

Diversity, Opportunity, and Inclusion

2025 Annual Report

University of Virginia

2024 Accomplishments

COV-DOI Plan Goal 1: Access & Success

COV-DOI Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

The University of Virginia (Agencies 207, 209, & 246) continues to contract with services to promote UVA job postings across a broad range of general and higher education specific job aggregator websites. The Talent Flex Team continues to build relationships with local educational institutions (including vocational schools), state employment agencies, and local non-profit organizations to support referrals for qualified candidates for job openings with the agencies. Technology and application enhancements have been made in 2024 in the UVA applicant management system to allow users to receive tailored job advertisements based on their self-identified interests and qualifications resulting in an increase in average applications per requisition. The University continues to engage in a robust program of evaluating recruitment effectiveness to ensure qualified candidates come from a broad range of relevant labor market geographies.

COV-DOI Objective 2: Continue to retain and promote a diverse workforce.

Forbes named the University of Virginia (Academic and Health) as one of the top large employers nationwide. The University has undertaken a career journeys and job architecture project to ensure all employees are aware of the career paths available to them. UVA launched an enhanced career navigation program that includes support for resume review when applying for promotional opportunities, individualized career coaching, and organizational development programs to support retention, career growth and satisfaction for all employees.

The Career Navigation and Learning and Development teams in UVA HR support individual growth and career progression. This included informational sessions, individual career coaching, resume support, and skill-building offerings. The team also designed and proposed a “Career Champions Program” for team-based career development proposals to broaden the network and involve managers in the support of the career development of their team members to widen the impact. The Learning and Development team added to the library of training and skill-building offerings for faculty and staff. The Learning Tracks model is designed to support the development of individual contributors and managers/leaders and is available to all faculty and staff.

COV-DOI Plan Goal 2: Welcoming & Respectful Culture

COV-DOI Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

The University maintains an active “Respect@UVA” program which not only responds to issues but provides proactive voluntary learning opportunities to managers and team members. In 2024 the University piloted a constructive dialogue cohort program for faculty and staff to promote civil

discourse and bridge differences to drive excellence. The pilot was successful and will continue in 2025 alongside optional learning and development offerings in building partnerships and collaborative relationships, working across generations, and how to have crucial conversations to drive results.

As part of the UVA HR strategy, the Respect@UVA program is undergoing an assessment of communication of the process, awareness of accessibility to the process, investigatory procedures, and the education component around the behaviors that positively contribute to and maintain a culture of respect at UVA (both in the Academic and Health System).

COV-DOI Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

The University maintains an active employee relations program to address conflicts, concerns, and complaints. The University's Office for Equal Opportunity and Civil Rights added case management resources to ensure expeditious handling of matters and expanded supportive measures available to faculty and staff. The University maintains an alternative dispute resolution option and continues to invest in the UVA Ombuds role to informally address issues or provide mediation services.

Plan Goal 3: State Agency DOI Infrastructure & Training

COV-DOI Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

The University (all agencies) regularly advertises the mission and vision of the institution, emphasizing service to the Commonwealth of Virginia and to our students, faculty, staff, patients, and community partners.

COV-DOI Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness

Regular programs of evaluation and assessment were engaged at the University at all levels to ensure organizational effectiveness. The Office of Organizational Excellence worked to provide support for teams in both the Academic Division and Health System. The University Human Resources Talent Development Teams (Learning and Development, Performance Management, and Organizational Development specifically) offered multiple developmental opportunities to continue to encourage leaders at all levels and in all corners of the organization to help their teams do their best work, establish a culture of accountability for high achievement, and to be good stewards of state and University resources. The support provided included training, one-on-one coaching for leaders, and individual consultations.

COV-DOI Objective 3: Continue to provide training and educational workshops available to all employees.

A broad array of optional learning opportunities are available to all faculty and staff of all agencies. This includes a catalog of courses offered by UVA HR Learning and Development, Coursera course access, and full catalog access to the LinkedIn Learning portfolio. The University also continued its investment in robust educational development resources with a central fund for employees to pursue learning of their own choosing to enhance their careers as well as their professional skills and competencies.

The agency goals for 2025 remain unchanged from those for 2024 as part of the University's 2030 strategic plan, which is aligned with the multi-year COV-DOI plan and will focus on:

- Recruiting, supporting, and retaining excellent faculty and staff with a broad range of skills and perspectives.
- Promoting and strengthening an inclusive community based on trust, integrity, mutual respect, excellence, collaboration, innovation, and belonging.
- Providing training and developmental opportunities for faculty and staff to promote accountability and organizational effectiveness while preparing them to work across traditional boundaries and in a globally connected world.