



COMMONWEALTH of VIRGINIA

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DEPARTMENT OF EDUCATION
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The Honorable Glenn Youngkin
Governor of Virginia
Patrick Henry Building, Third Floor
1111 East Broad Street
Richmond, VA 23219

Honorable Members
Virginia General Assembly
General Assembly Building
201 North 9th Street
Richmond, VA 23219

Dear Governor Youngkin and Members of the Assembly:

In adherence to Code of Virginia § 2.2-602(B) and the Governor's Executive Order 10 (2022), all state agencies are required to submit an annual report documenting diversity and inclusion programs, policies, and practices on or before July 1, 2025. The following report catalogues the plans and actionable items the Virginia Department of Education has established to promote the expansion of opportunities for both the agency's workforce and the broader population we serve.

The objectives and goals included in the report are informed by the agency's OKRs and Workforce Development Report. The three goals that serve as the framework for the Diversity, Opportunity, and Inclusion (DOI) Plan are:

- Goal 1: Access and Success
- Goal 2: Welcoming and Respectful Culture
- Goal 3: State Agency DOI Infrastructure & Training

Sincerely,

A handwritten signature in black ink, appearing to read "Emily Anne Gullickson".

Emily Anne Gullickson, M.Ed. J.D.
Superintendent of Public Instruction

CC: The Honorable Martin Brown
Chief Diversity, Opportunity, and Inclusion Officer

The Honorable Aimee Rogstad Guidera
Secretary of Education

DIVERSITY, OPPORTUNITY, AND INCLUSION REPORT

This annual report documents the plans and actionable items the Virginia Department of Education has established to promote the expansion of opportunities for both the agency's workforce and the broader populations we serve. Code of Virginia § 2.2-602(B)



DIVERSITY OPPORTUNITY AND INCLUSION REPORT

2025 AGENCY GOALS

Goal 1: Access and Success

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Objective 1: Provide all employees with an ongoing mechanism to enhance their skills and knowledge that can lead to mastery of their current jobs, promotions, and transfers to new or different positions.

- a) Establish leadership development and mentorship programming.
- b) Ensure that training programs are available to all employees, including through multiple modes of facilitation (e.g., in-person facilitator-led, virtual, online self-paced)
- c) Increase training opportunities and workshops available through VDOE Professional Development catalog.

Objective 2: Continue to improve hiring process and increase access to top talent from within the agency, across the Commonwealth, and nationally.

- a) Utilize interview panels that include members from various backgrounds, subject matter expertise, and perspectives, where possible.
- b) Continue to utilize the “Alternative Hiring Process” for people with disabilities, where appropriate.
- c) Ensure existing employees have the opportunity to apply for all job postings and are aware of opportunities to be promoted or advance within the agency.
- d) Expand awareness efforts to ensure more candidates with the skills and competencies needed for roles are aware of job postings and opportunities within the agency.



Goal 2: Welcoming and Respectful Culture

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Objective 1: Create a culture of continuous feedback and transparent communication where concerns are addressed in a timely manner.

- a) Continue to collect employee feedback from multiple sources, including exit and stay interviews, surveys, listening sessions, virtual suggestion box and address validated concerns.
- b) Provide access to training, coaching, counseling, and mediation to promote constructive approaches to conflict resolution as well as areas of performance improvement.
- c) Implement a standard process to promptly address complaints and inappropriate workplace behavior.

Objective 2: Create and maintain a climate that is supportive, respectful, and inclusive.

- a) Provide employees with disabilities the necessary accommodations to be successful.
- b) Clarify expectations for collegial interactions and compliance with the *Civility in the Workplace Policy*.
- c) Enrich the employee experience by providing opportunities to interact across departments through engagement initiatives and events.
- d) Improve the onboarding experience to enhance employees' connection to the agency and create a sense of belonging.
- e) Enhance existing one-stop shop (SharePoint site) for accessing HR related tools and resources to support the employee experience.

Objective 3: Become a “best-in-class” customer service organization.

- a) Ensure stakeholders have the resources, support, and subject matter expertise to support their educational needs.
- b) Shift organizational culture from compliance-centered to solutions-focused.

Objective 4: Launch a comprehensive employee engagement survey initiative.

- a) Implement an employee experience survey every 6 months. The first survey was taken April 2025 and the next survey will be conducted October 2025.
- b) Share transparently with all staff to build trust in the survey process.
- c) Use survey data to identify trends, strengths, and areas for improvement at the agency, division, office, and team levels.
- d) Collaborate with leadership to create, implement, and monitor targeted action plans in response to employee feedback.



Goal 3: DOI Infrastructure and Training

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Objective 1: Continue to provide training and workshops available to all employees.

- a) Ensure completion of mandatory training in the Commonwealth of Virginia Learning Center, to include Working Together for Virginia (all employees) and Fundamentals of EEO Law (supervisors).
- b) Increase training opportunities to ensure all employees are aware of the Fundamentals of EEO Law.
- c) Offer support to enhance effective employee performance management and the development of inclusive teams.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness within the Office of Human Resources.

- a) Review, assess, and update policies and procedures related to recruitment, hiring, and internal promotions to identify opportunities for continuous improvement.
- b) Engage agency leaders in reviewing and analyzing reports to identify achievements and opportunities for continuous improvement.
- c) Institute and communicate systems of assessment, reporting, accountability, and continuous improvement to optimize the successful attainment of desired outcomes.
- d) Provide training to agency supervisors on performance-based objectives and ensure alignment with Position Descriptions (PD's).

