



Diversity, Equity, and Inclusion Annual Report

AGENCY:	Virginia Department of Corrections (VADOC)
As of:	July 1, 2026

PART I - 2025 VADOC ACCOMPLISHMENTS

COVA DEI 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:

- ✓ **Enhancements to the VADOC Careers Page and Public-Facing Website**
The VADOC Agency expanded the VADOC Careers page to provide a more inclusive and comprehensive view of career opportunities across security, healthcare, behavioral health, education, community corrections, and administrative roles. Updates improved visibility of hiring events and added diverse testimonial videos to provide realistic job previews. Enhancements to the agency's Glassdoor presence helped ensure inclusive representation of VADOC employees and career pathways.
- ✓ **Expanded Outreach and Recruitment Partnerships**
Recruitment teams expanded engagement across multiple talent pipelines, including military transition programs, the American Legion, Asian and Hispanic Chambers of Commerce, HBCUs such as Norfolk State University and Virginia Union University, Virginia Works, HRSA, V3, 3RNET, and PracticeLink. These partnerships increased awareness of career opportunities and expanded outreach to broader applicant populations statewide.
- ✓ **Agency Internship Program Progress**
In FY 2025–2026, VADOC welcomed four interns from regional colleges—two assigned to Human Resources and two to Communications. Interns received structured onboarding from HR and Communications leaders, including guidance on agency mission, culture, and career-management processes. They engaged with every department/function in their assigned unit, visited field offices, and toured agency operations. Three of the four interns have since secured employment opportunities with the Agency based on their positive experience and appreciation for the agency's mission and culture.

COVA DEI 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:

- ✓ **'Communicating with Civility' Workshops**
The Organizational Development & Talent Retention Manager partnered with the Employee Relations Unit to create a multi-tiered 'Communicating with Civility' training workshop to strengthen communication, civility, and respect per the request of multiple field offices. The workshop continues to be refined for broader deployment across additional offices in need, in parallel but separate tracks for leadership and staff throughout the agency.
- ✓ **Colleague 2 Colleague Holistic Peer Support Initiative Activated**
The initiative was activated statewide, providing trained staff with tools to offer confidential support to peers experiencing personal or workplace stress. Two training sessions were completed, with additional sessions planned.
- ✓ **Active Response to Workplace Concerns Through the EEO Investigation Team**
The EEO Investigation Team continued addressing employee concerns submitted through the formal EEO process, HR contact channels, and the anonymous online Charge of Discrimination Form. Investigations include both EEO-related and non-EEO civility issues, with mediation and recommended corrective actions provided to unit leadership. In all cases, the team strives to ensure employees have a meaningful opportunity to respond to allegations while maintaining timely resolution of serious matters and upholding principles of fairness and due process.
- ✓ **Support for ADA Compliance and Workplace Accommodation Requests**
The ADA Unit provided individualized coaching to field HR staff and supervisors on performance concerns and employee accommodation requests. This case-by-case guidance ensures equity, reduces grievances and compliance risks, and strengthens employee engagement and retention.

COVA DEI Plan Goal 3 - State Agency DEI 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:

✓ **Expanded Mentorship Program and Increased Participation**

The Mentorship Program, piloted in FY 2024–2025, received strong feedback from participants. Mentees reported meaningful growth in career exploration, leadership development, communication, and organizational understanding, while mentors valued the opportunity to share expertise and support a learning-focused culture.

Building on the pilot’s success, interest rose significantly in the 2025–2026 cycle, with 127 applications submitted (83 mentees and 44 mentors). Based on eligibility criteria, 28 mentor-mentee pairs were matched—double the previous year. Structured onboarding continues to ensure consistent expectations and a positive developmental experience for all participants.

The Office of Human Resources and Staff Development is exploring a two-pronged application process for the next cohort, in which leadership-supported mentor recruitment occurs first, followed by mentee applications, to ensure a strong pool of effective mentors ready to support employee development.

✓ **Career Progression Program Fully Activated**

The Career Progression Program—now fully integrated across the agency—continues to advance the professional growth of Corrections Officers and Sergeants by recognizing experienced staff with demonstrated competencies. Participation increased from 1,089 to 1,595 employees as of June 2026, with 499 new participants, including 415 Corrections Officers, 29 Master Officers, and 55 Lead Sergeants. Targeted workshops on leadership, generational dynamics, civility, and supervisory practices further strengthened frontline staff readiness and overall workforce effectiveness.

PART II – AGENCY DEI GOALS, STRATEGIES, and FUTURE WORKFORCE INITIATIVES

Aligning with COVA DEI Plan Goal 1 - Access & Success

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

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 2026 Strategies:

➤ **Correctional Officer Recruitment**

To support a more diverse correctional workforce, the Agency expanded grassroots recruitment by bringing hiring events directly into communities surrounding facilities—particularly those with diverse populations. Recruiters increased visibility through face-to-face engagement, building trust with individuals who may not have otherwise considered a career in corrections, with continued emphasis on ensuring recruitment efforts reflected the broad range of career pathways and workforce experiences within the agency.

From July 2025 to the present, Correctional Officer recruitment teams conducted 78 hiring events, engaging 1,560 candidates and generating an average of 20 qualified leads per event. These efforts resulted in 1,397 total hires (1,307 new hires and 90 rehires). The applicant pool reflected strong diversity, including 23 Asian, 559 African American, 39 Hispanic, and 3 American Indian hires.

➤ **Recruitment Outreach and Employer-Brand Enhancements**

The Agency strengthened its ability to attract and engage diverse talent through targeted employer-brand updates, data-driven recruitment strategies, and expanded partnerships with key communities and professional networks. These coordinated efforts improved visibility, broadened applicant reach, and supported recruitment for hard-to-fill roles statewide.

- **Glassdoor Hub Enhancements** – Updated visual content and messaging to reflect diverse roles, backgrounds, and career paths across the Department, improving authenticity and appeal to a broader applicant pool.
- **Data-Driven Recruitment Marketing Optimization** – Used analytics from website traffic, click-through rates, and application conversions to refine messaging, highlight high-performing content, and strengthen the candidate experience.
- **Military Outreach: Fort Lee / Virginia National Guard / V3** – Engaged transitioning service members through TAP, job fairs, and resource events;

generated multiple qualified leads; and strengthened pipelines for military-affiliated talent.

- **American Legion (New)** – Participated in targeted veteran job fairs in Henrico County, engaging a diverse group of attendees and generating new qualified leads.
- **Asian & Hispanic Chambers of Commerce (New)** – Expanded community outreach to raise awareness of career pathways within corrections and engage diverse applicant communities.
- **Historically Black Colleges and Universities (HBCU) Engagement (New)** – Strengthened diversity outreach through participation in HBCU career fairs, connecting with emerging professionals and expanding applicant pipelines for health and human services roles.
- **Healthcare Recruitment Platforms (HRSA, 3RNET, PracticeLink)** – Leveraged specialized platforms to reach clinicians, rural-service providers, and advanced practice professionals for hard-to-fill roles.
- **Virginia Works** – Participated in statewide hiring events, engaging more than 120 job seekers and generating qualified leads for critical Health Services positions.

➤ **Partnership with the Virginia National Guard and Army Reserves to Strengthen Recruitment and Talent Pipelines**

VADOC established a strategic partnership with Virginia National Guard leadership to address shared recruitment challenges, leverage aligned values, and create cross-agency career pathways. Strategies include joint career fairs and school visits, cross-promotion of opportunities, dual-track employment pathways, and veteran recruitment pipelines. A pilot including joint job fairs and ROTC/JROTC outreach is underway. Pending evaluation of pilot outcomes, expansion opportunities with the Army Reserves will be evaluated.

➤ **Career Page and Talent Acquisition System Integration**

Fully integrated the external Careers Page with the Agency's Talent Acquisition system (PageUp), enabling candidates to connect directly to targeted opportunities for Correctional Officers, Probation Officers, Mental Health Professionals, and Nurses through streamlined 'Apply Now' functionality.

Aligning with COVA DEI Plan Goal 2 – Welcoming and Respectful Culture

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

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 2026 Strategies:

➤ **Updated Code of Ethics and Professional Conduct**

With the transition in executive leadership in January 2026, the agency implemented a revised *Code of Ethics and Professional Conduct* emphasizing four guiding principles — Public Safety, Professional Conduct, Accountability, and People First — along with five behavioral expectations: Do the Right Thing, Professional Civility and Respect, Responsible Use of Authority, Accountability, and Stewardship. All employees were required to review and acknowledge the updated Code to reinforce understanding of these consistent expectations.

➤ **Annual Employee Benefits Fair**

Staff were provided access to benefits information, financial services, and health resources through the annual Benefits Fair held at Headquarters. Employees also received wellness resources to help manage work-related stress and traumatic incidents, including information on the State Employee Assistance Program, the Domestic Violence Hotline and the Suicide & Crisis Lifeline. Building on this initiative, VADOC plans to expand Benefits Fairs to all three regions to increase access to benefits information and wellness resources for staff statewide.

➤ **Employee Health and Wellness Support**

The Employee Health and Wellness team delivered quarterly wellness workshops and agency-wide health challenges to support employee well-being, resilience, and awareness of health issues relevant to the correctional environment. Workshops addressed topics such as compassion fatigue, aging and hormone changes, suicide awareness, and holiday wellness. Additional offerings included Stress & Burnout in Corrections, the 100 Miles Walking Challenge, and Hydration Challenge. Additional wellness initiatives planned for the fall include nutrition and sleep-focused challenges. To reinforce ongoing stress-management practices, the team launched Mindful Mondays, providing a variety of mindfulness activities designed to help the employee recharge and refocus. Activities included guided relaxation exercises, Zentangle sessions, progressive muscle relaxation, Breathe & Stretch sessions, and Tactical Breathing exercises.

Mental Health First Aid, an evidence-based early-intervention course introduced to staff, agency-wide in 2023, continues to strengthen employees' ability to recognize and respond to mental-health and substance-use challenges. Participation has increased

each year, with 74 attendees in 2023, 211 in 2024, and 249 in 2025, demonstrating growing engagement in mental-health awareness and early-intervention skills across the agency.

➤ **Establishment of Recharge Rooms to Support Employee Wellness**

Recharge Rooms were implemented in five worksites to support staff mental well-being following traumatic incidents or workplace stress. These rooms use calming sensory elements and nature-inspired environments to support staff mental well-being. As of this report, five worksites—including the Academy for Staff Development, where employees attend agency training programs—have implemented Recharge Rooms, with additional locations under consideration for next year.

➤ **DCJS-Funded Pilot Mobile Wellness App Program for Institutional and Community Staff**

This DCJS-funded pilot program is being implemented in 2025 to expand employee access to mobile wellness resources. The Wellness App is intended to provide convenient access to well-being tools and support services, particularly for employees with limited access to the iDOC intranet outside the workplace. Future expansion will be evaluated based on program effectiveness and available funding.

➤ **Expand Distracted Driving Awareness Events to High-Risk Worksites**

Following two well-attended pilot events conducted in November 2025 and March 2026, VADOC will continue collaborating with the Fleet Management Unit to expand distracted driving awareness demonstrations to additional high-risk worksites with significant state vehicle usage. These events support broader workplace safety initiatives by reinforcing OSHA-related safety awareness and distracted driving prevention practices, contributing to a safer and more informed mobile workforce across the agency.

Aligning with COVA DEI Plan Goal 3 – State Agency DEI Infrastructure & Training

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

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 2026 Strategies:

- ✓ **Redesign of the Career Milestone Recognition Program and Director’s Awards**
HR redesigned recognition programs based on extensive employee feedback collected via an agency-wide survey, resulting in a more employee-centered approach to recognizing staff contributions and service.
- ✓ **Enhanced Discrimination and Harassment Prevention Training**
The Discrimination and Harassment Prevention course for new supervisors was updated to provide deeper guidance on the organizational and workplace impacts of non-compliance and the importance of fostering a respectful workplace environment.
- ✓ **Continued Delivery of Cultural Diversity Training for Correctional Officers**
The agency continued delivering Cultural Diversity training statewide, which is required by training standards promulgated by the Department of Criminal Justice Services (DCJS).
- ✓ **QR-Based Training Feedback System Implemented Across All Training Campuses**
All three training campuses implemented a QR-code system allowing employees to submit real-time feedback—anonously or with their name—on course content, instructors, environment, meals, lodging, and support needs.
- ✓ **Retirement Planning Seminars Offered Statewide**
The Agency offered 11 Retirement Planning Seminars both virtually and at key regional locations to improve employee access to retirement education. Building on this effort, VADOC will explore expanding in-person seminars in additional regional locations to further increase access for field-based employees.
- ✓ **Reasonable Accommodations Training**
VADOC developed and maintains a Reasonable Accommodations e-learning course included in annual in-service training to ensure employee understanding of available resources, rights, and the formal accommodation request process.
- ✓ **Launch the Leadership Development Program for Unit Heads**
The Human Resources and Staff Development team will implement a leadership curriculum featuring online modules and an on-site Capstone learning focused on Psychological Safety, Building a Culture of Trust, the Employee Experience, and Employee-Centered Leadership.

- ✓ **Establishment of the Employee Well-Being & Safety Committee**
The committee advances employee well-being, suicide-prevention strategies, ADA support, workplace safety, and risk-mitigation efforts through coordinated oversight, collaboration, and continuous evaluation.

- ✓ **Implement Agencywide Digital Accessibility Requirements and Support Structure**
In preparation for updated digital accessibility requirements, VADOC developed a Digital Accessibility Prioritization Plan, Action Plan, and established a Digital Accessibility Team to assist employees. All digital content, including documents, emails, intranet posts, and website materials, must meet state and federal accessibility standards. The Agency will continue strengthening digital accessibility compliance efforts through expanded training, accessibility tools, and improved digital content creation practices aligned with state and federal standards.

SUMMARY

During the 2025–2026 reporting period, the Virginia Department of Corrections (VADOC) advanced key initiatives that strengthened its ability to recruit, retain, and support a diverse and engaged workforce, aligning with the Commonwealth of Virginia’s Diversity, Equity, and Inclusion (COVA DEI) Plan and the agency’s long-term workforce goals.

In support of COVA DEI Goal 1, **Access and Success**, the agency broadened recruitment by improving its Careers webpage, enhancing employer branding, and expanding pipelines through military, educational, and community partnerships. These efforts supported inclusive hiring across high-need areas, including 1,397 Correctional Officer hires. The agency further strengthened future workforce development through the Internship Program, where participants gained extensive field exposure and, in several cases, transitioned into agency employment based on their positive experience and engagement with the agency’s mission and culture.

Under Goal 2, **Welcoming and Respectful Culture**, VADOC launched an enhanced *Code of Ethics and Professional Conduct* emphasizing Public Safety, Professional Conduct, Accountability, and People First. The updated standards reinforced civility, responsible authority, and stewardship. By reinforcing expected behaviors—such as civility, responsible use of authority, and stewardship—the new Code strengthened agency-wide standards that directly support DEI principles of respectful communication and equitable treatment for all. Complementary efforts included multi-tiered civility workshops, expanded Colleague-2-Colleague peer support structure, mental-health awareness training, a responsive EEO investigation process that incorporates accountability and due-process protections, and strengthened ADA consultation to ensure equitable and consistent workplace practices.

For Goal 3, **DEI Infrastructure and Training**, VADOC expanded leadership development, career progression, and employee recognition, and implemented updated discrimination, harassment prevention, and Cultural Diversity training. The Mentorship Program doubled, receiving 127 applications and creating 28 mentor-mentee matches—twice the prior year, demonstrating strong employee engagement and clear developmental benefits. The Career Progression Program also grew from 1,089 to 1,595 participants, including 499 new participants across Corrections Officer, Master Officer, and Lead Sergeant roles. The agency also prepared for statewide digital accessibility requirements through a comprehensive support structure.

Collectively, these achievements and identified opportunities reflect VADOC’s continued commitment to building a professional, resilient, and future-ready workforce that supports operational excellence, strengthens public safety, and fosters a workplace culture grounded in respect, accountability, employee well-being, and opportunity. Through strategic workforce development, employee support initiatives, leadership investment, and modernization efforts, the agency continues positioning itself to meet the evolving demands of public service and corrections while strengthening its long-term capacity to protect the public, support its workforce, and advance the agency’s public safety mission across the Commonwealth.



**Diversity
Equity
Inclusion**

2025 DIVERSITY, EQUITY, AND INCLUSION PLAN

Virginia Department of Corrections

July 1, 2025

2025 Diversity, Equity, and Inclusion Plan

Introduction

The Virginia Department of Corrections (VADOC) is the largest state agency with more than 13,000 positions across the Commonwealth. We operate secure facilities and probation and parole offices to provide care and supervision for inmates and probationers. VADOC is often recognized as an innovative leader in corrections and currently maintains the lowest recidivism rate in the nation. VADOC is regularly looked at as a model by other correctional systems at both the national and international levels.

These successes are only made possible by the daily contributions and dedication of our workforce. VADOC strives to be a model not only for correctional practices, but also for business practices that promote excellence in diversity, equity, and inclusion (DEI). Aligned with the Governor's Executive Orders, and the Department of Human Resources Management (DHRM)'s Equal Employment Opportunity Policy, VADOC has adopted the goals and objectives defined in the Governor's DEI Plan as the strategy to advance the agency toward its vision for a positive and welcoming culture. The strategy ensures VADOC cultivates a culture that values diversity, equity, and inclusion while creating an environment where employees and stakeholders feel welcomed and empowered to do their best.

Guiding Principles

The VADOC DEI Plan is guided by and supports the overarching mission, vision, and values of the VADOC.

DOC Mission - We ensure public safety by providing effective incarceration, supervision, and evidence-based reentry services.

DOC Vision - A premier correctional organization working to secure a safer Virginia.

DOC Values - We, the Virginia Department of Corrections believe we can best fulfill our Vision and accomplish our Mission by demonstrating and living these values in our daily work: Safety, Integrity, Accountability, Respect, Learning, Service.

Code of Ethics and Professional Conduct – The DOC's *Code of Ethics and Professional Conduct* emphasizes four guiding principles — Public Safety, Professional Conduct, Accountability, and People First — along with five behavioral expectations: Do the Right Thing, Professional Civility and Respect, Responsible Use of Authority, Accountability, and Stewardship.

DEI Framework

OUR DEI VISION

A culture of diversity, equity and inclusivity that continues to recognize, value, and leverage differences for the good of all our employees, stakeholders, and communities.

OUR COMMITMENT TO DEI

At the Virginia Department of Corrections, our commitment to diversity and inclusion is central to our mission of public safety. We strive to ensure our workforce reflects the diversity of the communities we serve. Our diverse talents, perspectives and experiences are embraced and integrated into our work. Through our words and actions, we aim to create a positive workplace that nurtures a profound sense of belonging throughout our entire organization.

Diversity - The value we each bring based on our individual characteristics and backgrounds.

Equity - The process of allocating resources, programs, and opportunities based on different circumstances and needs to help people thrive.

Inclusion - The actions and behaviors that show we respect, appreciate and value the diversity among us.

We understand that when diversity, equity and inclusion exist in the workplace, people's differences are welcomed, their needs and contributions are recognized, and their perspectives are valued. In an environment where everyone is encouraged to be authentic, they freely share their thoughts, opinions and ideas, and work collaboratively in support of the organization's shared purpose. As a result, in such culture, individuals feel a profound sense of belonging.



The Roadmap

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.

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

Strategies:

- a. Expand sources for recruiting diverse talent, especially to improve diversity of workforce (*Hispanic/Latino and Asian*).
- b. Continue to utilize the “Alternative Hiring Process” for people with disabilities.
- c. Continue to utilize interview panels that include members of diverse backgrounds and perspectives.
- d. During onboarding, ensure new employees are made aware of and understand the agency’s inclusive principles and practices.
- e. Ensure accessibility for diverse needs including but not limited to language access, digital access, and access for individuals with disabilities.
- f. Collect employee feedback from multiple sources, including surveys, exit interviews, grievances, and hotline investigations and address validated concerns.
- g. Enhance department’s public careers page to raise awareness of agency’s wide range of career opportunities in locations across the state. Provide information about upcoming hiring events across the three regions of the Commonwealth as well as featuring opportunities for correctional officers, mental health professionals, probation officers and nurses.

GOAL 2 – WELCOMING AND RESPECTFUL CULTURE – Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

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.

Strategies:

- a. Provide employees with disabilities the necessary accommodations for them to be successful.
- b. Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy.
- c. 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.
- d. Offer programs, activities, and learning opportunities that promote awareness, respect, and appreciation for diverse perspectives and experiences.

- e. Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression.
- f. Promptly address inappropriate workplace behavior.
- g. Promptly address concerns and complaints through a standard process that is consistently followed.
- h. Promote inclusive practices through awareness and education.
- i. Leverage the Organizational Development and Talent Retention, the Onboarding & Engagement, and the Organizational Culture and Employee Engagement functions, and others in the Office of Human Resources Staff Development (HRSD) to engage with managers and employees across the agency to reinforce a Welcoming and Respectful Culture and to enhance the overall employee experience.
- j. Develop training for managers and employers to raise awareness about impact of Workplace Incivility, to reduce conflict, and to foster a more civil work environment.

GOAL 3 – STATE AGENCY DEI INFRASTRUCTURE & TRAINING – Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state (DOC) employees. Agencies report annually on DEI goals and accomplishments.

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.

Strategies:

- a. Incorporate the DEI plan into the agency’s strategic plan and reporting efforts.
- b. Design processes to openly share DEI resources and best practices across agencies and units.
- c. Institute systems of assessment, reporting, accountability, and continuous improvement to optimize the realization of the agency’s and/or department’s goals.
- d. Align DEI responsibilities and tasks with other human resources functions and provide a point of contact within the agency’s leadership team or human resources department to this office.
- e. Engage agency leaders and key stakeholders in reviewing and analyzing reports to identify achievements as well as opportunities for improvement.
- f. Review and assess internal policies and procedures throughout the agency and/or department to identify opportunities to further organizational excellence.
- g. Offer training and educational workshops for skills training, leadership development, and career advancement.
- h. Develop talent management programs such as mentorships, succession planning, and coaching programs with the assistance of professional organizations and institutions of higher education.
- i. Ensure training programs, including D&I, are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, online self-paced, etc.).
- j. Increase training opportunities.
- k. Promote training and development opportunities to all levels of staff; enable staff to participate in programs that are designed for professional growth.

- l. Roll-out communication and training for optional new Employee Development Planning (EDP) process.
- m. Create and deliver foundational DEI training as part of Basic Skills Training for Supervisors and for Leadership Institute program.
- n. Create and deliver stand-alone DEI training for non-supervisors and supervisors.
- o. Create and deliver “Implicit Bias” course as part of Leadership Institute program for Practicing Leaders.

Outcomes

By implementing this plan, VADOC continues to demonstrate its commitment to fostering a welcoming and respectful organizational culture. Under the leadership of the Chief Human Resources Officer, a multi-functional collaboration—encompassing Talent Acquisition, Employee Health and Wellness, Employee Relations, Organizational Development and Talent Retention, Onboarding and Engagement, and Organizational Culture and Employee Engagement—supports the coordination, monitoring, and reporting of progress toward these defined goals. Through this integrated partnership and alignment with the Commonwealth of Virginia’s DEI Plan, the VADOC reaffirms its support of the Commonwealth’s broader objectives, our public safety mission, and our shared responsibility to better serve the citizens of Virginia.