



I. 2023 Accomplishments

a. Plan Goal 1: Access & Success

Recruit and retain a diverse workforce – despite our small size – and implement best practices for a highly engaged and productive team.

i. Objective 1

Established practices under DHRM shared services to create an effective hiring process and workplace, defined by accountability of contributions. For the first time, worked with DHRM to craft position announcements, conduct screening processes, create diverse interview panels, and complete pay action forms. Implemented the correct processes, tools, and policies for employees to understand individual contributions, collaborative efforts within the agency, and the overall mission of the agency. This included EWPs, organizational chart, regular team meetings, a yearly retreat, annual reviews, and cross training which were not previously in place.

ii. Objective 2

Intentionally budgeted for, developed engagement plan, and allowed for staff members to meaningfully connect with citizens and grantees across the Commonwealth.

iii. Objective 3

Participated in the Virginia Management Fellows Program for the first time, mentoring a Fellow and introducing her to the unique work of our state agency.

iv. Objective 4

Targeted outreach by VCA staff to recruit Virginia artists across a wide spectrum of cultural backgrounds and various regions, thus curating a Roster which authentically reflects the Commonwealth's diversity, both in

terms of demographics and geographical representation.

b. Plan Goal 2: Inclusive & Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the agency and its constituencies.

i. Objective 1

Weekly staff meetings and semi-annual staff retreats provide a forum for staff to share current feedback on agency operations, new achievements or concerns, and strategies for long-term sustainability in the workplace.

ii. Objective 2

For the first time, have DHRM as a resource for employees. This allows for all employees (at-will, full time, and wage) to connect with a confidential and trained resource for benefits, personal concerns, and professional issues.

iii. Objective 3

Fostered a collaborative editorial process for all VCA creative materials so that each team member's voice was represented in internal and external communications.

iv. Objective 4

Implementation of an onboarding program for newly inducted Roster Artists – statewide ambassadors for the VCA. Onboarding welcomes them to this diverse community and provides several resources designed to assist in their representation of the VCA across the Commonwealth.

c. Plan Goal 3: VCA Staff & Roster Artist Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annuals on DOI goals and accomplishments.

i. Objective 1

As portfolios were established, provided training and professional development opportunities that corresponded with roles and responsibilities. These were both internal with the state and external with various learning institutions.

ii. Objective 2

Exposed all employees to diverse peers and facets of state government through attendance at special events; participation in state initiatives; staffing of board meetings across the Commonwealth; completion of state

and agency reports and policies; and participation in General Assembly.

iii. Objective 3

Facilitation of regular sessions and professional development workshops for VCA Roster Artists to include industry experts. Professional development workshops are tailored based on VCA surveys and feedback from Roster Artists.

II. 2024 Agency Diversity, Opportunity, and Inclusion Goals

1. Continue to rely on DHRM shared services for effective hiring of full time and wage employees.
2. Onboard an Accessibility Coordinator and advance accessibility compliance and best practices as mandated by the National Endowment for the Arts.
3. Expand promotion of the Rosters to engage more artists in Virginia's rural or underserved communities.
4. Further streamline VCA Roster applications to increase efficiency and accessibility.
5. Incorporate Indigenous representation on the VCA Roster to honor and preserve the Commonwealth's rich artistic legacy and cultural heritage.