



**Gerald F. Lackey, Ph.D.**  
Commissioner

**COMMONWEALTH of VIRGINIA**  
Department of Motor Vehicles

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July 9, 2025

Division of Legislative Automated Systems  
Old City Hall, Suite 210  
1001 East Broad Street  
Richmond, Virginia 23219  
Attention: Legislative Documents and Reports Processing

Dear Laura Wilborn:

I am pleased to transmit to you the accompanying 2025 Department of Motor Vehicles Annual Report on Diversity, Opportunity, and Inclusion in accordance with Code § 2.2-602(B).

Questions about the report may be directed to

Yolanda Avent, Ph.D.  
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Sincerely,

A handwritten signature in black ink that reads "Gerald F. Lackey".

Gerald F. Lackey, Ph.D.

## 2024 Agency DOI Accomplishments

As we embark on this vital journey, it is important to acknowledge our strategic evolution. Over time, we've broadened our scope beyond responding to grievances or offering one-off training opportunities, to include more proactive, systemic interventions to create a work environment where everyone feels welcomed regardless of who they are or what their personal beliefs are. We've started doing the work internally to improve our HR policies and procedures related to pay, promotion, engagement and effective performance management. We're also investing in and supporting the development of employee resource groups (ERGs) to foster community and connection for all employees. We envision creating groups for such populations like veterans, caregivers, women, and African Americans. The creation of ERGs reflects our belief that creating an inclusive workplace means being able to bring your authentic self to work. This report outlines the progress we've made and the path ahead for the whole DMV team.

### Agency Goal 1: Access & Success

- Resolve current grievances that are outstanding
  - **Update:** Human Resources (HR) has developed a grievance tracker to monitor the status of each grievance. Grievance coordinators regularly update the tracker.
- Ensure accessible career paths for all employees
  - **Update:** The DMV is excited to announce Project Upshift Phase II, a new and transformative approach to career advancement. This initiative is designed to make career growth within our organization clear, transparent, and achievable for all employees. More than just a pay program, Project Upshift Phase II underscores our profound commitment to fostering long-term career development at the DMV. We anticipate rolling out this new framework in two waves over the next eight months, charting a clear path for professional journeys within the agency. DHRM has been so impressed with this work that they have asked DMV HR leadership to present on it in the 2025 DHRM Commonwealth Conference.
- Conduct a Compensation Study
  - **Update:** A compensation study was conducted by Deloitte, with guidance from DHRM, in 2024. The study evaluated the existing job roles and pay structures. Its primary goal was to ensure that employees are compensated fairly, both internally (comparable work within the organization) and externally (competitive pay compared to the market for similar positions).

### Agency Goal 2: Welcoming & Respectful Culture

- Create an approval structure, funding, and guidelines for employee-sponsored resource groups
- **Update:** The DMV is slated to launch the Survey in Fall 2025. A work environment survey at DMV is crucial for understanding how employees perceive the current state of the agency. It provides valuable insights into employees' perceptions of fairness, respect, and

opportunities for growth, helping to identify areas where inclusivity can be strengthened. By understanding employees' experiences, DMV Leadership can identify and prioritize opportunities to ensure all staff feel valued and supported, no matter who they are or what they believe. Review of the onboarding process for improvement

- **Update:** The DMV is committed to fostering a strong start for all new team members. To ensure our onboarding process is as effective and welcoming as possible, we are continually conducting assessments. This ongoing evaluation allows us to gather feedback, identify areas for enhancement, and implement improvements that ultimately lead to a more seamless transition, higher engagement, and greater success for our newest DMV employees.

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

- Create an advisory council for DOI for ongoing professional development
  - **Update:** The DMV is actively revisiting the development of its advisory council, aiming to enhance its effectiveness. Concurrently, we are committed to strengthening our leadership capabilities across the organization by developing more consistent training programs. These programs are specifically designed to empower our leaders, supervisors, and managers with enhanced communication and leadership skillsets, fostering a more collaborative and effective environment for all.
- Facilitate “Train the Trainer” session for difficult conversations
  - **Update:** The DMV is committed to enhancing internal communication, particularly around sensitive topics. A majority of managers across the organization have participated in a comprehensive Manager Development Series facilitated by Sparkwise. Sparkwise is a leadership development and training organization that specializes in equipping managers with practical, research-based tools to lead with clarity, empathy, and effectiveness. This initiative was designed to support managers in both navigating difficult conversations and cultivating stronger, more resilient teams. The series offered targeted, practical learning opportunities on a range of essential leadership topics, including:
    - *Improving Team Effectiveness: Giving Impactful Feedback* – focusing on delivering clear, constructive input that supports growth and accountability.
    - *Improving Team Effectiveness: Promoting Psychological Safety* – using a public sector scenario to explore how managers can foster environments where team members feel safe to speak up, take risks, and share ideas.
    - *Being a Great People Manager: Tailoring Management Style, Motivating Your Team* – emphasizing the importance of adapting leadership approaches to individual needs and finding meaningful ways to inspire team performance.
    - *Being a Great People Manager: Holding Meaningful 1-1s* – equipping managers with tools to create intentional, trust-building conversations that support both performance and well-being.

These sessions are part of a broader effort to ensure that managers are not only equipped with the technical skills of supervision but are also supported in developing the interpersonal awareness and relational capacity needed to lead with empathy, clarity, and consistency. This investment marks a continued shift toward building a healthier, people-centered management culture throughout the organization.

- A majority of supervisors and managers across the organization have now completed intensive leadership training through *Gallagher Edge's Growing Leaders* program. For most, this has included a comprehensive three-day workshop focused on cultivating self-awareness, emotional intelligence, and people-centered leadership. Executive leadership has been engaged in this development process for over two years, demonstrating a sustained commitment to deepening leadership capacity at the highest levels. This investment reflects the organization's broader efforts to foster a culture of growth, accountability, and aligned leadership across all levels.
- Increase training in areas of diversity and inclusion
  - **Update:** The DMV is deepening its commitment to a workplace where all voices are heard and respected. We've significantly enhanced our educational programs, focused on broadening understanding and cultivating a strong sense of belonging. For example, we have bimonthly virtual workshops entitled "The Inclusion Pop Up series that is designed to provide education, awareness, and a safe space to discuss difficult issues. We hold monthly cultural trivia events to foster a sense of belonging, learning across culture, and employee engagement. These expanded learning opportunities are designed to equip team members with the skills and insights needed to navigate differences effectively and contribute to an even more welcoming environment. These sessions, focus on enhancing communication and leadership skillsets. The first phase of this training will first be delivered to a majority of supervisors and managers at the Richmond headquarters. Following this, the training will expand regionally to include a majority of leadership of the customer service centers (CSCs), with a comprehensive rollout scheduled between July 2025 and January 2026. This initiative underscores our commitment to continuous development and a consistently effective leadership team.

### 1. Access and Success

- **Goal 1:** Increase access to career advancement opportunities for all employees by implementing clear promotion and development pathways, with measurable outcomes tracked annually.
- **Goal 2:** Keep turnover rates at the historic lows we have achieved in 2024 (i.e., <10%) by analyzing feedback from the Work Environment Survey and implementing targeted support strategies based on identified gaps.

### 2. Welcoming and Respectful Culture

- **Goal 1:** Launch a *Cultural Conversation Series* to provide consistent, structured opportunities for employees to engage in dialogue across lines of difference, strengthening empathy, understanding, and connection.
- **Goal 2:** Use the Work Environment Survey to assess workplace culture and climate annually and use results to inform actions that promote psychological safety and mutual respect across all teams.

### 3. DOI Infrastructure and Training

- **Goal 1:** Build internal capacity by offering ongoing, role-specific training to managers and staff focused on inclusive leadership.
- **Goal 2:** Establish a sustainable infrastructure for Diversity, Opportunity & Inclusion (DOI) efforts by formalizing accountability mechanisms, such as departmental goals, data tracking, and integration of survey results into annual planning.