



# **Department of Labor and Industry**

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## **Diversity, Opportunity, and Inclusion Plan**

Adopted May 1, 2024

# INTRODUCTION

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## Agency Mission

The mission of the Virginia Department of Labor and Industry (DOLI) is to make Virginia a better place in which to work, live, and conduct business. We achieve this goal by promoting safe, healthful workplaces, best employment practices, the protection of children from hazardous employment, and safe operation of boiler and pressure vessels.

## Executive Order 10

Governor Youngkin issued Executive Order Number Ten (2022), which strengthened and focused the Office of Diversity, Opportunity, and Inclusion by including in its mission the promotion of entrepreneurship and economic opportunity for all Virginians, and the promotion of free speech and civil discourse.

DOLI is committed to fostering a culture of inclusion where all employees are recognized for their contributions and offered the opportunity for growth by providing development and career paths to achieve both professional and personal goals. To measure the impact of this commitment, DOLI administers periodic employee engagement surveys to provide the executive leadership team with feedback from the team members.

DOLI recognizes that our staff are our most valuable asset. The sum of individual reputations, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represent our collective culture and drives the reputation of our agency and guides our achievements, as well.

DOLI embraces and encourages our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other values and attributes that make our employees unique.

DOLI's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; terminations; and the ongoing development of a work environment built on the premise that gender and diversity equity encourage and enforce:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation – permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All DOLI employees have a responsibility to treat others with dignity and respect at all times, to exhibit conduct that reflects inclusion during work, and to complete diversity awareness training to enhance their knowledge and awareness of this critical responsibility.

# DIVERSITY, OPPORTUNITY, AND INCLUSION (DOI) PLAN

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## Goal 1: Access and Success

*Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.*

### Objective 1

*Recruit and hire a diverse workforce at every level of leadership.*

- a. Promote greater visibility of DOLI job announcements by attending at least one career fair per quarter and invite staff members outside of the HR division to promote visibility in the regions
- b. Actively utilize the “Alternative Hiring Process” for job candidates and staff members with disabilities
- c. Continually provide a positive brand image that is reflected in the agency’s strategic communications plan, through the agency’s website, and continued public awareness campaigns

### Objective 2

*Continue to retain and promote a diverse workforce.*

- a. Utilize DOLI and Mercer exit interview responses to identify gaps in agency representation
- b. Provide accurate reporting of data to agency staff involved in the hiring process to promote a culture of transparency and solicit feedback to drive change
- c. Designate a diversity advocate to promote inclusion throughout the agency, in conjunction with launching and successfully initiating an Employee Resource Group
- d. Foster regular employee engagement and utilize opinion surveys and other metrics to find new opportunities for improvement
  - a. Evaluate results from the DHRM administered employee engagement survey and seek opportunities for improvement
- e. During onboarding of new hires, ensure new DOLI employees are made aware of and fully understand the agency’s principles, policies, and procedures regarding inclusion
  - a. Ensure DOI elements are part of the onboarding program, marketing materials, website, and bulletin boards

- f. Demonstrate top-down commitment and involvement through the articulation of the DOI strategy, including how DOI enables the achievement of the agency's vision, mission, and goals

## **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**

***Create and sustain a climate that is supportive, respectful, and that values and integrates differing perspectives and experiences.***

- a. Intentionally build diverse teams and partnerships that foster DOI values
- b. Promote and insist on respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy
- c. Endeavor to provide language and digital access to individuals with diverse needs
- d. Encourage cross-collaboration amongst team members to enhance the employee experience and promote inclusion
- e. Normalize and encourage flexible work policies and programs such as telework, wellness programs, community service leave, and professional development to support the growth and productivity of both the agency and out employees
- f. Offer educational and celebratory events that recognize, value, and honor diversity and promote inclusion; evaluate different programs for their impact on the climate for and across the many dimensions of diversity
- g. Remove barriers for employees with disabilities by conducting accessibility audits to ensure employees identifying as disabled are reasonable accommodated in the workplace. Provide employees the necessary accommodations to be successful in the agency

### **Objective 2**

***Provide an environment where conflicts, concerns, and complaints are communicated and addressed in an expeditious manner.***

- a. Educate employees on the importance of prevention and adequate resources to address harassment, discrimination, and identity-based violence
- b. Promote and train employees on productive methods of conflict resolution such as counseling and mediation
- c. Address inappropriate workplace behavior, concerns, and complaints in a prompt and deliberate manner

## **Goal 3: State Agency DOI Infrastructure & Training**

*Maintain a plan and infrastructure that continue to provide individualized skills training and career development for state employees.*

### **Objective 1**

***Continue to provide training and educational workshops for skills training, leadership development, and career advancement.***

- a. Develop and promote career development and training plans for positions within the agency in addition to the well-established and successful apprenticeship model
- b. Develop mentorship opportunities, succession planning, and coaching programs
  - i. Ensure programs are available to all employees through multiple modes of facilitation (classroom, virtual, online, self-paced, etc.)

### **Objective 2**

***Continue to amplify opportunities to advance the goals outlined in this framework.***

- a. Develop and implement annual reporting processes and continually monitor progress toward statewide DOI goals
- b. Openly share and promote DOI resources and best practices throughout the agency for adoption amongst the divisions