



News Release

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County Executive Unveils Plan to Create More Inclusive Work Environment

Employee Survey Results Show Need for Training, Changes to Some Policies

FREDERICK, Md. – Frederick County Executive Jessica Fitzwater today announced a series of actions designed to make Frederick County Government a welcoming place where all employees feel valued and have the opportunity to reach their full potential. The actions are in response to a 2022 survey, which gauged employees' experiences related to diversity, equity, inclusion and belonging. Survey results identified a need for training and for updated policies and procedures.

“My top priority is to ensure that everyone has the opportunity to reach their full potential,” Executive Fitzwater said. “We take seriously the concerns expressed by our employees, and we must be fully transparent as we look for ways to make Frederick County Government the best place to work and thrive.”

Executive Fitzwater and Chief Equity and Inclusion Officer Michael Hughes reviewed results of the employee survey at a press conference on Wednesday. Among the findings was an overall Diversity, Equity and Inclusion (DEI) score of 32, meaning Frederick County scored higher than 32% of other workplaces that have targeted the same goals for their organizations. The survey was conducted by consultant K.L. Scott & Associates.

“The results show that we excel in valuing the idea of diversity and the talents and contributions of our teams,” Hughes said. “However they also clearly demonstrate our need to take a more diverse and inclusive approach. Our goal is to fix any issues that demotivate, diminish, or marginalize people, and to recognize skilled leaders in our workforce who engage our employees in effective ways.”

Based on feedback gathered from the survey and employee focus groups, Executive Fitzwater announced the following steps:

- The Office of Equity and Inclusion will host listening sessions for employees who want to voice concerns or ask questions about the survey results.
- Division directors will meet individually with Equity and Inclusion staff to review data and address specific concerns to their divisions.
- A Strategic Workforce Plan will be finalized to recommend specific actions Frederick County Government should take.

Because accountability is a key value of Executive Fitzwater's Administration, a summary of [survey results](#) has been posted online at FrederickCountyMD.gov/Equity.

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