



Diversity, Opportunity, and Inclusion Annual Report

AGENCY	Virginia Department of Corrections (VADOC)
As of:	July 1, 2025

PART I - 2024 VADOC ACCOMPLISHMENTS

COVA DOI Plan Goal 1 - Access & Success

- Objective 1 - Continue to improve hiring processes and increase access to potential applicants from diverse populations.
- Objective 2 - Continue to retain and promote a diverse workforce.

Agency Accomplishments:

- ✓ As part of public-facing branding strategy which began in 2023, revamped the visual presentation of VADOC Careers page on external website to better showcase workforce diversity.
- ✓ Enhanced department's public careers page to raise awareness of agency's wide range of career opportunities in locations across the state. The page now provides information about upcoming hiring events across the three regions of the Commonwealth as well as 'A Day in the Life' videos for the four key positions at VADOC: correction officers, mental health professionals, probation officers and nurses.
- ✓ Piloted centralized **Internship** program by recruiting and onboarding four paid positions for the Business Administration and Probation & Parole units within VADOC.

COVA DOI Plan Goal 2 - Welcoming & Respectful Culture

- Objective 1 - Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.
- Objective 2 - Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

Agency Accomplishments:

- ✓ Created and delivered foundational **Cultural Awareness training** as part of monthly Basic Skills Training for Supervisors and for Leadership Institute program.
- ✓ Created and delivered in-depth and separate stand-alone **Cultural Awareness training** for non-supervisors and supervisors.
- ✓ Created and delivered "**Implicit Bias**" course as part of Leadership Institute program for Practicing Leaders.
- ✓ Developed "**Civility**" training which was incorporated into monthly Basic Skills for New Supervisors curriculum.
- ✓ Developed and managed **Peer Support** Program for VADOC employees, which includes two

key components:

- **Critical Incident Stress Management (CISM)** Response Team – A process that enables trained peers to help their colleagues understand problems that may occur after an event and to help prepare them to continue to perform their assigned duties.
- **Colleague 2 Colleague** – Holistic Peer Support Initiative – Advisory Committee developed training program for staff throughout the region and commonwealth who can provide information, resources, and confidential support to employees who experience personal or workplace stress, or potentially traumatic events.

COVA DOI Plan Goal 3 - State Agency DOI Infrastructure & Training

- Objective 1 - Continue to amplify opportunities to advance the goals outlined in this framework.
- Objective 2 - Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.
- Objective 3 - Continue to provide training and educational workshops available to all employees.

Agency Accomplishments:

- ✓ Consulted with and collaborated with DHRM to develop the structure, criteria and process for **Mentorship** Program and promoted it agency-wide. Fourteen pairs of mentors and mentees were selected to begin working together in 2025.
- ✓ Rolled out the **Career Progression** Program as an agency-wide career development program intended to recognize and reward experienced Corrections Officers and Sergeants who possess advanced competencies. This program will not only, enhance the professional growth of our security staff but also, strengthen the overall effectiveness and efficiency of the VADOC.



PART II - AGENCY DOI GOALS / STRATEGIES

VADOC Agency Goal 3 – Employ and retain an effective, well-trained, diverse, and resilient workforce.

Aligning with **COVA DOI Plan Goal 1** Access and Success, Agency Objective 2 Continue to retain and promote a diverse workforce.

Agency Activities:

- Promote VADOC as an employer of choice.
- Employ a diverse workforce.

Agency 2025 Strategies

- Hired a **Talent Outreach Coordinator** to support the talent acquisition efforts by building and maintaining partnerships with high schools, community colleges, and vocational programs to promote careers in correction. Responsibilities include actively engaging with educational partners, students and stakeholders throughout the Commonwealth to showcase corrections as a rewarding career pathway, educating others about the misperceptions surrounding corrections and developing talent pipelines for the Agency.
- Talent Acquisition and Food Services staffs represented VADOC at the annual **Returning Citizen Career & Wellness Fair**, which was hosted by the Urban League of Hampton Roads in partnership with the Virginia Office of Attorney General and Revive Community of Virginia. The event helps provide returning citizens with career readiness resources and support services as they prepare for employment.
- Formed successful partnership with Chesterfield County through their **Work-Based Learning Initiative**.
- Continue to attend hiring events at Fort Gregg-Adams to recruit from veteran community, including veteran spouses and differently-abled candidates.
- Initiated discovery phase to pilot the use of **OpSign**, an automated talent application that uses AI and propriety algorithms to match military, veteran and civilian job seekers with VADOC career opportunities based on comparable skills, experience and preferences. The platform, once integrated with the Agency talent acquisition system, will, through a user-friendly interface, translate military-to-civilian skills, utilize real-time labor market data and identify qualified candidates with military or specialized backgrounds and drive potential applicants to suitable job postings at VADOC.
- Activate partnership between VADOC and the **Virginia National Guard** to launch a collaboration recruitment pilot to include ROTC and JROTC Outreach engagements and on-site career counselor exchange. Collaborate recruitment strategies will include joint career fairs and school visits, cross-promotion on websites and social media, dual track opportunities and veteran recruitment pipelines.
- Initiate partnership between VADOC and **Virginia Army Reserves** to advance career opportunities and similar joint support services.
- Optimize the use of data analytics in **Glassdoor** to gain insights into the applicant pool demographics based on the applications submitted through Indeed.
- Fully integrate external Careers Page with internal Talent Acquisition system (PageUp) to drive candidates directly to appropriate opportunities related to four key positions at VADOC (correction officers, mental health professionals, probation officers and nurses).
- Continue to implement the centralized **Internship** Program by onboarding six (6) participants into the Human resources, Communications and Probation & Parole units.

Aligning with **COVA DOI Plan Goal 2** Welcoming and Respectful Culture, Agency Objective 1 Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

Agency Activities:

- Foster a safe and inclusive culture where employees feel valued.

Agency 2025 Strategies:

- Create and implement four **Quarterly Employee Health and Wellness Campaigns** for virtual programming and site visits:
 - Quarter 1: Finances & Stress
 - Quarter 2: Keeping Safe in the Heat
 - Quarter 3: You Are Not Alone, Your Life Matters
 - Quarter 4: Wellness for the Holidays
- Host the **Employee Health & Wellness Fair 2025** to provide opportunities for employees to learn more about health and wellness opportunities in their local communities
- Identify and engage **Employee Health & Wellness Advocates** who are DOC employee volunteers that promote, motivate, and support staff in the assigned facilities.
- Create lesson plan on **Cultural Awareness** to be piloted in Learning Team format for the purpose of raising awareness and providing employees with a foundational understanding and practical tools for fostering inclusive communication and collaborative relationships in a diverse workplace.

Aligning with **COVA DOI Plan Goal 3** State Agency DOI Infrastructure & Training, Agency Objective 3 Continue to provide training and educational workshops available to all employees.

Agency Activities:

- Provide employees with training and development opportunities.
- Ensure leaders are equipped to provide a culture of respect, trust, and accountability.

Agency 2025 Strategies:

- Activate **Mentorship** program which was kicked off in 2024. Matched 14 pairs of selected mentees and mentors and provided them with guidance and resources for a year-long mentoring relationship consisting of career counseling, leadership conversations and development opportunities. Also deliver three-part development series to support learning and growth:
 - I. Taking Charge of Your Career
 - II. Mastering the Art of Feedback, and
 - III. The Power of Personal Branding.
- Developed and delivered three online courses as part of the **Career Progression** Program which was rolled out agency-wide in 2024, including: Effective Communication for Workplace Success, Conflict Resolution, Coaching for Performance.
- Create and implement a “**Capstone**” leadership development program that delivers knowledge and skills training related to key cornerstones of leadership such as psychological safety, employee experience and trust. The initial, priority target audience will be all unit heads in the agency.

SUMMARY

In 2024, the Virginia Department of Corrections (VADOC) achieved meaningful progress through alignment with the Commonwealth's DOI Plan. Key accomplishments included enhancing the agency's external careers page to better showcase workforce diversity and statewide opportunities, launching a pilot Internship program, and delivering Cultural Awareness training for both supervisory and non-supervisory staff. The agency also introduced a Peer Support Program and incorporated civility and implicit bias courses into leadership development curricula. In collaboration with DHRM, VADOC established the foundation for a structured Mentorship program and rolled out a Career Progression Program to recognize and develop correctional staff.

Many of VADOC's 2025 initiatives are already underway, including the onboarding of additional interns, the activation of the Mentorship program with 14 mentor-mentee pairs, and expanded outreach through partnerships with educational institutions, the Virginia National Guard, and veteran-serving organizations. The agency has also begun implementing a series of employee wellness campaigns and is piloting additional Cultural Awareness training. The VADOC has successfully used its Career Progression Program to advance a total of 1089 correctional officers during its inaugural year. The agency is well-positioned to expand the Career Progression model into other position categories. Additional leadership development efforts are underway—including a capstone program focused on equipping leaders to successfully engage, motivate, and retain their employees through better understanding of psychological safety, the employee experience and building trust—as VADOC continues building a resilient, inclusive workforce in service to the Commonwealth.