

EmPOWER

DIVERSITY • EQUITY • INCLUSION

EMPLOYER RESOURCES

FREDERICK COUNTY



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FREDERICK COUNTY MD

Office of
Economic
Development

DISCLAIMER

The following document contains a non-exhaustive list of resources and tools for Frederick County Businesses. These links are being provided as a convenience and for informational purposes only; they do not constitute an endorsement or an approval by Frederick County Office of Economic Development (FCOED) of any of the products, services, or opinions of the corporation or organization, or individual. FCOED bears no responsibility for the accuracy, legality, or content of the external site or for subsequent links. Contact the external site for answers to questions regarding its content.



DEFINITIONS

What is Diversity?

Diversity is the sum of social, cultural, and identity-based human attributes represented within a group. Diversity encompasses a wide range of individual backgrounds, characteristics, and experiences. Factors that impact diversity include age, ethnicity, gender, religion, ability, national origin, and sexual orientation, as well as socioeconomic status.

Why is diversity important in business? Diversity has proven to provide a range of skills, greater innovation and creativity, increased productivity, greater awareness and understanding of customers, and higher revenues.

What is Inclusion?

Inclusion is the act of creating environments in which all members of a group are welcomed, respected, supported, and valued. Such actions involve intentional and ongoing engagement with the diversity in and across various social, cultural, and intellectual groups.

Why is Inclusivity important in business? Inclusive environments increase productivity, awareness, knowledge, and empathic understanding, which impacts all internal and external relationships within business.

What is Equity?

Equity is access to opportunity and advancement for all members of a group. Equity is distinct from equality and fairness. Equitable environments address disparities and strive to eliminate unique and systemic barriers that have prevented the full participation of marginalized groups. Such environments are free from discrimination, harassment, and bias. Equity cannot be achieved without the foundation of diversity and the actions of inclusion.

What is Economic Inclusion?

Economic inclusion is the act of taking proactive steps to identify and remove barriers that have denied segments of the population, particularly underrepresented peoples, pathways to opportunity and economic advancement. Economic inclusion requires the full cooperation of businesses, anchor institutions, government agencies, nonprofits, neighborhood organizations, and civic leadership.

DEI ASSESSMENT TOOL

Purpose: The following self-assessment tool is for organizations, leaders, and individuals looking to gauge their progress in diversity, equity, and inclusion initiatives. The statements in this assessment are composed of DEI best practices. The assessment score allows assessors to gain insight into which journey stage describes their current DEI placement. This assessment was developed by MaxLife (www.maxlifellc.com)

The Assessment: For each statement below, rate the organization, leadership, and yourself on a scale of 1-5.

Rating Scale: 5=Yes; 4=Often, 3=Somewhat; 2=Unsure; 1=No

Statement	Rating
Organization Related:	
1. We can quickly adapt to external changes that may impact our business.	
2. DEI is part of our organization-wide strategic plan.	
3. All employees are held accountable for providing a safe and respectful workplace.	
4. We can quickly adapt to internal changes that may impact our business.	
5. We consistently review recruiting practices.	
6. We have DEI vision, mission, and value statements.	
7. We have an organization wide culture of learning.	
8. Diversity and inclusion are <i>natural</i> focuses within all organization functions.	
9. We consciously develop practices that increase a sense of belonging for all employees.	
10. We offer at least two options for applying to our organization (for example, online, paper application, in-person).	
11. We seek employee input on policies, practices, and procedures.	
12. We have a structured onboarding process that sets new employees up for success spans at least 60 days.	
13. We have an employee recognition/awards program.	
14. Our wages are competitive and provide employees with a livable wage (ability to meet basic needs in Frederick County without needing support from a third-party).	
15. Our organization follows or has followed a stand-alone diversity and inclusion strategic plan.	
16. Managing change productively is a crucial part of our organization-wide strategy.	
17. We have statements of our commitment to DEI on our website and job announcements.	
18. We have diversity focused employee resource/support groups.	
19. We understand all data is not found only in numbers.	
20. Our organization provides flexible work arrangements.	
Organization Score:	

Leadership Related:	
1. Our leadership team represents the demographics of the community and clients we serve.	
2. Hiring managers are acutely aware of biases that frequently show up in the hiring process.	
3. A picture of our leadership team shows visual diversity.	
4. Our leaders participate in a formal leadership development program.	
5. We actively maintain awareness of globalization, demographics, and competition which may change and/or impact our client base.	
6. Leadership receives ongoing education of the concepts of DEI and fairness.	
7. The importance of DEI is a regular topic from our leadership to the entire employee base.	
8. Leadership is familiar with the lifestyles/ identities of members in their department.	
Leadership Score:	

Individual Related:	
1. I am comfortable attending social events where I know I am going to be the only one or one of a very few who I consider are like me.	
2. I have a desire to learn about individuals or groups I consider different from me.	
3. I have at least three friends who I consider different from me.	
4. I am aware of at least one policy or practice in our organization or greater society that provides an advantage to some people.	
5. I regularly read books, watch films, attend lectures, etc. about or given by persons who I consider different from me	
6. I can grasp the world from another's point of view, even if for a short time (above).	
7. Based on what I learn, I make at least one adjustment in my life (above).	
8. When I walk into a room and there is little or no visual diversity, I immediately recognize it.	
9. I actively seek organizations or groups with diverse members to join or support.	
10. I am comfortable asking people who I consider different from me about their culture, values, beliefs, etc.	
11. I am aware that I do not know many of my biases.	
12. When making decisions that affect the group, I seek input from diverse sources as much as possible.	
13. When making decisions, I consider the impact and outcome to others.	
14. I think it is important to work with people who think differently from me.	
Individual Score:	

Organization Score:

Leadership Score:

Individual Score:

Grand Total:

Organization	
Journey Stage (See Grand Total for description)	Score Total
Taking-off	76 and above
At the gate	51-75
On your way to the airport	26-50
Still at home	25 and below

Leadership	
Journey Stage (See Grand Total for description)	Score Total
Taking-off	33 and above
At the gate	22-32
On your way to the airport	11-21
Still at home	10 and below

Individual	
Journey Stage (See Grand Total for description)	Score Total
Taking-off	57 and above
At the gate	38-56
On your way to the airport	19-37
Still at home	18 and below

JOURNEY STAGE

Taking Off



(157+ points) There is investment in the journey and the organization likely has a DEI strategic plan. You are committed to continuously exploring new strategies and outcomes.

At the Gate



(105-156 points) You are willing to journey to parts unknown. You are confident that with the right map and plan positive movement forward is on the horizon. You are engaged and looking for the next steps.

On the Way



(53-104 points) You are considering making reservations and even open to charting a course. You are in a reactive mode and basic awareness is needed.

Still at Home



(Less than 52 points) You likely have not recognized the need to move forward or see the connection to DEI and business sustainability. There is denial and misunderstanding in this stage. Basic awareness is needed.

REGIONAL D&I CONSULTANTS

Organizations may face particular diversity, equity, and inclusion challenges that require specialized expertise. Unique issues call for unique approaches, and to aid organizations searching for diversity, equity, and inclusion consultants, FCOED has compiled a list of experts within the region:

- [MaxLife - Toni Bowie](#) (Frederick County, MD)
- [Dr. Denise Rollins](#) (Frederick County, MD)
- [Cook Ross](#) (Silver Spring, MD)
- [Inclusivity Strategic Consulting](#) (Baltimore, MD)
- [Ivy Planning Group](#) (Bethesda, MD)
- [Quest 2 Consulting](#) (Mitchellville, MD)

What is workplace privilege?

“Privilege” refers to the concept that certain people experience unearned, invisible benefits because of a particular aspect of their identity that people of another status cannot access. Nearly everyone experiences privilege in some form. Not recognizing privilege in the workplace is a barrier to inclusion.



Read

- [50 Potential Workplace Privileges](#)
- [The Workplace Privileges We Rarely Talk About by Melissa Kartick](#)
- [Perils and Perks of Privilege - A Workshop Series by Project Humanities - Arizona State University](#)
- [How to Navigate Power and Privilege in The Workplace by Career Contessa](#)



Listen

- [Challenging Systematic Racism in the Workplace by the CIPD Podcast](#)
- [How to Navigate Power and Privilege in the Workplace by the Femails](#)



Watch

- [Jane Elliot's Blue Eyes/ Brown Eyes Exercise Summary](#)
- [Let's End Ageism by Ashton Applewhite - TED Talk](#)
- [Navigating Privilege in the Workplace by the Public Relations Society of America](#)

Creating an Inclusive Workplace

Awareness of the issues related to identity is important for workplace communications and functionality. These disparities in perspective make engaging in conversations about identity at work challenging, and to aid your organization's efforts, FCOED has identified some tools and resources to inform your preparation for, and self-reflection on, these complex and ongoing conversations. True engagement with these topics requires everyone in an organization to contribute.



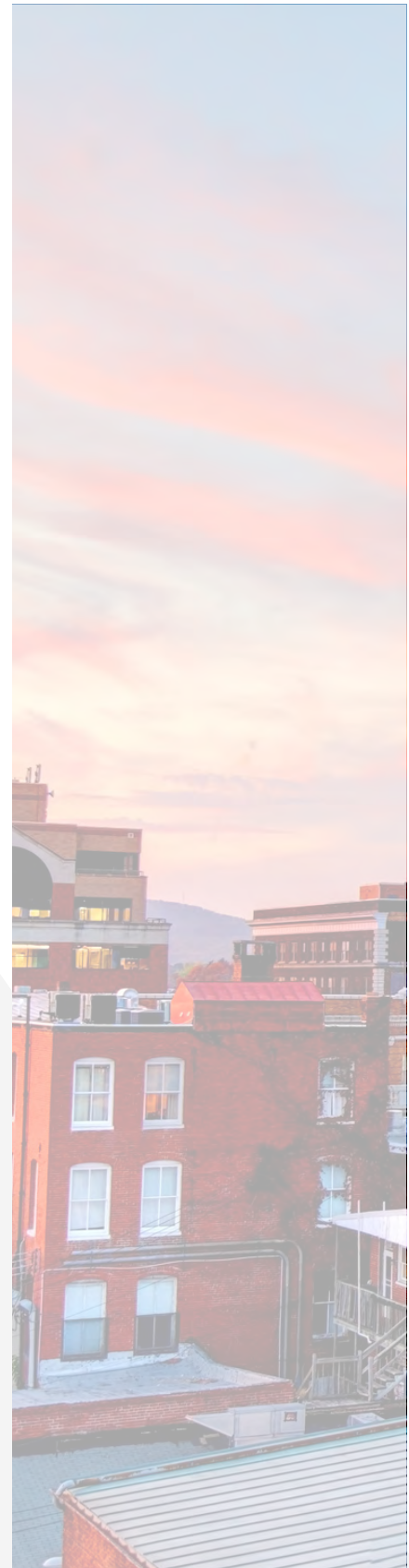
Listen

- [Building an Anti-Racist Workplace by WorkLife with Adam Grant](#)
- [Diversity, Equity, and Inclusion Strategies and Programming in the Workplace with Philip Berry and Michael Payne by Today's Workplace Podcast](#)
- [Diversity & Inclusion in the Workplace by Friends with Employee Benefits](#)



Read

- [6 Pronoun Practices to Build Trans-Affirming Workplaces & Why They Matter by Eli Green](#)





Read

- [Awake to Woke to Work by Equity in the Center](#)
- [Business Success and Growth Through LGBT Inclusive Culture by the US Chamber of Commerce Foundation](#)
- [Creating an Inclusive Workplace by the Massachusetts Institute of Technology \(MIT\)](#)
- [Diversity in the Workplace Multi-disciplinary and International Perspectives by By Stefan Gröschl](#)
- [Diversity Quotas, Diverse Perspectives The Case of Gender by Stefan Gröschl, Junko Takagi](#)
- [Managing Religious Diversity in the Workplace Examples from Around the World by By Stefan Gröschl, Regine Bendl](#)
- [Recruiting, Hiring, Retaining, and Promoting People with Disabilities - Chair of the U.S. Equal Employment Opportunity Commission](#)
- [Reducing Gender Biases In Modern Workplaces: A Small Wins Approach to Organizational Change by Shelley Correll](#)
- [The Bias of 'Professionalism' Standards by Aysa Gray](#)
- [Types of Diversity in the Workplace You Need to Know by Bailey Reiners](#)



Tools

- [Practice with Pronouns](#)
- [Remote DEI Toolkit by the Learning Accelerator](#)
- [Talking About Race by the National Museum of African American History and Culture](#)
- [Trans Maryland](#)



Watch

- [Whiteness at Work Introduction by Equity At Work](#)
- [Why Empathy & Allyship Matter In The Workplace by Change Catalyst](#)

Setting DEI Goals for Business

Setting specific, measurable, attainable, relevant, time-based (SMART) goals for diversity, equity, and inclusion objectives is a standard approach for organizations seeking to cultivate an inclusive environment. Embedding DEI strategies into intentional organizational planning can assist organizations in addressing these goals.



Read

- [5 Things We Learned About Creating a Successful Workplace Diversity Program by Allison-Scott Pruitt, Carolyn Brinkworth, Joshua Young, and Kristen Luna Aponte](#)
- [A Step-by-Step Guide to Cultivating Diversity and Inclusion Part 1: 50+ Ideas by Jennifer Kim](#)
- [An Intro to Diversity and Inclusion in Business: Resources for HR, Hiring, Managers, Founders, and Allies by Kevan Lee](#)
- [How to Define Diversity, Equity, and Inclusion at Work by Culture Amp](#)
- [How to Elevate Diversity, Equity, and Inclusion Work in Your Organization by The Wharton School of the University of Pennsylvania](#)
- [The 3 Research-Backed Benefits of Diversity That Guide Our Team Growth by Courtney Seiter](#)
- [The Organizational Reproduction of Inequality by John M. Amis, Johanna Mair and Kamal A. Munir](#)



Tools

- [Strategy Matters: Evaluating Company Approaches for Creating Inclusive Workplaces by Catalyst](#)
- [Diversity and Inclusion Handbook, Sarah Nahm, Lever](#)



Watch

- [What Are The Essential Elements of a D&I Program by Russell Reynolds Associates](#)

Inclusive Benefits

To dismantle systemic inequities, organizations must commit to long-term engagement around anti-racism and inclusivity in order to create equitable workplaces. One way for organizations to promote an inclusive workplace that welcomes people of all backgrounds, experiences, talents, and ideas, is to extend benefits that accommodate all identities. Inclusive benefits respectfully advance organizations holistically, while enabling and empowering employees to learn and do their best work.



Read

- [As Workplaces Diversify, Inclusive Health Care Benefits Can Lend a Competitive Advantage by Diego Ramírez and Kavitha Hariharan](#)
- [How Student Loan Benefits Attract More Diverse Talent by Tatum Pugh](#)
- [Inclusive Employee Benefits and Perks That Support Diversity by Jen Dewar](#)
- [Transgender-Inclusive Benefits for Employees and Dependents by The Human Rights Campaign Foundation](#)



Listen

- [Optimizing Benefits for Inclusivity with Rachael McCann, Senior Director at Willis Towers Watson by The Redesigning Wellness Podcast](#)
- [Meeting the Benefit Needs of Your LGBTQ+ Plan Members by Talking Benefits](#)

Awareness, compassion, empathy, and vulnerability are critical for business leaders to create welcoming environments and care for their teams. Leaders who consciously practice inclusive leadership and actively develop these capabilities will see results in the superior performance of their diverse teams. FCOED has developed a list of resources and tools to garner respect and inclusion for positional leaders.



Listen

- [Workplace Diversity Goes Far Past Hiring. How Leaders Can Support Employees Of Color by Anjuli Sastry and Andee Tagle](#)



Read

- [4 Unconscious Biases That Distort Performance Reviews by Steffen Maier](#)
- [How Managers Can Make Casual Networking Events More Inclusive by Ruchika Tulshyan](#)
- [Inclusive Leadership: The View From Six Countries \(Report\) by Jeanine Prime, PhD Elizabeth R. Salib, PhD](#)
- [Mitigating Bias in Performance Management by Nehal Nangia and Kathi Enderes](#)
- [Why Chief Diversity Officers Often Fail by Janice Cassam Asare](#)
- [Women In Business: The Path to Leadership by Grant Thornton International Business Report 2015](#)





Tools

- [The Six Signature Traits of Inclusive Leadership by Bernadette Dillon and Juliet Bourke - Deloit University](#)



Watch

- [Six Ways to Lead Productive and Inclusive Zoom Meetings by Stanford University](#)
- [Why Allyship is the New Leadership by Kristin Van Busum](#)

Diverse, Equitable, and Inclusive Hiring

Ensuring bias-free hiring practices allows organizations to foster an inclusive culture and equitable workplace. FCOED has developed a list of resources for hiring managers to assist them in consistently evaluating candidates' experience and education against minimum job qualifications.



Listen

- [Inclusive Hiring Strategies Built to Shatter the Fold ft. Ginny Clarke by Bold stories. Future focused.](#)
- [Misadventures in not Hiring Diversity by The Misadventures in Organizational Misalignment](#)
- [Women in the Workplace. Diversity Hiring Practices by Geeks Geezers and Googlization Show](#)

Posting Jobs to Reach Diverse Audiences (free)

- CareerOneStop
- DirectJobs
- DiverseJobs
- Glassdoor
- Handshake
- HigherEdJobs
- Indeed
- JuJu
- LinkedIn
- MassHire JobQuest
- National Labor Exchange
- NEHERC
- Our Ability
- US Military Pipeline



Read

- [7 Practical Ways to Reduce Bias in Your Hiring Process by Rebecca Knight](#)
- [ADA Compliant Language for Job Descriptions by Lloyd Gosselink](#)
- [Blind Hiring: Everything You Need to Know by Erica](#)
- [Interviewing: Legal Do's and Don'ts by the Massachusetts Institute of Technology \(MIT\)](#)
- [Uncovering Bias: A New Way to Study Hiring Can Help by The Wharton School of the University of Pennsylvania](#)



Tools

- [Bias Disrupters in the Workplace](#)
- [Career.Place - an equitable resume screening tool](#)
- [Gender Decoder - identify gendered language in job postings](#)
- [A Toolkit to Mitigate Bias in Recruitment and Hiring by The Arvana Group](#)

Workforce Programs:

Frederick County Workforce Services' Summer Jobs Program provides meaningful employment experiences to Frederick County Youth (ages 14-21) who face barriers to employment, such as having a disability or being from a low-income household. Local businesses serve as worksites for participating youth, while Frederick County Workforce Services covers their salary. Businesses interested in learning more about the program can visit their website (<https://www.frederickworks.com/summer-employers>).

INDIVIDUAL

Individual bias is the departure from objective standards based on subjective criteria. Bias is an unwanted response that results from unconscious or uncontrollable mental processes, and everyone has individual bias. Biases are in constant fluctuation as society discovers and learns from history and the complex present.



Read

- [Dear White Boss by Keith A. Caver and Ancella B. Livers](#)
- [Delivering Through Diversity by Vivian Hunt, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle](#)
- [Does Diversity Actually Increase Creativity? by Tomas Chamorro-Premuzic](#)
- [How Diversity Can Drive Innovation by Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin](#)
- [Social Identities And Systems Of Oppression by the National Museum of African American History and Culture](#)
- [Use Your Everyday Privilege to Help Others by Dolly Chugh](#)



Read

- [Why Diverse Teams are Smarter by David Rock and Heidi Grant](#)
- [Why Diversity Matters by Vivian Hunt, Dennis Layton, and Sara Prince - McKinsey & Company](#)
- [Why Getting A Name Right Matters by Zulekha Nathoo](#)
- [An Introduction to The Common Biases Women Experience by Lean In](#)



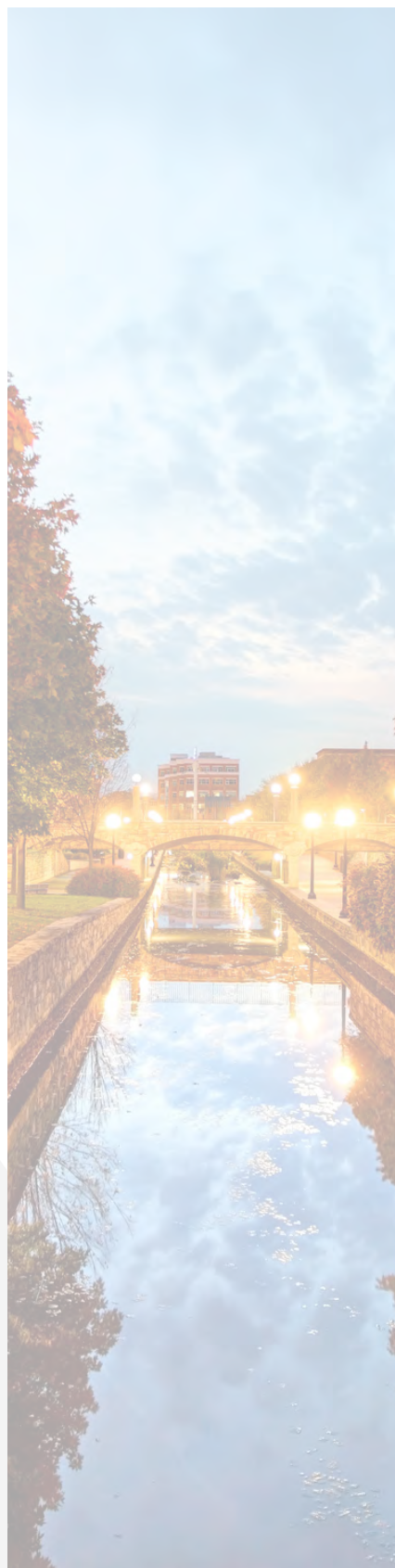
Watch

- [How Racism Plays Out In Work by Lean In](#)
- [How to Overcome our Biases? Walk Boldly Toward Them. by Verna Myers](#)
- [Unconscious Bias at Work – Making the Unconscious Conscious by Life at Google](#)
- [White Men: Time to Discover Your Cultural Blind Spots by Michael Welp](#)



Tools

- [Project Implicit](#)



READING

FCOED has curated a list of books that disrupt individual biases and enlighten readers to the disparities of other identities.

- **Biased, Jennifer L. Eberhardt**
- **Deaf Utopia, Nyle DiMarco**
- **Demystifying Disability, Emily Ladau**
- **Don't Believe the Hype: Fighting Cultural Misinformation About African Americans, Farai Chideya**
- **Expect to Win: 10 Proven Strategies for Thriving in the Workplace, Carla Harris**
- **Holding Fast to Dreams: Empowering Youth from the Civil Rights Crusade to STEM Achievement, Freeman A. Hrabowski III**
- **I Know Why the Caged Bird Sings, Maya Angelou**
- **Inclusion on Purpose, Ruchika Tulshyan**
- **Inclusion Revolution, Daisy Auger-Dominguez**
- **Just Mercy, Bryan Stevenson**
- **Pudd'nhead Wilson, Mark Twain**
- **Read This to Get Smarter, Blair Imani**
- **Seeing Gender, Iris Gottlieb**
- **Systemic Racism 101, Living Cities & Aminah Pilgrim**
- **The Color of Money: Black Banks and the Racial Wealth Gap, Mehrsa Baradaran**
- **The Fire Next Time, James Baldwin**
- **The Pronoun Lowdown, Nevo Zisin**
- **The Refractive Thinker: Effective Business Strategies for the Defense Industry Sector, Dr. Sylvia J. Allen**
- **The Rejected Stone, Reverend Al Sharpton**
- **The Truths We Hold, Kamala Harris**
- **Truly Blessed, Teddy Pendergrass**

COMMUNITY ENGAGEMENT

Frederick County has an abundance of organizations dedicated to underrepresented peoples. Learn more about these organizations, the work they do for the community, and ways to get involved by visiting their websites.

- **AARCH Society** (the African American Resource and Cultural History Society) – Identifies, collects, preserves, and exhibits the cultural objects, artifacts, and stories that tell and celebrate the unique history, culture, and heritage of African Americans in Frederick County, Maryland.
- **Asian American Center** – Provides vital services to assist lower-income, minority, or immigrant groups access health insurance enrollment, interpreter/translation services, ESL and Citizenship classes, mentoring, housing, education, employment, and business development services.
- **The Arc of Frederick County** – Helps people with developmental disabilities to live enviable lives by providing services, advocacy, and creating supportive communities.
- **Centro Hispano de Frederick** – Supports the immigrant community in Frederick County through tools, classes, and resources.
- **Community Living, Inc.** – Supports adults with intellectual and developmental disabilities to participate in the Frederick community as fully as their abilities allow, and live as independently as they can.
- **Indian Association of Frederick, Inc.** – Promotes and develops cultural ties among people of Indian origin and creates awareness of the Indian ethnic culture in Frederick County.
- **L'Arche Frederick** – Provides community residential services to adults with intellectual disabilities (IDD) to promote inclusion and belonging.
- **The Frederick Center** – Frederick County's leading organization for LGBTQIA resources and advocacy in central Maryland.
- **The Scott Key Center** – Fosters a broad range of person-centered, integrated employment opportunities for individuals with intellectual and developmental disabilities in Frederick County Maryland.
- **Spanish Speaking Community of Maryland, Inc.** – empowers low-income families & immigrants from diverse backgrounds by promoting self-sufficiency, greater social change, education and legal rights.
- **United Way of Frederick County** – Fights for the health, education, and financial stability of every person in Frederick County.
- **Uplift In-Powerment** – Provides holistic services and resources to help veterans through the stress of transition, helping build a foundation of success in the civilian world.
- **Woman to Woman Mentoring** – Cultivates mentor relationships that provide women with guidance, support, and community connections.



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Underrepresented Business Owners:

For more resources geared towards underrepresented business owners in Frederick County, visit <http://www.discoverfrederickmd.com/empower-resources>

EmPOWER PROGRAM

Join FCOED monthly for its EmPOWER networking events dedicated to helping underrepresented businesses connect and grow. Hear from industry experts and business leaders on topics such as marketing, finance, development, community leadership, and more. All are welcome to attend! Find out more by visiting <http://www.discoverfrederickmd.com/empower-networking>

