbalance in the representation of women in SES grades and mainly in supervisory positions. This project presents an analysis of NRC's Senior Executive Service Candidate Development Program (SESCDP) process and why it may play a role in underrepresenting women in leadership positions.

The main conclusions of the SESCO DP analysis are: 1) bias is present, and 2) Inconsistent criteria are applied in the SESCO DP selection process.

The Women's feeder group at NRC is robust and thriving. The best solution is to involve agency's leadership and develop this group to bridge this gap.

Calvin Johnson

Administrator

Maryland Department of Health

Project Title: MBE-X

To increase minority participation in the state's MBE Program through the creation of partnership between MD Colleges and Universities and Community entities. As well as research and present information on possible future competitive bid/proposals.

Gwyn Jones

Senior Representative, Grassroots Network

Sierra Club

Project Title: Equity & Inclusion for Virtual Teams

To build an environmental movement, Sierra Club must be able to welcome and engage all those who are passionate about the environment and want to take action to make a difference. This is especially true of the Club's Grassroots Network, whose issue teams work on regional and national environmental issues -- mostly virtually. This project focuses on training leaders in fostering a virtual environment that is equitable and inclusive, and providing teams the tools and resources to do so. Drawing on and adapting the Club's developing library of equity resources and tools to virtual teams, this project will work with 1 or 2 Grassroots Network teams to apply E&I principles and practices to their own work. A key outcome will be a model that can be used by other teams, both within the Grassroots Network and across the Club to create more equitable and inclusive cultures among their teams.

Karina Mandell

Education and Innovation Coordinator

Plexus

Project Title: Best Practices for Agencies: An Index

This relational database will not only create an opportunity for agencies to see how they rate within best practices of diversity and inclusion but will also allow them to pair with others in effort to raise the cultural competency of their own organization.

Chuck McLean

Public Utility Law Judge

Public Service Commission of Maryland

Project Title: Climate Survey

Conduct a climate survey of the Commission. In the past 8.5 years, no such survey has even been conducted or any diversity-related training been offered. The results will be analyzed and a determination will be made as to the direction for future DEI initiatives.

Kymian Ray

Neighborhood and Community Investment Specialist

US Department of Housing and Urban Development

Project Title: Inclusive Teambuilding

To integrate learning modules on equity and inclusion in annual teambuilding workshop and develop a sustainability plan for follow up.

Lisa Renegar

Health Planner

Wicomico County Health Department

Project Title: Develop, Implement and Assess an Ongoing Cultural Competency Training Program for Staff at Wicomico County Health Department

Wicomico County Health Department requires new staff to participate in a two-part introductory cultural competency training. No further cultural competency training is required. Best practice models for developing organizational cultural competency indicate that ongoing staff training is essential. Developing cultural competency is not a one-time training session. Cultural competency is built over time. This project will develop a training plan to provide ongoing cultural competency training to staff. Training will be provided quarterly. The Culturally and Linguistically Appropriate Services (CLAS) Committee - the agency's cultural competency committee - will evaluate and update the training plan annually as part of the agency's CLAS Action Plan. Staff input will be obtained as part of the training plan development process. To measure staff learning, pre and post tests will be administered. Additionally, the CLAS Committee will conduct periodic agency assessments, review patient satisfaction scores as well as track data from health care disparities data.

Gwen Schindler

Director, Human Resource Services

MD Department Of Natural Resources

Project Title: Unconscious Bias Training & Collaborative Workshop on Next Steps for DNR

This plan outlines a methodology to engage DNR leadership in diversity, equity and inclusion efforts. It includes a full day of activities for up to 60 DNR leadership staff, including staff who are coordinating the Work2LiveWell Program. The first half day will be unconscious bias training for participants. The second

half day will be facilitated brainstorming and collaboration about strategies for de-biasing within the organization at the individual, interpersonal and institutional levels. This will include consideration of the most effective means of expanding unconscious bias training department wide. Employees coordinating the Work2LiveWell Program will focus efforts on staff involvement in this program. In addition, an opportunity will be provided for participants to become a part of agency DEI workgroups, which will take direction from the DNR DEI steering committee.

Dorothy Sheu

Quality Improvement Specialist

Maryland Department of Health

Project Title: User-Centered Design for Inclusion-- An Exploration of Public Health Data Access

There is a need to improve access to data among organizations that help underserved populations. To increase access to public health data, the Maryland State Health Improvement Process (SHIP) website could improve its interface. This project explores applying user-centered design to SHIP's website with the intent of better empowering organizations who help Maryland's diverse, underserved populations.

Melissa Sines

Director of Education and Accreditation

Maryland Nonprofits

Project Title: Increasing our Knowledge and Skill in Equity Practices

Maryland Nonprofits will embark upon an internal and external assessment of our ability to interact equitably with all nonprofit, funding, business, and government leaders across the state of Maryland. This assessment will identify gaps in our knowledge, skills, and ability to serve equitably and will result in a strategy to address these gaps.

Stephanie C. Slowly

Deputy Director

Maryland Department of Health: Office of Minority Health and Health Disparities

Project Title: Maryland Department of Health Equity Metrics Dashboard

This project will examine and collaborate with Departmental programs to review and create equity metric based outcomes that they will use to implement programs. In reviewing their grants and programs that are grant funded. These metrics will be reviewed every 6 months through the span of the grant to ensure that interventions and performance measures will achieve the goals they are attempting to achieve.

Yolanda Sonnier

Consultant/Attorney

Sonnier Legal & Consulting Group

Project Title: Equity, Inclusion and Diversity Conference

Plan an equity, inclusion and diversity conference for the Maryland State Bar Association. This conference will provide an opportunity for those working in the legal profession to discuss issues, bring awareness and receive education regarding diversity, equity and inclusion. The day will be filled with empowering speakers, educational workshops, and networking.

Amy Swann

Director of Specialty Masters Programs

Smith School of Business, University of Maryland, College Park

Project Title: Smith Terps Diversity and Inclusion Action Forum

The Smith School will host a 2-day initiative that will include panel discussions and workshops, and a visual sharing display of support for building an inclusive culture. The panel discussions and workshops will target all Smith School community members based at its College Park campus, including approximately 3,000 undergraduates, 1,000 specialty masters students, 200 full time MBA students, and 300 staff and faculty. Panel discussions and workshops will be held across two days to maximize participation, and one of the sessions will be specifically targeted to faculty and staff. The school's three primary student clubs will co-sponsor the event, along with the Office of Diversity Initiatives, Masters Programs Office, and Undergraduate Program Office. The visual sharing display will appear prominently in the main foyer of the Smith School's building, and will allow community members to pledge their commitment to build an inclusive culture and be strong allies.

Sherita Thomas

Manager

T. Rowe Price

Project Title: Advancing Inclusion in Onboarding Practices

The onboarding plan seeks to facilitate the diversity and inclusion objectives and retain individuals with different backgrounds, experiences, and perspectives who are passionate about helping our clients, foster and maintain a culture that reflects diversity, inclusion, as well as, embedded diversity and inclusion in the core business practices of onboarding.

Joanne M. Throwe

Deputy Secretary

Maryland Department of Natural Resources

Project Title: Work2Live WELL: Natural Resource Apprenticeship Program

This is a new apprenticeship program targeting underrepresented and underserved populations, who will receive specialized job skills training in the diverse field of natural resources. This program will develop the foundation for a successful career for people who may not have otherwise been exposed or able to access certain fields due to lack of education or experience. WORK2LIVE WELL is a "skills accelerator" program with a fast-track entry into the important realm of blue-collar jobs that combine technical skills development and training to ensure progression into higher level professions. The program will include hands-on training in areas of water (aquaculture and commercial fisheries), environment (ecosystem restoration and wildlife), land (conservation and forestry) and life skills (mentorship and communication).

Stacey Van Horn

Senior Director

T. Rowe Price Foundation

Project Title: Equity Framework and Process Map

Project Partner: Joyce Alexander

The foundation is embarking on a process to clarify what diversity, inclusion, and equity mean to us, how we want to engage and interact with the community, and the infrastructure (systems, processes, and staff development) we need to support our desired approach. Our framework will guide us through this process.

About the Program Co-Sponsors

The Maryland Commission on Civil Rights

The Maryland Commission on Civil Rights' mission is to ensure opportunity for all through the enforcement of Maryland's laws against discrimination; provide educational outreach services related to provisions of these laws; and to promote and improve civil rights in Maryland. Learn more at: <http://mccr.maryland.gov>.

The Schaefer Center for Public Policy

The Schaefer Center for Public Policy is the public service and applied research division of the University of Baltimore's College of Public Affairs. The Center's mission is to apply the knowledge and skills of the University community to real-world problems and produce tangible, useable results as a product of its research, technical assistance, and professional development projects.

The Schaefer Center provides program evaluation, policy analysis, opinion research, management consulting, strategic planning, and professional development services primarily to state and local government and nonprofit organizations in Maryland. Learn more at: <http://scpp.ubalt.edu>.

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Learn more about the program at <http://meilp.ubalt.edu>