

# EEO CONNECTION

## Statewide EEO Coordinators Message

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In July, we had our biennial EEO Retreat on the campus of St. Mary's College of Maryland. Over 120 attendees from State and local partners were present. This year's Retreat was especially notable because we celebrated our ten year anniversary. Our theme - Commemorating 10 years of Educating, Empowering, and Leading – set the stage for what the attendees would expect over the three day event. We had innovative workshops designed for advanced learning, insightful and relevant updates in state and federal EEO laws and excellent networking with colleagues from partner agencies and educational institutions.

A couple of our guests post-retreat comments were: "Thank you for hosting a wonderful EEO retreat! I always learn a lot, make great connections and come home with practical applications for my workplace." Another guest wrote, "You all made a herculean task look easy. Kudos to you all! I enjoyed the material content, networking, and especially the venue! Congrats to you and your team on a job well done." The next EEO Retreat is being planned for July 2021. More information to come!

The OSEEOC team has put together another great newsletter. Read about our newly hired EEO Compliance Officer in the Office of the Statewide EEO Coordinator on page 3. Read why a furniture retailer warehouse had to pay big bucks in a race harassment case on page 5. Governor Hogan recognizes historic Maryland National Guard all female command staff. Turn to page 8 for the story. The Department of Justice celebrates the 20<sup>th</sup> anniversary of the Olmstead Supreme Court decision protecting the rights of Americans with disabilities. Read about it on page 10. There is so much more, simply turn the page.

Glynis Watford  
Statewide EEO Coordinator

## Office of the Statewide EEO Coordinator Mission

- Administer and enforce state and federal equal employment opportunity laws and policies.
- Promote a work environment free of any unlawful discrimination, harassment, and retaliation.
- Assist in building a well-diversified workforce for Maryland State Government employees and applicants.



## OSEECC FEATURE



**Photo: Denise Green, EEO Compliance Officer, Office of the Statewide EEO Coordinator**

Denise Green began working at the Maryland Department of Budget and Management (DBM), Office of the Statewide EEO Coordinator on July 17, 2019, as the EEO Compliance Officer and EEO Officer for DBM and Department of Information Technology. The Office of the Statewide Coordinator serves as the overseer of the State's EEO program.

Denise began her career in service with Baltimore City Housing Authority Compliance Division. On June 7, 2017 she moved on to become the EEO Officer with Maryland Transportation Authority (MDTA). MDTA is responsible for operation and maintenance of toll roads, tunnels and bridges through out Maryland. Denise received her Masters Public Administration Degree from the University of Baltimore. During her time at MDTA, she became acting EEO Chief. Denise received the MDTA Award of Excellence in June 2019. She was recognized for her outstanding effort and successful achievement in the performance of work duties.

Denise expressed her eagerness to grow in the EEO field. Her sense of gratification comes from knowing that the work she does is important and makes a difference. Denise has faced many challenges in her tenure but she looks at those challenges as a learning opportunity and a chance to invoke change.

## Ask the OSEEOC Team

### 1. QUESTION

Can a person request an exception or waiver from attending the Sexual Harassment Train-the-Trainer session if they are trainers in their agency?

### **OSEEOC ANSWER:**

No. Unfortunately, we can't waive this requirement for any agency. The new law requires that for Sexual Harassment Prevention training, every agency must work with MCCR to implement their own sexual harassment prevention training.

### 2. QUESTION

How should an agency EEO investigator handle allegations of discrimination that were reported untimely?

### **OSEEOC ANSWER:**

If an employee reports allegations of discrimination outside the mandated timeframe to file an internal complaint, the investigator should advise the employee of their rights to file the complaint with the EEOC or MCCR, as these agencies have longer time frames for filing complaints. Depending on the nature of the allegations it may be in the best interest of the agency to make some inquiries into the matter to ensure the allegations are not on-going and/or the behavior is not actionable.

### 3. QUESTION

What is the best way to approach an employee who submits a reasonable accommodation request multiple times for the same request?

### **OSEEOC ANSWER:**

The ADA states that an employee can submit as many reasonable accommodation requests as needed during the time of their employment. Therefore, the agency is required to engage in the interactive process for each request that is submitted and provide a determination within a reasonable time-frame. The employer is not required to provide the accommodation requested, however the accommodation must be efficient and effective for the for an employee to perform the essential functions of their job.

### 4. QUESTION

Can a state agency allow an employee attend sexual harassment training at a state agency other than where they are employed?

### **OSEEOC ANSWER:**

Yes. A state employee may receive sexual harassment training from a different state agency as long as the trainer is a state employee and have attended the mandatory 2-day Train-the-Trainer session.

## NOTEWORTHY RULINGS

### ***Aaron's to Pay \$425,000 to Settle EEOC Race Harassment Suit***

### ***Managers at Furniture Retailer Warehouse Used Racist Slurs Federal Agency Charged***

NEW YORK, N.Y. - Aaron's, Inc., a nationwide chain of rent-to-own furniture stores, will pay \$425,000 and furnish other relief to settle a lawsuit for racial harassment filed by the U.S. Equal Employment Opportunity Commission (EEOC), the federal agency announced.

According to the EEOC's lawsuit, Aaron's subjected black employees to a race-based hostile work environment at its Jamaica warehouse. The mistreatment included the regular and open use of derogatory slurs including the "n-word" by managers at the warehouse, who also directed other vulgar language toward black employees, including referring to them as "monkeys." Black workers were also assigned more difficult tasks and longer delivery routes than others at the warehouse.

Such alleged conduct violates Title VII of the Civil Rights Act of 1964 which prohibits discrimination based on race, which includes subjecting employees to a racially hostile work environment. The EEOC filed suit in U.S. District Court for the Eastern District of New York (*EEOC v. Aaron's, Inc.*, Civil Action No. 17-cv-07273), after first attempting to reach a pre-litigation settlement through its voluntary conciliation process.

"No one should have to put up with racial harassment at work to earn a living," said EEOC New York Regional Attorney Jeffrey Burstein. "It does not matter whether the workplace is a warehouse or an office. Employers have an obligation to stop unlawful harassment."

Under the consent decree, Aaron's will pay \$425,000 to victims of the harassment. It also requires Aaron's to maintain an antidiscrimination policy, provide EEO training to all its employees in the New York City area, and report future complaints of race discrimination by Aaron's employees to the EEOC.

"Racist behavior and the use of racial slurs by supervisors profoundly alter the work environment for employees. Employers should know if this illegal conduct is tolerated or left unaddressed, the EEOC will hold employers accountable," said EEOC New York District Director Kevin Berry.

The New York District Office of the EEOC is responsible for processing discrimination charges, administrative enforcement and the conduct of agency litigation in New York, northern New Jersey, Connecticut, Massachusetts, Rhode Island, Vermont, New Hampshire and Maine.

Retrieved from: <https://www.eeoc.gov/eeoc/newsroom/release/6-4-19a.cfm>



## NOTEWORTHY RULINGS

### JUSTICE DEPARTMENT SETTLES DISCRIMINATION LAWSUIT AGAINST AN EDUCATIONAL SERVICE AGENCY IN MICHIGAN

THIS SETTLEMENT IS PART OF THE JUSTICE DEPARTMENT'S SEXUAL HARASSMENT IN THE WORKPLACE INITIATIVE

The Justice Department announced that it has reached a settlement with the Allegan Area Educational Service Agency (AAESA), a government agency providing support, cooperative educational programs, and services to local school districts in Allegan County, Michigan, resolving allegations that AAESA subjected two female teachers to sexual harassment and a hostile work environment in violation of Title VII of the Civil Rights Act of 1964, as amended.

The complaint, filed last year in the U.S. District Court for the Western District of Michigan, alleged that AAESA discriminated against two female teachers when they were regularly subjected to sexual harassment in the workplace by their supervisor, a former principal at the school where they all worked. As alleged in the complaint, the sexual harassment included verbal abuse as well as unwanted physical touching that escalated to physical assaults. The principal was later convicted of criminal assault of the teachers. The complaint alleged that AAESA did not take reasonable steps to prevent the principal's unlawful acts.

Under the terms of a consent decree, which still must be approved by the court, AAESA has agreed to pay \$450,000 in total monetary relief to the two teachers. Pursuant to the consent decree, AAESA must review and revise its existing anti-discrimination policies and procedures and implement effective policies to protect its employees from discrimination on the basis of sex, including sexual harassment. The consent decree requires AAESA to train its employees to ensure that employees understand how and when to report potentially discriminatory behavior and to ensure that any future complaints of discrimination are handled properly.

"No one should be forced to endure sexual harassment to keep their job," said Assistant Attorney General Eric Dreiband. "The Justice Department, through its Sexual Harassment in the Workplace Initiative, will continue to vigorously enforce federal anti-discrimination laws to combat sexual harassment in the workplace and help ensure that teachers and other dedicated public servants are protected from unlawful harassment in the future."

"My office is committed to vigorous law enforcement, which includes working with the Civil Rights Division to combat sexual discrimination and harassment in public sector workplaces," said U.S. Attorney Andrew Birge. "This resolution sends a strong message that sexual harassment will not be tolerated in the Western District of Michigan and that employers must make serious and meaningful efforts to prevent and address it."

**Read more at** <https://www.justice.gov/opa/pr/justice-department-settles-discrimination-lawsuit-against-educational-service-agency-michigan>

## NOTEWORTHY RULINGS

### **Justice Department Reaches Settlement Agreement with York County, South Carolina, to End Hiring Practices that Discriminate Against Applicants with Disabilities**

The Department of Justice announced that it reached a settlement agreement with York County, South Carolina, under the Americans with Disabilities Act (ADA). The agreement resolves the Department's lawsuit alleging that the county discriminated against an applicant on the basis of his disability, dwarfism, when he sought to apply for a Purchasing Manager position. The complaint alleges that York County required applicants for the Purchasing Manager position to possess a driver's license even though having a driver's license is not essential to performing the job functions of the position. By requiring a driver's license, the county unfairly screened out the applicant, who because of his disability does not possess a driver's license, but who was otherwise qualified for the position. Additionally, the complaint alleges that York County failed to provide the applicant with a reasonable accommodation, such as waiving the driver's license requirement, that would have allowed him to participate in the application process.

The settlement agreement requires York County to revise its policies to ensure compliance with the ADA, designate an ADA Coordinator, ensure that its job listings list only essential job functions as mandatory requirements, train relevant employees on the ADA, and report to the Department of Justice on implementation of the agreement. York County will also pay the applicant \$20,000 in compensatory damages. This matter was based on a referral from the Equal Employment Opportunity Commission's Charlotte District Office, which conducted a thorough investigation of the facts.

"Unnecessary barriers in the hiring process can lead to discrimination against individuals with disabilities who are seeking employment," said Assistant Attorney General Eric Dreiband. "The Civil Rights Division is committed to fighting for equal opportunity in job competition and applauds York County for agreeing to eliminate extraneous job requirements that may limit their pool of potential employees."

"People with disabilities deserve the opportunity to compete for jobs on a level playing field," said U.S. Attorney Sherri A. Lydon. "This settlement agreement ensures that people with disabilities will have an equal chance to compete for public sector jobs. We commend York County for its cooperation and efforts to ensure accessibility and fairness in the job application process."

The United States Department of Justice. (2019). "*Justice Department Reaches Settlement Agreement with York County, South Carolina, to End Hiring Practices that Discriminate Against Applicants with Disabilities*". Retrieved From: <https://www.justice.gov/opa/pr/justice-department-reaches-settlement-agreement-york-county-south-carolina-end-hiring>

## EEO SPOTLIGHT

### Governor Hogan Recognizes Historic Maryland National Guard All-Female Command Staff

Governor Larry Hogan recognized the Maryland National Guard's first-ever all-female command staff. This is a first for Maryland as well as a first for the nation – or what the military calls the “54” – including every state, the District of Columbia, and U.S. territories.

“Our administration is incredibly proud of Maj. Gen. Singh and the highly qualified team she has assembled,” said Governor Larry Hogan. “This is a tremendous achievement for the Maryland National Guard and the State of Maryland.”

“We have worked hard over the last four years to diversify our leadership team,” said Maj. Gen. Linda Singh, Adjutant General of Maryland. “We’ve really wanted the team to be more reflective of the organization itself and the community.”

The Maryland National Guard is made up of Army National Guard and Air National Guard units, which fall under the Joint Force Headquarters. From the roots of the National Guard in the Maryland militia of 1634 to today, Maryland is consistently leading the way when it comes to innovation, diversity, and vision.



Maj. Gen. Singh is the Adjutant General for the Maryland National Guard. Brig. Gen. Janeen Birkhead is the Commander of the Maryland Army National Guard, Brig. Gen. April Vogel is the Assistant Adjutant General for Air Command, and Sgt. Maj. Perlisa Wilson is the Senior Enlisted Leader.

Governor Larry Hogan Press Release (2019). Retrieved from:  
<https://governor.maryland.gov/2018/11/02/photo-release-governor-hogan-recognizes-historic-maryland-national-guard-all-female-command-staff/>



# EEO SPOTLIGHT

## EEOC Hires The First Women to Serve as General Counsel

WASHINGTON - Sharon Fast Gustafson was sworn in on August 6, 2019 as General Counsel of the U.S. Equal Employment Opportunity Commission (EEOC) for a four-year term. She becomes the first woman to serve as General Counsel at the EEOC.

"The EEOC's litigation program is an important tool for enforcing federal employment discrimination laws," said EEOC Chair Janet Dhillon. "I look forward to working with General Counsel Gustafson as we work to advance equal employment opportunity in the American workplace." Gustafson said, "My own experience so far in employment discrimination matters has not been to sit in a high seat, pulling the levers of power. Rather, I have been a solo lawyer most often representing the employee of modest means or the small business employer. My seat has been in a mediation room, trying to invoke the agency's remedies to help someone get his job back, to get compensation for a wrongful termination, or to preserve the reputation of an employer wrongly accused. I think of my work as having been retail, street-level civil rights litigation. I look forward to using my decades of experience in employment law to conduct the litigation of the EEOC. My goal is to work with the EEOC's career staff to prevent illegal discrimination in the workplace and to remedy it where it has occurred."

Gustafson has been practicing employment law ever since she earned her J.D. from Georgetown University Law Center, cum laude, in 1991. After law school she worked for four years in the labor and employment law group at Jones Day in Washington, D.C. She subsequently served as a solo practitioner in Virginia, Maryland and the District of Columbia. Gustafson has advised and represented both employees and employers in employment-related legal matters. She was awarded Lawyer of the Year (2016) by the Metropolitan Washington Employment Lawyers Association.

Gustafson was counsel for Peggy Young in the pregnancy discrimination case *Young v. United Parcel Service*, 2011 WL 665321 (D.Md.), aff'd, 707 F.3d 437 (4th Cir. 2013, rev'd and remanded, 575 U.S. \_\_\_\_, 135 S. Ct 1338 (2015). Young, a delivery driver for United Parcel Service, requested an accommodation for her pregnancy-related lifting restriction advised by her doctors. UPS refused, and Young lost her employee medical coverage. Young sued in federal court, charging the employer with violating the Pregnancy Discrimination Act. The case went to the U.S. Supreme Court. The Court held that employers should provide the same reasonable accommodations to pregnant employees as are offered to other employees with similar restrictions.

Retrieved from: <https://www.eeoc.gov/eeoc/newsroom/release/8-8-19.cfm>



# ADA CORNER

## DEPARTMENT OF JUSTICE CELEBRATES 20TH ANNIVERSARY OF THE OLMSTEAD SUPREME COURT DECISION PROTECTING THE RIGHTS OF AMERICANS WITH DISABILITIES

June 19, 2019

Twenty years ago, the Supreme Court issued the groundbreaking decision in *Olmstead v. L.C.*, holding that unjustified segregation of people with disabilities in institutions is a form of unlawful discrimination under the Americans with Disabilities Act (ADA). This decision led to the development of new opportunities for individuals with disabilities to live and work in their communities. To enforce the holding of *Olmstead*, the Department of Justice has addressed the unnecessary segregation of people with physical, mental health, or intellectual and developmental disabilities (I/DD) in various residential and non-residential settings, nationwide. Nearly 50,000 people benefit from statewide settlements giving them the opportunity to receive health, residential, employment, and day services in their communities and, where appropriate and consistent with their informed decision, to leave, or avoid entering, segregated institutions.

In May 2019, the Department of Justice reached an agreement with the State of West Virginia to improve its children's mental health system. The Department's investigation revealed that West Virginia routinely sent numerous children with serious emotional or behavioral disorders to institutions — often hours away from their homes and families — because it offered insufficient community-based mental health services to meet their needs. The agreement requires West Virginia to expand and improve in-home and community-based mental health services throughout the State to better meet children's needs. The agreement also requires the State to eliminate the unnecessary placement of children in residential mental health treatment facilities. The Department of Justice is also enforcing 10 other statewide *Olmstead* settlements protecting the rights of persons with mental illness or I/DD.

Likewise, the Department continues to work to expand opportunities for individuals with disabilities to work in competitive integrated employment. Work can empower economic self-sufficiency, independence, personal growth, and self-esteem. The Department's settlement agreements with the State of Rhode Island and the City of Providence offer individuals with I/DD opportunities to receive services designed to prepare them for competitive integrated employment. To date, 786 individuals have obtained competitive, integrated employment over the course of these agreements. In Oregon, another agreement has produced similar results. According to Oregon's data, over 5,000 persons have received new employment services, and over 600 former sheltered workshop workers have newly obtained competitive integrated employment.

**Read more at:** <https://www.justice.gov/opa/pr/departments-justice-reaches-agreement-resolve-americans-disabilities-act-investigation-west>

## ADA CORNER

### WAL-MART STORES EAST, LP WILL PAY \$100,000 TO SETTLE EEOC DISABILITY DISCRIMINATION SUIT

#### *Leading Retailer Failed to Reasonably Accommodate Deaf Employees, Federal Agency Charged*

WASHINGTON – Wal-Mart Stores East, LP will pay \$100,000 and furnish significant equitable relief to resolve a federal disability discrimination lawsuit filed by the U.S. Equal Employment Opportunity Commission (EEOC), the federal agency announced.

The EEOC charged that Wal-Mart Stores East, LP refused to provide communications accommodations, such as access to sign language interpreters and closed-captioned training videos, to two deaf employees who worked at Walmart Store No. 5941 in Northwest Washington, D.C. The employees were entitled to reasonable accommodations so they could obtain information from, and participate in, meetings, trainings and other workplace communications, the EEOC said.

The Americans with Disabilities Act (ADA) prohibits workplace discrimination based on an individual's disability. The ADA requires employers to provide a reasonable accommodation to individuals with disabilities unless it would pose an undue hardship. The EEOC filed suit (EEOC v. Wal-Mart Stores East, LP, Civil Action No. 1:18-cv-2799) in U.S. District Court for the District of Columbia, after first attempting to reach a voluntary, pre-litigation settlement through its conciliation process.

In addition to paying \$100,000 in monetary relief, the two-year consent decree resolving the suit enjoins Walmart Store No. 5941 from violating the ADA, including engaging in unlawful retaliation. Walmart Store No. 5941 has also agreed to revise its reasonable accommodations Management Guidelines, provide live training to management employees on the ADA's reasonable accommodations requirements, and address issues related to deaf or hard-of-hearing persons, and provide training to all non-management employees on the ADA and the process for requesting a reasonable accommodation. Walmart Store No. 5941 will also post a notice about the settlement and report to the EEOC about its compliance with the consent decree.

"This settlement should encourage all employers to provide reasonable accommodations that allow equal access for deaf and hard-of-hearing employees and applicants to engage fully in the workplace," said Acting Washington Field Office District Director Mindy Weinstein.

Retrieved from: <https://www.eeoc.gov/eeoc/newsroom/release/8-19-19a.cfm>



# DIVERSITY AND INCLUSION TED TALK

## 3 Ways to Be a Better Ally in the Workplace by Melinda Epler



Melinda Briana Epler has over 25 years of experience developing business innovation and inclusion strategies for startups, Fortune 500 companies and global NGOs. Epler speaks, mentors and writes about diversity and inclusion in tech, allyship, social entrepreneurship, underrepresented entrepreneurs and investing.

As CEO of [Change Catalyst](#), Epler currently works with the tech industry to solve diversity and inclusion together. Using her background in storytelling and large-scale culture change, she is a strategic advisor for tech companies, tech hubs and governments around the world. She co-leads a series of global solutions-focused conferences called [Tech Inclusion](#). Epler is also Director of Program Development at [Backstage Capital](#), a venture capital firm, where she develops startup curriculum and builds healthy local and global entrepreneur ecosystems for underestimated founders.

Previously, Epler was a marketing and culture executive and award-winning documentary filmmaker. Her film and television work includes projects that exposed the AIDS crisis in South Africa, explored women's rights in Turkey and prepared communities for the effects of climate change. She has worked on several television shows, including NBC's "The West Wing."

[https://www.ted.com/talks/melinda\\_epler\\_3\\_ways\\_to\\_advocate\\_for\\_a\\_more\\_inclusive\\_workplace?utm\\_campaign=tedsread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/melinda_epler_3_ways_to_advocate_for_a_more_inclusive_workplace?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

TED Ideas Worth Spreading (2019). "Melinda Epler" Retrieved: [https://www.ted.com/speakers/melinda\\_epler](https://www.ted.com/speakers/melinda_epler)

# Meetings & Trainings

## September 2019

### **Baltimore City Civil Rights Week 2019**

28th Annual Civil Rights Breakfast

Hosted by: Baltimore City Office of Civil Rights

Date: September 27, 2019

Time : 9:30 am-11:30 am

Location: War Memorial Building

Inaugural Civil Rights Gala

Date: October 5 2019

Time : 1:00 pm-11:00 pm

Location: Convention Center

Fee: \$55

Registration: <https://civilrightsweek2019.splashthat.com/>

## October 2019

### **Disabilities & Reasonable Accommodations in the Workplace**

Hosted by: Maryland Commission on Civil Rights

Date: October 3, 2019

Time: 9 a.m.—1 p.m.

Location: Prince George's County Human Relations Commission  
Upper Marlboro, MD

For more information: Contact MCCR

### **Disability Accommodation in the Workplace**

Hosted by: Montgomery County SHRM

Date: October 16, 2019

Time: 6p.m.—9 p.m.

Location: TBD

Click link for more information: <https://mcshrm.shrm.org/events/2019/10/october-dinner-seminar-disability-accomodation-workplace>

## November 2019

### **Diversity Live Training**

Hosted by : Train up

Date: November 6, 2019

Time: 10 am

Location: Virtual Live

Registration: <https://www.trainup.com/TrainingDetails/292607/Diversity>

### **Mid-Atlantic ADA Update**

Hosted by : Mid-Atlantic ADA Center

Date: November 13, 2019—November 15, 2019

Location: Philadelphia 201 Hotel 201 North 17th Street  
Philadelphia, Pennsylvania 19103

Registration: <http://www.cvent.com/events/mid-atlantic-ada-update/event-summary-a1923df4678245769e693a8cd90d53da.aspx>

# 2019 DIVERSITY CALENDAR

## SEPTEMBER 2019

- Hispanic and German Heritage Month is observed from September 15 to October 15
- National Guide Dog Month

9/2 Labor Day  
9/16 Mexican Independence Day  
9/25 Little Rock Central High School Integration. *In 1957, nine teenagers became the first African-Americans to attend the all white Central High School in Arkansas, putting a national spotlight on racism.*  
9/29-10/1 Rosh Hashanah

## OCTOBER 2019

- Filipino-American, Italian-American, Polish-American Heritage Month
- LGBT History Month
- National Disability Employment Awareness Month

10/2 Thurgood Marshall was sworn into the Supreme Court.  
10/8-10/9 Yom Kippur  
10/10 World Mental Health Day  
10/14 Columbus Day  
10/31 Halloween

## NOVEMBER 2019

- National Native American Heritage Month, which celebrates the history and contributions of Native Americans.

11/5 Election Day  
11/11 Veterans Day  
11/16 International Day for Tolerance. *Emphasizes the dangers of intolerance and is a call to action for the advancement of human welfare, freedom and progress everywhere, as well as a day to encourage tolerance, respect, dialogue and cooperation among different cultures and people.*  
11/28 Thanksgiving Day

# RESOURCES FOR EEO PROFESSIONALS

**Division of Rehabilitation Services (DORS)**

<http://dors.maryland.gov/Pages/default.aspx>

**Department of Labor**

<http://www.dol.gov/>

**Employee Assistance Program (EAP)**

<http://www.dbm.maryland.gov/employees/Pages/EAP.aspx>

**Equal Employment Opportunity Commission (EEOC)**

<http://www.eeoc.gov/>

**Job Accommodation Network (JAN)**

<https://askjan.org/>

**Maryland Commission on Civil Rights (MCCR)**

<http://mccr.maryland.gov/>

**Society for Human Resource Management (SHRM)**

<http://www.shrm.org/pages/default.aspx>

**Maryland Department of Disabilities**

<http://mdod.maryland.gov/Pages/Home.aspx>

**Out & Equal Workplace Advocates**

<http://outandequal.org/>

**National Service Animal Registry**

<https://www.nsarco.com/>

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