

# Diversity, Opportunity, and Inclusion 2023 Annual Report Template

AGENCY: DEPARTMENT OF TAXATION

YEAR: 2024

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2023 ACCOMPLISHMENTS</p>	<p><b>Plan Goal 1 : Access &amp; Success</b></p> <ul style="list-style-type: none"> <li>• Formed cross operational sprint teams to improve and revise the agency hiring process</li> <li>• Leveraged LinkedIn Recruiter to develop talent pipelines and shorten time to fill</li> <li>• Expanded veteran outreach by attending numerous Virginia Values Veterans (V3) programs and developing a SkillBridge Internship Program</li> <li>• Conducted an Employee Value Proposition (EVP) workshop and focus groups to refine agency branding</li> <li>• Expanded the use of interactive online tutorials for the small business community</li> </ul> <p><b>Plan Goal 2 : Welcoming and Respectful Culture</b></p> <ul style="list-style-type: none"> <li>• Administered agency-wide culture survey and developed action plans to address opportunities</li> <li>• Conducted focus groups and facilitated team activities to gain diverse opinions and perspectives</li> <li>• Continued the job shadow program to promote better understanding of various departments</li> <li>• Used sprint teams to promote cross collaboration, diversity of thought and innovative solutions</li> </ul> <p><b>Plan Goal 3 : State Agency DOI Infrastructure &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Conducted core and leadership competency workshop to develop a framework for talent management</li> <li>• Developed Knowledge Capture/Transfer program to support succession planning and career development</li> <li>• Partnered with VCU’s Performance Management Group for leadership development</li> <li>• Created Organizational Development position as DOI point of contact</li> <li>• Invested in LinkedIn Learning subscriptions for all classified and wage employees</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2024 AGENCY DOI GOALS</p>	<ul style="list-style-type: none"> <li>• Continue to analyze data from various sources and take action to reduce first year turnover</li> <li>• Accelerate knowledge capture/transfer activities to minimize institutional knowledge loss in the event of turnover of staff in critical positions</li> <li>• Enhance our ability to provide learning and development opportunities for employees</li> <li>• Develop an infrastructure to provide cross-operational skills training and career development opportunities to create a flexible workforce to better serve the taxpayer</li> </ul>

