



# 2025 Diversity and Inclusion Report

June 27, 2025

## BACKGROUND

The Virginia Information Technologies Agency (VITA) submits this legislative report, pursuant to [Virginia Code § 2.2-602\(B\)](#), [as amended in 2024](#), which provides:

Each agency shall establish an infrastructure to effectively support ongoing progress and achievements by reporting diversity, equity, and inclusion goals in coordination with the Governor's Director of Diversity, Equity, and Inclusion and the General Assembly.

Each agency shall submit an annual report to the Governor and the General Assembly by July 1 of each year assessing the impact of the strategic plan on the populations served by the agency and on the agency's workforce and budget.

This report covers July 1, 2024 through June 2025.

A copy of VITA's current (last updated July 1, 2024) strategic plan is attached. This report addresses that plan, VITA's diversity steps and achievements, and the effects on the agency's workforce, budget, and customers/populations served.

## REPORT

In FY25, VITA launched "VITA Together," an umbrella initiative that covers engagement, development, wellness, collaboration and community. It brings together previously separate VITA programs, including VITA Cares (volunteering and Commonwealth of Virginia Campaign charitable giving), CommonHealth (wellness programs), Perk Patrol (employee engagement), IncludingU (collaborative affinity groups and other community events); and HR programs for employee and workforce development.

VITA Together is strategically designed to grow, support, and empower a dynamic and diverse agency workforce. The agency continues to expand its commitment to talent development through structured programs, inclusive engagement, and leadership-driven training.

In 2024, VITA's internal leadership development program—a key initiative providing employees with direct access to leadership training facilitated by agency leaders—celebrated the successful completion of its third cohort in Spring 2024, with planning underway for future cohorts to meet growing interest.

VITA also launched a targeted Manager Training Program to support the growth of people leaders across the agency. The first session, delivered in early 2025, laid the groundwork for "Manager Bites"—a series of short, subject-specific learning sessions offering walkthroughs of key HR tools and leadership practices. This new learning series officially launched in Spring 2025 with the topic of Mini-Crucial Conversations, designed to equip managers with the tools and confidence to handle complex workplace discussions effectively. The full Crucial Conversations training will re-start in Fall 2025.

VITA's Junior Associate Program, initiated to provide high school students with professional, paid work experiences, continues to gain momentum. The program now runs during the summer and is supported by cross-agency collaboration, with efforts including the creation of a regional school counselor directory, executive meet-and-greets, and feedback from past participants to shape future cohorts.

The College Internship Program has also grown significantly over the past two summers, with the 2024 and 2025 cohorts representing a bright and diverse group of students placed across various business units. This growth underscores VITA's commitment to early-career pipeline development and inclusive talent strategies. It also directly supports employment at VITA, with six of VITA's summer 2024 interns having continued as wage employees.

Through internal communications, programming, and affinity groups, VITA cultivates an inclusive workplace culture that celebrates diversity. The agency's primary affinity group, IncludingU, hosts year-round programming that fosters employee engagement, mentoring, volunteering, and cross-functional networking opportunities.

Over the past two years, VITA has also significantly expanded its recruitment efforts, resulting in a notable increase in overall workforce size. These efforts are supported by inclusive hiring practices and thoughtful integration of diversity and inclusion goals into operational planning—including during the agency's budget process and while delivering services to its customer base.

## Effect on Agency Workforce

The VITA Together initiatives—including leadership development, manager training, the Junior Associate and internship programs, IncludingU, and expanded recruitment—have contributed to a more engaged, skilled, and inclusive workforce.

VITA continues to build an environment that supports learning, development, and belonging, which is essential for sustaining innovation and high performance in a growing and dynamic agency.

### **Manager Training:**

FY25

Number of leaders who taught/facilitated Manager Training (session 1) : 7

Number of employees who have attended Manager Training (session 1): 12

### **Crucial Conversations Mini Session**

FY25

Facilitators: Crucial Conversations Certified Trainers – 2

Number of employees who have attended Crucial Conversations (Session 1): 21

### **Accessibility, branding and content development (ABC) training**

FY25

Number of employees who have attended ABC training (Session 1): 25

Facilitators: 5

Subject Matter Experts: 5

### **IncludingU Program Events:**

Breast Cancer Awareness (October 2024) - \$566 raised.

VITA hosted activities throughout the month to raise awareness and funds for breast cancer research. VITA team members wore pink, bought pins and participated in a walk for Breast Cancer Awareness Month. The team also hosted two craft and bake sales, where employees donated goods to be sold and purchased items to support breast cancer research. We collectively raised over \$566 that was donated to the Breast Cancer Research Foundation

IncludingU's "Go Pink Day"

This event focused on promoting awareness of breast cancer and raising money for research. VITA staff dressed in pink, took a walk together, enjoyed pink lemonade, bought pink ribbon pins and watched an informational presentation.

Hygiene Drive (November 2024)

This drive encouraged agency employees to bring in needed hygiene products. Approximately \$150 worth of products was donated to St. Joseph's Villa.

Time to Talk – (March 2025)

Approximately 30 agency employees participated in an onsite facilitated session to discuss wellness and wellbeing. The purpose of 'Time to Talk' events is open an honest conversation in the workforce around mental health, managing stress, and creating a support system within VITA for employees to lean on each other.

## **Agency Values & Strategic Plan**

VITA has a culture of inclusive collaboration that is incorporated into VITA's FY23-27 strategic business plan and VITA's values. See the agency's strategic business plan:

<https://www.vita.virginia.gov/media/vitavirginiagov/about/pdf/VITA-Strategic-Business-Plan.pdf>.

## **Recruitment**

Since VITA's internal human resources (HR) function was created in 2020, VITA HR has

internally directed that interview panel membership must be diverse. Interview panel members must also be at an appropriate level (the same or a higher role than the position being filled) and hold confidential all information related to the interviewed applicants and the recommendation or selection. During FY26, VITA intends to continue to review and augment related process and training documentation and diversity data tracking.

## Workforce Data

### **Total Employees (as of 6/10/2025, including interns): 352**

Women: 167	Men: 185
White: 90	White: 115
Black: 46	Black: 31
Hispanic: 3	Hispanic: 2
Asian: 11	Asian: 16
American Indian: 1	American Indian: 0
Asian Indian: 2	Asian Indian: 2
African American: 4	African American: 7
Pacific Islander: 0	Pacific Islander: 1
2+ Races: 3	2+ Races: 7
Non-Specified: 7	Non-Specified: 4

### **Interns (June 2025)**

Applicants: 319	
Total Interns: 20	
Women: 7	Men: 13
White: 3	White: 4
Black: 1	Black: 6
Hispanic: 0	Hispanic: 0
Asian/Pacif: 2	Asian/Pacif: 3
American Indian: 0	African Indian: 0
2+ Races: 0	2+ Races: 0
Non-Specified: 1	Non-Specified: 0

### **Total Employees (as of 7/1/24): 315**

Women: 152	Men: 162	Unknown Gender: 1
White: 81	White: 106	White: 1
Black: 46	Black: 26	Black: 0
Hispanic: 3	Hispanic: 2	Hispanic: 0
Asian: 6	Asian: 11	Asian: 0
American Indian: 1	American Indian: 2	American Indian: 0
Asian Indian: 2	Asian Indian: 4	Asian Indian: 0
African American: 1	African American: 0	African American: 0
Pacific Islander: 0	Pacific Islander: 0	Pacific Islander: 0
2+ Races: 2	2+ Races: 7	2+ Races: 0
Non-Specified: 10	Non-Specified: 4	Non-Specified: 0

## Agency Budget

Diversity and inclusion efforts are part of normal agency operations. There is a position within VITA HR that has lead responsibility for such efforts, but that position also performs other HR-related functions, and there is no dedicated diversity and inclusion budget. All expenditures have been from general agency HR and/or activity funds.

## Effect on Agency Customers / Population Served

VITA provides IT infrastructure services to 67 executive branch agencies, as well as statewide contracts and information security support and guidance beyond the executive branch. VITA also regularly interacts with a diverse supplier community and other stakeholders outside state government. Meeting the needs of customer agencies and partnering to serve, support, and protect Virginians requires understanding the complexity and diversity of the Commonwealth and the stakeholder communities who partner with and rely on VITA.

## Conclusion

The VITA Together efforts continue to be developed and strengthened with active support and input from agency leadership. Inclusive collaboration is embedded into the agency's values, operational strategies, talent initiatives, and service delivery.

Workforce development efforts—including VITA's leadership programs, the Junior Associate initiative, internship expansion, and inclusive hiring—are fully aligned with the strategic plan. These efforts help grow a high-performing workforce that reflects the diversity of the Commonwealth and is equipped to meet the evolving needs of both our customer agencies and the Virginians they serve.

By integrating inclusive collaboration into daily operations, budget planning, recruitment, and professional development, VITA continues to build a culture where employees feel valued, empowered, and supported to contribute at their highest potential.

At VITA, we recognize that our people are our most important asset. We also recognize that diversity, equity, and inclusion, are essential to the agency's ability to effectively carry out its mission. These fundamental and value enhancing tenets of our mission-oriented culture dictate that we continuously work to attract, hire, develop, retain high-quality, diverse talent, and achieve equitable opportunity for our workforce.

The recognition of these tenets allows us to build and maintain a workforce that reflects a diversity of backgrounds and experiences, as well as the diversity of customers we serve. Our culture of diversity, equity, and inclusion will not only be inclusive, but one in which we work together within a team environment of mutual respect, honesty, and integrity.

This update of VITA's Diversity Equity, and Inclusion Strategic Plan will continue to provide a blueprint to build upon. We aim to continue making progress toward promoting workforce diversity, equity, and inclusion. This Plan includes measurable actions that are designed to help fully integrate diversity, equity, and inclusion in the strategic decision-making of the agency, enhance organizational effectiveness, and meet future challenges.

The Diversity Advisory Committee (DAC) was created to provide insight and recommendations to VITA leadership. Led by the HR Program Manager DEI Leader, this diverse group meets regularly to work to address issues, make recommendations, promote training, and lead events to bring awareness to diversity, equity, and inclusion within the agency. The DAC partners with the HR Program Manager DEI Leader to communicate shared knowledge, resources, and engagement opportunities. The DAC also develops updates to the Strategic Plan, provides plan status updates, and assists with the update reporting to the Executive Team.

This Plan envisions that VITA's leadership, in partnership with the Diversity Advisory Committee, will assume responsibility for its implementation. VITA's leaders recognize that the promotion of diversity, the enhancement of inclusive behavior and the advancement of equitable opportunities are both an individual and a collective responsibility. It is critical that these principles are a prominent part of the fabric and culture of the agency.

## DEFINING DIVERSITY, EQUITY, AND INCLUSION

Diversity is defined broadly and refers to the range of similarities and differences in individual and organizational characteristics that shape our workplace. These include national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structure. The concept also encompasses other differences among people, including geographic differences and, importantly, diversity of thought and life experiences.

Equity at its core means fairness. We must ensure that individuals, or groups of individuals, are not treated less favorably because of their protected characteristics. Equity also means equality of opportunity, ensuring that those who may be disadvantaged can get the tools to access the same, fair, opportunities as their peers.

Inclusion refers to a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so all employees can participate and contribute to their full potential.

#### THE MISSION CASE FOR DIVERSITY, EQUITY, AND INCLUSION

There continues to be a strong support for the conclusion that diversity in both leadership and the workforce is essential for maximizing mission effectiveness and impact. In creating a culture of inclusion, we understand that it isn't just the right thing to do, it's also the smart thing. Diverse agencies are more innovative and better positioned to succeed.

We strive to create workplaces that reflect the communities we serve and where everyone feels empowered to bring their full, authentic selves to work. There is work to be done, but we are dedicated to our people, customers, and community to achieve the goals set forth in this plan.

#### CONNECTING TO VITA'S STRATEGIC BUSINESS GOALS

The Plan is designed to support VITA's primary strategic goals listed below:

##### Goal 1: Accountability, Inclusive Collaboration

Invest in and empower our people to foster a customer-oriented and innovative workforce invested in and empower our people to foster a customer-oriented.

##### Goal 2: Growth Mindset

Partner with customers to develop positive customer experiences and achieve business outcomes through technology and innovative workforce.

##### Goal 3: Effectiveness and Persistence

Address risk, seize opportunities and mitigate costs through proactive governance.

#### OBJECTIVES OF THIS DIVERSITY, EQUITY, AND INCLUSION STRATEGIC PLAN

This Plan sets forth four overarching objectives in support of diversity and inclusion:

##### GOAL 1: Demonstrate leadership commitment and accountability.

Demonstrate leadership commitment and accountability through agency policy, messaging, and behavior that advances diversity and inclusion goals and objectives.

##### GOAL 2: Foster a connected culture.

Cultivate a supportive, welcoming, inclusive, and fair work environment that allows employees to feel connected to the agency's mission and contribute to their full potential.

##### GOAL 3: Build a diverse talent pipeline.

Pursue a comprehensive strategy and plan to build and maintain a high-performing workforce.

##### GOAL 4: Leverage diversity, equity, and inclusion for mission effectiveness.

Use VITA resources and services in a manner that reflects the diversity of our customers and suppliers.

#### VITA DIVERSITY, EQUITY, AND INCLUSION GOALS

##### Goal 1: Demonstrate leadership commitment and accountability.



Demonstrate leadership commitment and accountability through agency policy, messaging, and behavior that advances diversity and inclusion goals and objectives.

#### 1a. Strategic Planning

Maintain a Strategic Plan that aligns diversity and inclusion efforts with VITA strategic goals and objectives.

#### 1b. Communication Strategy

Maintain a communication strategy that further elevates diversity and inclusion as a key strategic priority and reinforces leadership commitment.

#### 1c. Accountability

- Ensure and enforce that leadership teams, managers, and supervisors understand how diversity and inclusion performance impacts results.
- Explore the feasibility of diversity and inclusion performance metrics to promote accountability and best practices.

#### 1d. Transparency

- Partner with Diversity Advisory Committee to raise awareness by promoting information about diversity and inclusion on the Teams page (currently in creation) and other tools (newsletters, blast, etc.) to provide updated diversity data to VITA team members.

**Goal 2:** Foster a connected culture. Cultivate a supportive, welcoming, inclusive, and fair work environment that allows employees to feel connected to the agency's mission and contribute to their full potential.

#### 2a. Equal Employment Opportunity

- Use quantitative and qualitative data to evaluate programs and processes and identify barriers that may deter inclusivity and opportunity for all.
- Continue to develop and implement initiatives designed to prevent discrimination, harassment, and other actions that undermine our commitment to diversity, inclusion, and equal opportunity.
- Expand the new hire onboarding process to ensure we are appropriately preparing our new hires for success. Onboarding will continue to include an overview of the agency's history, culture and values, and instructions on scheduling a meet and greet with each executive team member within their first 60 days of employment. The onboarding will be expanded by adding a building tour, welcome email, points of contact for addressing questions/issues new hires may have, and 30, 60, 90-day check-ins. Additionally, to foster a sense of connection and collaboration, we will host a scavenger hunt for new hires.

#### 2b. Fair and Unbiased Selection Processes

- Administer a fair and systematic approach for recruiting, evaluating, and selecting individuals for competitive service, excepted service, senior management, and professional development programs, including when assembling interview panels.

#### 2c. Employee Engagement and Satisfaction

- Use employee feedback, including survey data, to create, update, and implement action plans to improve organizational culture; encourage leadership approaches that support employee engagement and belonging; and address specific employee concerns.
- Collect new team member feedback from multiple sources, to include but not limited to onboarding (30, 60, 90-day feedback), stay interviews, exit interviews, annual employee surveys, and training feedback to capture and address gaps and concerns to continue to foster an environment of feedback accessibility and accountability.

## 2d. Professional Development and Mentorship

Create and develop a Mentoring Program to enhance opportunities for career development, assistance with goal setting, performance, and advancement throughout their employment cycle, as well as encouraging collaboration among divisions. Explore the options of establishing development opportunities, such as a rotation program, stretch opportunities, etc.

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. Cross training opportunities also creates workforce sustainability, increases employee engagement, and makes the agency more agile.

Incorporate leader skills trainings that include team collaboration to achieve agency business goals and create more innovative work environment strategies to promote collaboration within our teams and highlight collaboration and development.

Collaboration: Collaboration is more than just camaraderie; it involves creative problem-solving, communication, knowledge sharing, and innovation. It encourages enthusiastic participation from everyone on the team.

### Benefits of Team Collaboration:

- Efficiency: Collaborative teams' complete tasks faster and achieve better results.
- Idea Contribution: Provide more opportunities for team members to share creative ideas.
- Knowledge Sharing: Improve knowledge sharing within the agency.
- Decision-Making: Foster team-focused decision-making.

Offer events that recognize, value, and honor diversity and independent thinking as well as events that promote wellness, community involvement, and educational sharing.

Increase the Leadership Development Program footprint, while adding at least two additional training and development programs that allow the opportunity for all levels of the agency staff to participate in their professional growth.

Launch the Individual Development Plans (IDP) initiative. Train and coach managers on the purpose of IDP's, as well as how to deliver, encourage, and promote development in their groups.

Offer training opportunities to include the skills that help keep dialogue flowing in the face of disagreement for improved relationships and results.

Creation of training library to promote training opportunities throughout the year to all agency staff, to include VITA Values (included but not limited to Unconscious Bias, Making Accessibility Accessible, How to Your Team, Taking Initiative, Producing High Quality Work, Setting & Meeting Expectations, Dedication, Teamwork, Confidence), Crucial Conversations, establishing open dialogue. Expanding as needed to meet the development need of the workforce.

#### 2e. Disability Inclusion and Training

- Ensure the VITA work environment is welcoming, accessible, and inclusive of individuals with disabilities; encourage support for programs and activities; and support hiring and promotion of individuals with disabilities.
- Verify that accessibility needs are incorporated into all training offerings to include but not limited to directions and schedules that are clearly communicated both audibly and visually using clear concise methods as well as listening to accommodation needs and make the best accommodations possible. Test trainings to ensure they are truly accessible.
- Provide employees with disabilities the necessary accommodations for them to be successful.
- Listen to team members requesting accommodations to ensure we offer the best tools possible to be successful in their positions. Considering options such as adjustments in job tasks, flexible work schedules, including flex scheduling, improved office accessibility, specialized software and/or equipment, and alternative supervisory structure or methods.
- Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy.
- Provide, review, and discuss with new team members the importance of reviewing, understanding, complying, and asking questions if needed on the policy.
- Share information, articles, tools, etc. on the importance of respect, independent thinking, providing expectational customer service, modeling agency believes, employee rights, etc. via multiple sources such as VITACOMMS, DEIAC Newsletter, IncludingU Teams Page, VITA Townsquare Channel, etc.

**Goal 3:** Build a diverse talent pipeline, pursue a comprehensive strategy to build and maintain a high-performing workforce drawn from all segments of society.

#### 3a. Outreach

- Engage in strategic outreach and broad recruitment, utilizing a variety of sources including diverse professional organizations, to maximize the agency's ability to attract a diverse pool of applicants for employment and internship opportunities.

#### 3b. Recruitment

- Increase and maintain relationships with targeted sources, to include but not limited to area high schools (such as Richmond Public Schools/Work-Based Learning & Testing Department); area universities such as Virginia Commonwealth University and Historically Black Colleges Universities (HBCU's) across the DMV (DC, Maryland, and Virginia) area; and organizations like the Richmond Technical Center and CodeRVA that promote STEM, information technology, and cyber security. Provide information series, FAQ sessions, attend events that are focused on diversity and inclusion, tagging relevant groups and organizations on social media to promote agency vacancies, and posting on niche job boards that are focused on diverse candidates.
- Utilize the Commonwealth's "Alternative Hiring Process" for people with disabilities. Continue to ensure all job postings note and meet accessibility standards. Address and report to DHRM any

platform issues with features such as properly color-contrasted, large text, and compatibility with screen readers and other assistive technologies.

- Ensure inclusive job description phrasing and structuring are appropriate by avoiding the use of ableist terms or clichéd requirements. Instead, focus on clear, concise language and shorter sentences that are easier to read, and assure that job descriptions are between 300 to 650 words to strike a balance. Move beyond the generic equal opportunities statement and explicitly mention accommodations that we'll provide during the recruitment process.
- Regularly collect and analyze diversity data to understand the representation of candidates with disabilities in our applicant pool and workforce, and utilize this information to tailor our recruitment strategies. Diversity data to include race, ethnicity, gender identity, age, and disability status. Tracking documents will be created to ensure efficiency and validate data. Quarterly status reporting of the data will be reported to agency leadership.
- Train hiring managers on disability awareness, unconscious bias, and inclusive practices. Equip them with the knowledge and skills needed to engage effectively with candidates with disabilities.
- Anticipate and make accommodations for applicants during the recruitment process. Demonstrate inclusivity by showcasing how our agency is already acting inclusively, including by highlighting employee resource groups, accessibility initiatives, and success stories related to employees with disabilities. Transparency is a key point in attracting disabled candidates.
- Populate the interview panels with members from different races, ages, religions, backgrounds, etc. from across the agency. This will help improve not only the agency's hiring process but also set the example and show the applicant and team members that we have a strong commitment to them and to a diverse workforce. Unconscious bias training will be required for all panelists.
- Screen all applicants with the same set of questions and use a rubric to rate their responses allowing all candidates to showcase their expertise equally and remove any questions that could result from unconscious bias.
- Train agency managers to ensure they are prepared to screen candidates with diversity and inclusion in mind. Communicate new hiring practices, updates etc. as they are implemented, and provide resource guides and/or FAQs on their role in the new process.

### 3c. Diversity Partnerships

- Establish and maintain partnerships with minority, women, and other diverse professional associations to help develop and maintain a pipeline of diverse candidates for employment in professional occupations needed to meet agency needs.

**Goal 4:** Leverage diversity, equity, and inclusion for mission effectiveness. Use VITA resources and services in a manner that reflects diversity of customers and stakeholders.

### 4a. Diverse Perspectives

- Promote diverse participation and perspectives in all facets of the VITA's mission and in the Diversity Advisory Committee.
- Recognize rules and practices that are effective in meeting the needs of a diverse client base, workforce, and community.
- Offer opportunities for workforce and client-base to have open conversations to resolve conflicts with the utilization of mediation process.
- Offer opportunities for agency-wide and targeted discussions (e.g., Town Hall meetings, roundtables, and small group discussions) on issues related to diversity and inclusion, such as generational diversity, unconscious bias, disability inclusion, and other critical topics.
- Promote an open-door practice to allow employees of the agency to communicate with senior management without any barriers. The benefits include improvement in teamwork,

communication, and information sharing, solving problems quickly and avoiding larger issues, fostering healthy and open discussions, boosting morale, trust, and productivity, and reducing turnover and making the workplace better.

#### 4b. Public-Facing Diversity and Inclusion

- Identify opportunities to embed diversity and inclusion priorities into all aspects of the VITA work.
- Ensure that diverse voices are represented in programming, such as agency-wide events, mission-focused training, advisory committee composition, and participation in roundtables and similar events.

#### 4c. Diversity Accountability

- Fully implement a new performance standard for supervisors and managers that focuses on accountability, employee career development, and the cultivation of an inclusive, constructive work environment that is committed to Equal Employment Opportunity (EEO) policies and principles and is built upon transparent communication, mutual trust, and respect.
- Develop and implement a plan to provide all managers resources to services to receive employee feedback and coaching for inclusion at work.
- Mature the DEI model to improve the consistency of desired outcomes by strengthening accountability, utilizing technology, and enhancing training.

### EVALUATION METHODOLOGY

The continuous effectiveness and achievement of VITA's diversity and inclusion goals will be reviewed twice annually. The HR Program Manager DEI Leader in partnership with the Diversity Advisory Committee will institute systems of assessment reporting accessibility and continuous improvement to optimize the realization of the state of the agency providing the reporting to the VITA Executive Team and cascaded down to team members. The report will focus on suggested improvements on the implementation of the actions, progress made and key successes.

The HR Program Manager DEI Leader and the Diversity Advisory Committee are also committed to the updates of the Diversity, Equity, and Inclusion collaboration site for the sharing of knowledge, resources, engagement opportunities, and real time updates on the plan status.

The Strategy Update Report will include:

- A qualitative assessment of progress or achievement of the actions
- A quantitative assessment of the impact of the strategy on employee perceptions and experience of VITA's culture

The outcome of the evaluation and review will guide the development of further action plans.

Approval



Agency Head Signature

6/4/2024

Date

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