

# Diversity, Opportunity, and Inclusion 2025 Annual Report Virginia Department of Transportation

## 2025 Accomplishments

### Plan Goal 1: Access and Success

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

**Objective 1:** Improve hiring process, increase access to applicants from diverse populations.

- Extended VDOT's Outreach Program to include high schools and vocational schools to reach additional pipelines from diverse populations. In FY25, VDOT participated in 35 outreach events involving high school or vocational students. Events included CTE Classroom Presentations and Career Talks, student tours at VDOT sites, Career Days and Opportunity Nights, Career Expos, and a CTE Skills Showcase. These efforts resulted in the hire of VDOT's first two CTE students as a pilot in our Culpeper Equipment Shop in June 2025.
- Continued to utilize the "Alternative Hiring Process" as described in the *Code of Virginia* for individuals with disabilities. This process is available to applicants with documented disabilities, as certified by the Department of Aging and Rehabilitative Services or the Department for the Blind and Vision Impaired. Approved applicants may receive priority consideration during the recruitment process.
- Launched Oracle Recruiting Cloud (ORC) to provide a streamlined process for both internal and external applicants applying for VDOT jobs. The new system improves access for applicants from diverse populations by providing a more user-friendly experience that promotes consistency in VDOT's recruiting, selection, and onboarding processes and improves our ability to leverage the full diversity of talent available statewide when sourcing candidates for positions locally.
- Launched [VDOT Careers Site](#) featuring *VDOT's What Drives You* hiring brand to further showcase diversity within the organization. The brand illustrates the variety of careers at VDOT and highlights employee benefits, agency culture, diversity, and the work environment to attract highly qualified and diverse applicants.

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

- Expanded VDOT's 90-day Onboarding Program to Central Office employees to further strengthen connections and demonstrate the agency's commitment to diversity, development, and opportunities within the Agency. Inaugural sessions were held on November 7, 2024, and December 9, 2024. However, employees at the district level continue to participate in 90-day onboarding sessions. (Supports Plan Goal 2 as well.)
- Continued collection of employee feedback through multiple surveys throughout the employee life cycle, starting with new hire orientation, to address concerns brought forward.

- Established Qualtrics, as an alternative mechanism to DHRM’s process for conducting exit surveys in-house, to gain better insight about the employee experience following turnover.

## **Plan 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, its customers, and employees.*

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

- Refreshed VDOT’s Behavioral Competency Model to realign behaviors required for success in the organization. The new Model, effective for the PY25 Performance Year on January 1, 2025, makes “Values Differences,” or recognizing the value that different perspectives and cultures bring to an organization, a core competency all employees are required to demonstrate at a skilled level.
- Completed statewide in-person *Civility in the Workplace* training for all people leaders in the organization.
- Offered events such as “Unity Day”, “Veterans Day”, etc. to recognize, value, and honor diversity of thought and background.
- Provided employees with disabilities the necessary accommodations to be successful, fostering an inclusive environment.

**Objective 2:** Provide an environment where conflicts, concerns, and complaints are aired and addressed quickly and fairly.

- Continued to quickly address inappropriate workplace behavior.
- Obtained refresher training on Conducting Workplace Investigations for Employee Relations staff who perform and oversee civility investigations statewide to further sharpen investigative skills and ensure VDOT is leveraging current best practices to expeditiously address employee concerns.
- Established the Help Desk module in VDOT’s Human Resources Information System (HRIS), MyCareerConnect (MCC), as an additional way for employees to contact Human Resources staff in the event of a workplace concern.

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

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

**Objective 1:** Continue to promote opportunities to advance the goals outlined in the DOI framework.

- VDOT 2024-2026 Business Plan included initiatives tied to Plan Goal 1 and Goal 2
- Implemented sharing of DOI strategies and resources in the monthly District Administrator Council meeting

**Objective 2:** Continue to create structures and processes of accountability to increase organizational effectiveness.

- Completed review of structure and processes for the Civil Rights Division. VDOT's Business Integrated Solutions Division conducted the review and offered recommendations.
- Completed three-part Performance Management training statewide on how to leverage VDOT's Performance Management processes and MCC System to hold employees accountable for meeting both individual and organizational goals.
- VDOT's Refreshed Competency Model, implemented in FY25 and noted above, includes "Ensures Accountability" as one of the core competencies for all persons who lead others.

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

- Expanded offering of Entry Level Driver Training (ELDT) through local community colleges to hourly employees and removed the tenure agreement requirement to achieve greater consistency between our offerings to hourly and full-time employees.
- Continued collaboration with industry and the Virginia Community College System to stand up the Virginia Infrastructure Academy. The Infrastructure Academy provides short-term industry training and credentials to enable employment opportunities for thousands of Virginians, and qualified employees for VDOT and our industry partners. Current training/certification programs include Diesel Mechanic, Heavy Equipment Operator, Powerline Worker, Electrical, Plumbing, Carpentry, and CDL. Courses are offered at Community College campuses around the Commonwealth (not all programs are offered at all locations).

# 2026 VDOT DOI Goals

## Plan Goal 1: Access and Success

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

**Objective 1:** Improve hiring process, increase access to applicants from diverse populations.

- Continue to benchmark and assess Culpeper CTE Pilot and overall pipeline framework to establish additional partnerships with area high schools and CTE schools to grow VDOT's visibility as an Employer of Choice for diverse populations and youth with disabilities seeking career opportunities in the future. This program will seek to establish pathways for high school students to learn, grow, and immerse themselves in the various opportunities and careers the transportation industry offers.
- Continue Outreach events geared to increase visibility of VDOT as an employer of choice in diverse communities.

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

- Assess success of the 90-day Onboarding Program in Central Office to identify ways to improve the completion rate to further strengthen connections and demonstrate the Agency's commitment to diversity, development, and opportunities within the Agency. (Supports Plan Goal 2 as well.)
- Leverage partnership between Communications and Human Resources to further showcase opportunities and diversity within the workforce via internal communications. Improve accessibility to information, policies, and training on VDOT's EBBs.

**Objective 3:** Raise awareness and increase opportunities for individuals with disabilities.

- Leverage existing partnerships with groups like DARS, DBVI, JAN, and Veteran Groups to help educate our hiring managers on identifying opportunities suitable for individuals with disabilities.
- Increase education for hiring managers on how they can creatively accommodate individuals with disabilities in the workplace.
- Leverage Oracle self-reporting functionality to better assess the Agency's success in increasing opportunities for persons with disabilities within the organization. Continue to communicate the "Talent Profile" in MCC as an easy way for employees to manage their information, including disability status, making sure they are aware of the many hidden disabilities that qualify.
- Assess New Employee Orientation (NEO) content as an effective means for the Civil Rights Division to continue highlighting strategic initiatives, raise awareness of the reasonable accommodation process, and encourage self-disclosure by new employees.
- Continue to educate employees and management on the reasonable accommodation process and compliance with ADA Sections 504 and 508 focused on accessibility.
- Continue to leverage and promote the use of the alternative hiring process for individuals with disabilities.

## **Plan 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, its customers, and employees.*

**Objective 1:** Create and maintain a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- Develop and deliver a Leadership Development Program pilot “level-set” program for the Executive Team, which builds upon the 2025 Competency Training to emphasize “Values Differences” and “Instills Trust” as the two core competencies most critical to a leader’s ability to successfully build rapport, coach, and ensure accountability with others.
  - Review in-person *Civility in the Workplace* and the Prevention of Sexual Harassment training courses to reaffirm course content and consistent delivery.
- **Objective 2:** Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.
- Continue to provide trainings and enforce policies (e.g. VDOT Standards of Conduct) to ensure a safe work environment and create a positive workplace culture.
  - Continue to implement directives and procedural requirements (e.g. DHRM Policy 2.05 and 2.35) to ensure that issues related to harassment and workplace safety are promptly and effectively addressed. Human Resources, Civil Rights, and Safety Divisions will continue to collaborate to ensure employees are aware of policies, procedures, and timeframes for filing claims and addressing workplace issues in the appropriate timeframes.

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

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

**Objective 1:** Continue to promote opportunities to advance the goals outlined in the DOI framework.

- Complete the Development of the leadership development training for the Agency, as outlined in the VDOT 2024-2026 Business Plan.

**Objective 2:** Continue to create structures and processes of accountability to increase organizational effectiveness.

- Complete the final phase of recommended implementations from review of structure and processes for the Civil Rights Division. This internal review was conducted by VDOT’s Business Integrated Solutions Division for improved policy and process documentation to ensure optimal effectiveness.
- Continue training employees on new performance management tools, which incorporates SMART goals, encourages assessment and skill-building in the behavioral competencies, and employee development.

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

- Take action based on assessment of pipeline programs to eliminate any barriers identified in the process for diverse applicants and applicants with disabilities.
- Expand succession planning training to agency leadership to include divisional leaders. VDOT's MCC system allows for a formalized process and tracking of critical and/or key positions and internal pipeline of skills that will identify opportunities for professional growth and leadership development. Training for leaders on how to identify high performers and identify areas of risk will be a critical preparatory step before utilizing the system fully for this purpose.
- Continue to train all employees on agency Behavioral Competency Model and how to develop goals that build skill in the competencies to develop and grow within and across the organization. The addition of Competency Goals to the Agency's Performance Planning framework recognizes the importance of marrying behavioral and technical skills to achieve the best results, and the Agency's value for continuous improvement and development among all employees.