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**COMMONWEALTH OF VIRGINIA**  
DEPARTMENT OF STATE POLICE

Lt. Colonel Keenon C. Hook  
Deputy Superintendent

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TO: Dr. Sessa Joi Moon  
Chief Diversity, Equity, and Inclusion Officer

FROM: Colonel Jeffrey S. Katz

SUBJECT: VSP's Diversity, Equity, and Inclusion 2025 Annual Report and Strategic Plan

Enclosed is the Virginia State Police's completed Diversity, Equity, and Inclusion (DEI) 2025 Annual Report and accompanying DEI Strategic Plan.

If you have any questions or concerns, please feel free to contact Lieutenant Colonel Norman E. Gray, Sr. at (804) 512-9911 or [norman.gray@vsp.virginia.gov](mailto:norman.gray@vsp.virginia.gov).

JSK/NEG

Attachment

## Virginia State Police

### 2025 End-of-Year Diversity, Equity, and Inclusion Report

#### Plan Goal 1: Access & Success

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

- Performance Protocol was contracted by VSP to provide specialized recruitment training to the agency's Recruitment Unit as part of a broader effort to transform and modernize hiring practices. The firm conducted a comprehensive audit of the unit's operations, from the initial point of contact with applicants to final hiring decisions, and delivered targeted training designed to improve recruiter effectiveness. This training emphasized data-driven decision-making, engagement strategies tailored to different applicant pools, and best practices in managing the recruitment pipeline.
- VSP collaborated with the Virginia Department of Social Services and Project Living Independently, Focusing on Empowerment (Project LIFE) to cultivate meaningful relationships with youth in foster care while actively promoting and creating pathways to rewarding careers within the Department. Representatives from VSP's Recruitment Unit, the Superintendent's Engagement Workgroup, and personnel from the Pathway to Trooper program convened with youth participants and staff members of Project LIFE to foster dialogue, build trust, present career opportunities in law enforcement, and demonstrate VSP's continued commitment to serving and supporting the communities throughout the Commonwealth.

**Objective 2:** *Continue to retain and promote a diverse workforce.*

- A \$5,000 hiring bonus was introduced for troopers who complete Field Training, with an additional \$5,000 for accepting assignments in high-vacancy areas. Additionally, the hiring process was modernized to allow applicants to select from three preferred assignment areas during recruitment, improving candidate commitment by reducing uncertainty about duty station placement.
- VSP launched a partnership with Liberty University (LU) to offer eligible criminal justice major students in their final semester the opportunity to attend the VSP Basic Trooper School. Upon successful completion of the academy and transfer of 12–15 credit hours, students will graduate from LU as Virginia State Troopers. The Department is currently engaged in conversations with other institutions to implement similar programs.

#### 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.*

- The Wellness Unit provided trainings in key areas such as resilience and stress management, Critical Incident Stress Management (CISM), cognitive fitness, and psychological safety, to both internal and external law enforcement personnel.

- VSP recently updated its employee recognition program by expanding its award categories to be more inclusive of the various positions/roles held by departmental employees.

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

- The Department maintains a Professional Standards Division through which complaints may be submitted and investigated when warranted. In addition, VSP operates several internal advisory committees that provide avenues for personnel to raise questions or concerns.
- VSP will continue to solicit feedback from the public via the online survey that is posted on the agency's public website.

### **Plan Goal 3: State Agency DEI Infrastructure & Training**

**Objective 1:** *Continue to amplify opportunities to advance the goals outlined in this framework.*

- The Superintendent's Engagement Workgroup (SEW) expanded its membership to maintain representation across VSP's service areas. The Department will continue to reinforce the practices and principles of SEW to enhance inclusive competencies, communications, and awareness.
- VSP continues to make steady progress on the development of its updated DEI Strategic Plan, including refining strategic priorities, aligning objectives with departmental goals, and incorporating feedback from key stakeholders to ensure the plan reflects current and emerging organizational needs.

**Objective 2:** *Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management (DHRM).*

- VSP continuously adheres to all federal and state EEO laws and policies.
- The Department successfully launched its new employee performance management system – PageUp. PageUp uses a consistent evaluation rating scale used across all state agencies, provides for more meaningful and robust evaluations, establishes the use of SMART goals for the purposes of employee performance, promotes transparency, and ensures alignment with DHRM policies and procedures.

**Objective 3:** *Continue to provide training and educational workshops available to all employees.*

- The Chief Diversity Officer and SEW members continue to partner with other local, state, and federal agencies on DEI initiatives and provide technical assistance/training.
- The Department continues to require that all personnel complete DEI training annually.

## Virginia State Police

### Diversity, Equity, and Inclusion Strategic Plan

The Virginia State Police's (VSP) Diversity, Equity, and Inclusion (DEI) Plan is firmly aligned with the Department's mission of "securing the Commonwealth through leadership, collaboration, and community engagement" and directly supports the agency's cultural playbook. VSP's Cultural Playbook serves as a unified roadmap for organizational success by defining:

- ❖ Why We Exist
- ❖ How We Behave
- ❖ What We Do
- ❖ How We Will Succeed
- ❖ What Is Most Important Right Now
- ❖ Who Must Do What

Through this framework, VSP remains committed to attracting, developing, and retaining exceptional employees; protecting civil liberties; strengthening trust and professionalism; supporting employee well-being; and ensuring every member of the Department contributes to a culture of respect, accountability, inclusion, and shared success.

**Mission Statement:** Foster a sense of belonging that fuels collaboration, innovation, and the well-being of all our people.

**Purpose:** To promote a culture that values and respects all individuals and aims to ensure that all employees feel valued, heard, and empowered to contribute their unique perspectives.

- **Goal 1:** Demonstrate an understanding of inclusion and its role in the workplace, particularly within law enforcement and public safety.
  - **Objective 1.1:** Facilitate cross-functional collaboration and continuous learning to strengthen employee development, broaden perspectives, cultivate creative solutions, and drive strategic presence.
  - **Objective 1.2:** Foster career development, training, and educational opportunities that include topics such as implicit bias, emotional intelligence, diversity and inclusivity, and leadership development for all employees.
  - **Objective 1.3:** Ensure accessibility of training programs to all employees through various facilitation methods such as classroom sessions, virtual learning, self-paced online modules, seminars, and conferences.
- **Goal 2:** Relentlessly attract, develop, and retain a highly qualified workforce reflective of the communities we serve.
  - **Objective 2.1:** Continue to incorporate inclusive recruitment language and outreach strategies intended to broaden access to employment opportunities and encourage qualified applicants from diverse backgrounds and experiences.

- **Objective 2.2:** Utilize standardized recruitment workflows to ensure equitable, consistent, transparent, and compliant hiring practices while analyzing real-time workforce metrics to drive data-informed engagement and enhance operational efficiency across the Department.
  - **Objective 2.3:** Continue supporting VSP's robust apprenticeship programs while expanding and refining other recruitment opportunities that strengthen future talent pipelines and create accessible career pathways.
- **Goal 3:** Ensure equitable policies and practices that uphold fairness, accountability, and transparency across the organization while implementing initiatives that expand opportunity, foster inclusion and belonging, strengthen organizational culture, and enhance mission readiness throughout the Department.
  - **Objective 3.1:** Continue strengthening organizational effectiveness through employee engagement initiatives, anonymous pulse surveys, process improvement efforts, and performance dashboards designed to evaluate and identify opportunities for growth.
  - **Objective 3.2:** Maintain ongoing review and evaluation of internal policies and procedures across the Department to identify areas for enhancing organizational effectiveness and continuous improvement.
  - **Objective 3.3:** Incorporate the DEI plan into the agency's broader strategic and reporting frameworks to reinforce its role in guiding organizational priorities and outcomes while establishing structures and processes that ensure accountability across all levels of the Department.
- **Goal 4:** Enhance community engagement and public confidence through inclusive, transparent, and collaborative practices while expanding capability through trust-based, problem-solving partnerships.
  - **Objective 4.1:** Implement intentional outreach to high schools and colleges to increase awareness and expand partnerships with the College to Academy Partnership (CAP) Program.
  - **Objective 4.2:** Organize, promote and/or support events that reinforce a culture of inclusion, respect, and appreciation for varied perspectives and contributions.
  - **Objective 4.3:** Strengthen working relationships with other public safety agencies by demonstrating selflessness, engagement, and awareness in all interactions and collaborative efforts.