



Diversity, Opportunity, Inclusion

2025-2026 STRATEGIC DOI PLAN

Motor Vehicle Dealer Board

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MVDB

Implementation of Goal 1

Access and Success:

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.



Objective 1:

Continue to improve hiring processes and increase access to potential applicants from diverse populations.

1. Expand sources for recruiting diverse talent.
2. Explore utilize the “Alternative Hiring Process” for people with disabilities.
3. Utilize interview panels that include members of diverse backgrounds and perspectives.

Objective 2

Continue to retain and promote a diverse workforce.

1. During onboarding, ensure new employees are made aware of and understand the agency’s inclusive principles and practices.
2. Promote training and development opportunities to all levels of staff; enable staff to participate in programs that are designed for professional growth. (See Goal 3 – Objective 3 for more details.)
3. Ensure accessibility for diverse needs including but not limited to language access, digital access, and access for individuals with disabilities.
4. Collect employee feedback from multiple sources which would include surveys, exit interviews, grievances, and hotline investigations. Focus on addressing validated concerns.

Strategies

1. Develop and implement a Diversity, Opportunity, and Inclusion communication plan to promote MVDB’s commitment to our DOI plan that focuses on recruitment emphasizing diverse languages and ethnicities.
2. Ensure hiring managers take unconscious bias training.
3. Review the results of all recruitment activities and identify what recruitment sources led to achieving a diverse pool of applicants; the results will be shared among agency management, and with the Commonwealth’s Chief Diversity, Opportunity, and Inclusion Officer.
4. Conduct continuous pay opportunity reviews and take appropriate steps to rectify pay equity to increase retention of a diverse workforce.
5. Add DOI language and questions within the MVDB applications.
6. Add DOI questions to interview questions.
7. Conduct interviews to identify deficiencies in the MVDB DOI efforts

Implementation of Goal 2

Welcoming and Respectful Culture:

Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations



Objective 1

1. Promote respect for all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy.
2. 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.

Objective 2

1. Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.
2. Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression.
3. Promptly address inappropriate workplace behavior.
4. Promptly address concerns and complaints through a standard process that is consistently followed.

Strategies

1. Continuous creation of opportunities for employees to participate in the decision-making process to increase transparency and harness their institutional knowledge in areas in which they will be directly impacted.
2. Semi-annual in-person agency meetings to share experiences and celebrate achievements and milestones.
3. Explore the opportunity to provide employees with a confidential and anonymous process where they may share concerns on matters of diversity, opportunity, and inclusion they may be uncomfortable sharing with their supervisors.
4. Encourage clear communication channels between supervisors and employees to ensure expectations are met through regular one-on-one meetings or team meetings.
5. Ensure that interview panels include at least one member outside of the hiring area to level the playing field for all applicants.

Implementation of Goal 3

State Agency DOI Infrastructure & Training:

Create and sustain the MVDB's infrastructure that effectively supports progress in achieving diversity goals.



Objective 1

1. Engage agency leaders and key stakeholders in reviewing and analyzing reports to identify achievements as well as opportunities for improvement.
2. Incorporate the DOI plan into the agency's strategic plan and reporting efforts.

Objective 2

1. Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.
2. Review and assess internal policies and procedures throughout the agency and/or department to identify opportunities to further organizational excellence.

Objective 3

1. Increase training opportunities and provide access to educational workshops that promote skills training, leadership development, and career advancement.
2. Develop talent management programs such as mentorships, succession planning, and coaching programs with the assistance of professional organizations and institutions of higher education.
3. Ensure training programs are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, online self-paced, etc.)

Strategies

1. Create a culture of communication that is more inclusive by increasing transparency in decision making and identify everyone at all levels in the organization who should be at the table.
2. The organization successfully leverages diversity, believing it will improve the quality and innovation of access to services, and policies to assist our communities.
3. Promoting the value of a representative workforce.
4. Increase awareness and knowledge of our staff around DOI issues by sharing communications across the organization.