



Diversity, Opportunity, and Inclusion Annual Report

AGENCY	Virginia Department of Corrections (VADOC)
As of:	July 1, 2024

VADOC ACCOMPLISHMENTS

COVA DOI Plan Goal 1 - Access & Success

- Objective 1 - Continue to improve hiring processes and increase access to potential applicants from diverse populations.
- Objective 2 - Continue to retain and promote a diverse workforce.

Agency Accomplishments:

- ✓ A cross-functional workgroup established by the agency's Diversity Council reviewed the current recruiting and selection processes, workforce plans and turnover data. They delivered recommendations for improving the external-facing brand and for expanding recruiting sources to promote workforce diversity.
- ✓ Staff in the Office of Human Resources and IT partnered to begin planning a public-facing branding strategy to reach a diverse applicant pool.
- ✓ The New Hire Orientation was enhanced to provide new employees with a clear understanding of the agency's goals and values, and of the "healing environment culture" where people work and treat each other in a way that is safe, respectful, and ethical.
- ✓ The VADOC Employee Handbook was created and is sent to new hires prior to their first day of work as an introduction to the agency. It highlights the Agency's Mission, Vision, Values, Culture and Code of Ethics. For business practices, the Handbook articulates the department's primary business practices such as Dialogue, Diversity & Inclusion, and Organizational Oneness.
- ✓ Information on career and internship opportunities at VADOC were sent to all colleges and universities in the Commonwealth.

COVA DOI Plan Goal 2 - Welcoming & Respectful Culture

- Objective 1 - Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.
- Objective 2 - Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

Agency Accomplishments:

- ✓ Expectation for Diversity & Inclusion as a core competency was clarified for emphasis in

- employee- and supervisor-level Employee Work Profiles (EWPs).
- ✓ A video was jointly delivered by the agency's Healing Environment Council and Diversity Council to define expectations for a respectful culture and civility in the workplace. The Agency Head emphasized the department's commitment to diversity, opportunity, and inclusion.
 - ✓ New Employee Wellness programs were implemented to build a culture of well-being. The Health and Wellness Coordinators made quarterly site visits to approximately 80% of work locations, delivering Chair Yoga sessions, and presentations on Dimensions of Wellness & Behavior Change, Work/Life Balance, Financial Well-Being, and Healthy Eating, leveraging the US General's framework for Mental Health and Wellbeing in the Workplace.
 - ✓ Curriculum on Mental Wellness was implemented as part of Basic Skills Training for Supervisors and for the Leadership Institute program.
 - ✓ Developed and implemented a secure database to collect and monitor information on accommodation requests and to enhance agency-wide consistency on determinations.

COVA DOI Plan Goal 3 - State Agency DOI Infrastructure & Training

- Objective 1 - Continue to amplify opportunities to advance the goals outlined in this framework.
- Objective 2 - Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.
- Objective 3 - Continue to provide training and educational workshops available to all employees.

Agency Accomplishments:

- ✓ At the direction of the Agency Director, a cross-functional team convened to develop an agency strategic plan framework that would include supporting DOI goals.
- ✓ Cross-functional teams completed assessment of agency's processes and procedures and presented improvement opportunities in five key areas: Workforce Diversity, Equitable Opportunity, Inclusive Culture, Learning & Growth, and Commitment & Accountability.
- ✓ Leadership competencies in supervisor-and-higher-level EWPs were updated to emphasize expectations related to talent management, coaching and employee development.
- ✓ The Chief Diversity Officer (CDO) partnered with staff at the agency's Academy for Staff Development (ASD) to plan for implementation of DOI training beginning in 2024. Initial focus will be on a foundational level course on Diversity, Opportunity, and Inclusion as part of the Basics Skills for Supervisor training.



AGENCY DOI GOALS / STRATEGIES

VADOC Agency Goal 3 – Employ and retain an effective, well-trained, diverse, and resilient workforce.

Aligning with **COVA DOI Plan Goal 1** Access and Success, Objective 2 Continue to retain and promote a diverse workforce.

Agency Activities:

- Promote VADOC as an employer of choice.
- Employ a diverse workforce.

Agency DOI Strategies:

- Enhance department’s public careers page to raise awareness of agency’s wide range of career opportunities in locations across the state. Provide information about upcoming hiring events across the three regions of the Commonwealth as well as featuring opportunities for correction officers, mental health professionals, probation officers and nurses.

Aligning with **COVA DOI Plan Goal 2** Welcoming and Respectful Culture, Objective 1 Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

Agency Activities:

- Foster a safe and inclusive culture where employees feel valued.

Agency DOI Strategies:

- Leverage the Chief Diversity & Inclusion Officer, the Chief Onboarding & Engagement Officer, and the Dialogue and Business Practices Administrator to engage with managers and employees across the agency to reinforce a Welcoming and Respectful Culture and to enhance the overall employee experience.
- Develop training for managers and employers to raise awareness about impact of Workplace Incivility, to reduce conflict, and to foster more civility in the work environment.

Aligning with **COVA DOI Plan Goal 3** State Agency DOI Infrastructure & Training, Objective 3 Continue to provide training and educational workshops available to all employees.

Agency Activities:

- Provide employees with training and development opportunities.
- Ensure leaders are equipped to provide a culture of respect, trust, and accountability.

Agency DOI Strategies:

- Create and deliver foundational DOI training as part of monthly Basic Skills Training for Supervisors and for Leadership Institute program.
- Create and deliver in-depth and separate stand-alone DOI training for non-supervisors and supervisors.
- Create and deliver “Implicit Bias” course as part of Leadership Institute program for Practicing Leaders.

SUMMARY

This Annual Report, which was originally submitted to the COV DEI Office on March 29, 2024, and the attached DOI Plan, which was submitted on May 1, 2024, describe the Department of Corrections’ goals and achievements pursuant to Virginia Code section 2.2-606(B). Since the Plan was recently amended, please note that it is difficult for the agency to measure its impact at this early stage of implementation.



**Diversity
Opportunity
Inclusion**

DIVERSITY, OPPORTUNITY, AND INCLUSION

VIRGINIA DEPARTMENT OF CORRECTIONS

May 1, 2024

DIVERSITY, OPPORTUNITY, AND INCLUSION

The Virginia Department of Corrections (VADOC) is the largest state agency with more than 12,000 positions across the Commonwealth. We operate secure facilities and probation and parole offices to provide care and supervision for inmates and probationers. Often recognized as an innovative leader in corrections and continues to maintain one of the lowest recidivism rates in the nation, VADOC is regularly looked at as a model by other correctional systems at both the national and international levels.

These successes are only made possible by the daily contributions and dedication of our workforce. The VADOC strives to be a model not only for correctional practices, but also for business practices that promote excellence in diversity, opportunity, and inclusion (DOI). Aligned with the Governor's Executive Order No. 10, and the Department of Human Resources Management (DHRM)'s Equal Employment Opportunity Policy, VADOC has adopted the goals and objectives defined in the Governor's DOI Plan as the strategy to advance the agency towards its vision for a positive and welcoming culture. The strategy ensures the VADOC cultivates and promotes a culture that promotes diversity, opportunity, and inclusion where employees and other stakeholders feel welcomed and empowered to do and be their best.

GUIDING PRINCIPLES

The VADOC DOI Strategic Plan is guided by and support the overarching mission, vision, and values of the VADOC.

DOC Mission - We ensure public safety by providing effective incarceration, supervision, and evidence-based reentry services.

DOC Vision - A premier correctional organization working to secure a safer Virginia.

DOC Values - We, the Virginia Department of Corrections believe we can best fulfill our Vision and accomplish our Mission by demonstrating and living these values in our daily work: Safety, Integrity, Accountability, Respect, Learning, Service.

OUR DOI FRAMEWORK

OUR DOI VISION

A culture of diversity, opportunity and inclusivity that continues to recognize, value, and leverage differences for the good of all our employees, stakeholders, and communities.

OUR COMMITMENT TO DOI

At the Virginia Department of Corrections, our commitment to diversity and inclusion is central to our mission of public safety. We strive to ensure our workforce reflects the diversity of the communities we serve. Our diverse talents, perspectives and experiences are embraced and integrated into our work. Through our words and actions, we aim to create a positive workplace that nurtures a profound sense of belonging throughout our entire organization.

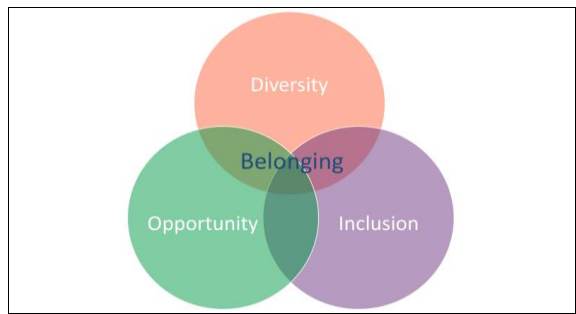
Diversity - The value we each bring based on our individual characteristics and backgrounds.

Opportunity - The process of allocating resources, programs, and opportunities based on different circumstances and needs to help people thrive.

Inclusion - The actions and behaviors that show we respect, appreciate and value the diversity among us.

We understand that when diversity, opportunity and inclusion exist in the workplace, people's differences are welcomed, their needs and contributions are recognized, and their perspectives are valued. In an

environment where everyone is encouraged to be authentic, they freely share their thoughts, opinions and ideas, and work collaboratively in support of the organization’s shared purpose. As a result, in such culture, individuals feel a profound sense of belonging.



THE ROADMAP

GOAL 1 – ACCESS AND SUCCESS – Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

Objective 2: Continue to retain and promote a diverse workforce.

Strategies:

- a. Expand sources for recruiting diverse talent, especially to improve diversity of workforce (*Hispanic/Latino and Asian*).
- b. Continue to utilize the “Alternative Hiring Process” for people with disabilities.
- c. Continue to utilize interview panels that include members of diverse backgrounds and perspectives.
- d. During onboarding, ensure new employees are made aware and understand the agency’s inclusive principles and practices.
- e. Ensure accessibility for diverse needs including but not limited to language access, digital access, and access for individuals with disabilities.
- f. Collect employee feedback from multiple sources, including surveys, exit interviews, grievances, and hotline investigations and address validated concerns.
- g. Enhance department’s public careers page to raise awareness of agency’s wide range of career opportunities in locations across the state. Provide information about upcoming hiring events across the three regions of the Commonwealth as well as featuring opportunities for correction officers, mental health professionals, probation officers and nurses.

GOAL 2 – WELCOMING AND RESPECTFUL CULTURE – Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

Strategies:

- a. Provide employees with disabilities the necessary accommodations for them to be successful.
- b. Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy.

- c. Encourage cross-collaboration and rotational assignments among employees to enrich the employee experience, promote education and growth, foster diversity of thought, and inspire innovative solutions.
- d. Offer events that recognize, value, and honor diversity and independent thinking.
- e. Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression.
- f. Promptly address inappropriate workplace behavior.
- g. Promptly address concerns and complaints through a standard process that is consistently followed.
- h. Promote inclusive practices through awareness and education.
- i. Leverage the Chief Diversity & Inclusion Officer, the Chief Onboarding & Engagement Officer, and the Dialogue and Business Practices Administrator and others in the Office of Human Resources (OHR) to engage with managers and employees across the agency to reinforce a Welcoming and Respectful Culture and to enhance the overall employee experience.
- j. Develop training for managers and employers to raise awareness about impact of Workplace Incivility, to reduce conflict, and to foster a civil the work environment.

GOAL 3 – STATE AGENCY DOI INFRASTRUCTURE & TRAINING – Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state (DOC) employees. Agencies report annually on DOI goals and accomplishments.

Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

Objective 3: Continue to provide training and educational workshops available to all employees.

Strategies:

- a. Incorporate the DOI plan into the agency’s strategic plan and reporting efforts.
- b. Design processes to openly share DOI resources and best practices across agencies and units.
- c. Institute systems of assessment, reporting, accountability, and continuous improvement to optimize the realization of the agency’s and/or department’s goals.
- d. Align DOI responsibilities and tasks with other human resources functions and provide a point of contact within the agency’s leadership team or human resources department to this office.
- e. Engage agency leaders and key stakeholders in reviewing and analyzing reports to identify achievements as well as opportunities for improvement.
- f. Review and assess internal policies and procedures throughout the agency and/or department to identify opportunities to further organizational excellence.
- g. Offer training and educational workshops for skills training, leadership development, and career advancement.
- h. Develop talent management programs such as mentorships, succession planning, and coaching programs with the assistance of professional organizations and institutions of higher education.
- i. Ensure training programs, including D&I, are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, online self-paced, etc.).
- j. Increase training opportunities.
- k. Promote training and development opportunities to all levels of staff; enable staff to participate in programs that are designed for professional growth.
- l. Roll-out communication and training for optional new Employee Development Planning (EDP) process.
- m. Create and deliver foundational DOI training as part of Basic Skills Training for Supervisors and for Leadership Institute program.
- n. Create and deliver stand-alone DOI training for non-supervisors and supervisors.
- o. Create and deliver “Implicit Bias” course as part of Leadership Institute program for Practicing Leaders.

OUTCOMES

By implementing this plan, the VADOC is best positioned to demonstrate its commitment to creating a welcoming and respectful organizational culture. The Chief Diversity Officer in consultation with the Chief Human Resource Officer and the Diversity and Inclusion Council through structured processes, systems and allocated resources is charged with monitoring and reporting on the progress of these defined goals. By aligning our strategy with the Commonwealth of Virginia's DOI Plan, the VADOC demonstrates its support of the collective impact on the Commonwealth, our public safety mission, and our ability to work together to better serve the citizens of Virginia.