



DIVERSITY, EQUITY, AND INCLUSION (DEI) REPORT

July 1, 2026

Executive Summary

The Virginia Department of Labor and Industry (DOLI) is committed to fostering a workplace and service environment where all employees and stakeholders are treated with dignity, fairness, and respect. As an agency charged with making Virginia a better place to work, live, and conduct business, DOLI recognizes that workforce diversity, equitable opportunities, and inclusive practices strengthen organizational effectiveness and improve service delivery.

This Diversity, Equity, and Inclusion (DEI) Strategic Plan establishes DOLI's framework for attracting, developing, and retaining a highly qualified workforce while ensuring equitable access to agency programs, services, and opportunities.

The plan aligns with the requirements of the Code of Virginia, Executive Order 10, and guidance issued by the Department of Human Resource Management.

Mission

To advance a workplace culture and service delivery model that promotes diversity, ensures equitable access to opportunities, and fosters an inclusive environment where employees and stakeholders can succeed.

Vision

A workforce that reflects the Commonwealth of Virginia and a workplace culture where every employee feels respected, valued, included, and empowered to contribute to DOLI's mission.

Strategic Goal 1

Broaden Inclusive Recruitment and Hiring Strategies to Ensure a Workforce Reflective of the Commonwealth

Objective 1.1

Expand recruitment outreach to attract qualified candidates from diverse backgrounds, experiences, geographic regions, and professional disciplines.

Key Strategies

- Utilize multiple recruitment platforms and outreach methods to broaden applicant pools.
- Continue participation in workforce development, veterans' employment, and higher education outreach initiatives.
- Review position descriptions and qualification requirements to ensure alignment with essential job functions and competencies.
- Promote equitable and consistent hiring practices through standardized recruitment processes.

Success Measures

- Increased applicant diversity across recruitment efforts.
- Expanded outreach partnerships and recruitment channels.
- Consistent use of structured hiring and interview practices.

Strategic Goal 2

Improve Retention and Advancement of a Diverse and High-Performing Workforce

Objective 2.1

Strengthen employee development, engagement, and career growth opportunities.

Key Strategies

- Provide leadership development opportunities.
- Support succession planning and workforce development initiatives.
- Promote employee recognition programs aligned with agency values.
- Encourage participation in mentoring, coaching, and professional development opportunities.

Success Measures

- Improved workforce retention rates.

- Increased participation in training and development programs.
- Increased internal advancement opportunities.

Strategic Goal 3

Build and Sustain a Workplace Climate Where all Employees Feel Respected, Included, and Empowered

Objective 3.1

Promote a culture of belonging, accountability, and respect.

Key Strategies

- Reinforce DOLI Values-in-Action.
- Provide workplace civility, leadership, and employee engagement training.
- Support employee feedback opportunities and engagement initiatives.
- Continuing recognition programs that celebrate employee contributions and accomplishments.

Success Measures

- Positive employee engagement indicators.
- Increased participation in recognition and engagement programs.
- Reduction in workplace concerns related to communication and inclusion.

2025 Diversity, Equity, and Inclusion Annual Report

Reporting Period

January 1, 2025 – December 31, 2025

Submitted pursuant to Virginia Code § 2.2-602

Executive Summary

The Virginia Department of Labor and Industry (DOLI) remains committed to creating a workplace that values diversity, promotes equitable opportunities, and fosters inclusion for all employees.

During 2025, DOLI continued efforts to strengthen recruitment practices, improve workforce retention, enhance employee engagement, and support a workplace culture grounded in respect, professionalism, and accountability.

This report provides an assessment of progress toward DOLI's established DEI goals and the impact of those efforts on the agency's workforce, service delivery, and organizational effectiveness.

Goal 1

Broaden Inclusive Recruitment and Hiring Strategies to Ensure a Workforce Reflective of the Commonwealth

Progress Made

During 2025, DOLI continued modernization of recruitment and hiring processes by:

- Utilizing statewide recruitment platforms and outreach channels.
- Expanding recruitment efforts across multiple geographic regions.
- Implementing competency-based position descriptions.
- Standardizing interview and candidate evaluation processes to support consistency and fairness.
- Continuing outreach to veterans and other qualified applicant populations.

Impact

These efforts strengthened DOLI's ability to attract qualified candidates and broaden candidate pools while maintaining merit-based hiring principles.

Status

Ongoing progress

Goal 2

Improve Retention and Advancement of a Diverse and High-Performing Workforce

Progress Made

DOLI continued efforts to support employee retention and professional growth through:

- Leadership development initiatives.
- Enhanced onboarding and workforce development resources.
- Recognition programs including STAR Awards and employee engagement initiatives.
- Career development discussions through performance management processes.
- Succession planning and workforce readiness efforts.

Impact

Retention and workforce development contributed to improved organizational stability, increased employee engagement, and strengthened workforce readiness.

Status

Ongoing progress

Goal 3

Build and Sustain a Workplace Climate Where all Employees Feel Respected, Included, and Empowered

Progress Made

DOLI supported an inclusive workplace environment through:

- Employee Engagement Council activities.
- Workplace civility and leadership training.
- Employee recognition and appreciation programs.
- Continued emphasis on Values in Action.
- Open communication opportunities between leadership and employees.

Impact

These efforts reinforced a culture of professionalism, respect, collaboration, and employee engagement.

Status

Ongoing progress

Impact on Workforce

DOLI's DEI initiatives positively supported workforce outcomes by:

- Encouraging broader participation in recruitment opportunities.
- Supporting employee engagement and retention efforts.
- Expanding leadership and professional development opportunities.
- Promoting consistent and equitable employment practices.

The agency continues to focus on creating an environment where employees are empowered to contribute fully to the agency's mission.

Impact on Populations Served

DOLI's DEI efforts support the agency's ability to serve Virginia's diverse workforce, employers, and stakeholders by:

- Improving accessibility of information and services.
- Strengthening communication strategies.
- Promoting fair and consistent service delivery practices.
- Supporting equitable access to agency programs and resources.

Impact on Budget

The agency's DEI activities were integrated into existing operational, training, recruitment, and workforce development efforts.

No significant additional expenditures were required beyond existing budgeted resources.

DOLI continues to leverage existing programs, training resources, technology platforms, and employee engagement initiatives to advance DEI objectives in a fiscally responsible manner.

Areas of Focus for 2026

In 2026, DOLI will continue efforts to:

1. Expand recruitment outreach and workforce development partnerships.
2. Strengthen employee retention and leadership development initiatives.
3. Enhance employee engagement and recognition programs.
4. Improve accessibility and effectiveness of agency communications.
5. Evaluate workforce and organizational metrics to support continuous improvement.

Conclusion

DOLI remains committed to fostering a workplace culture that values diversity, promotes equitable opportunities, and supports inclusion. Through continued focus on recruitment, retention, employee engagement, leadership development, and accessible service delivery, the agency will continue advancing a workforce and workplace that supports its mission of making Virginia a better place to work, live, and conduct business.