

# Diversity, Opportunity, and Inclusion

## 2025 Annual Report

AGENCY: OFFICE OF CHILDREN'S SERVICES

YEAR: 2025

2025  
ACCOMPLISHMENTS

### **Focus Area: Access & Success**

**Goal 1: Ensure accessibility, usability, and inclusion of all Office of Children's Services/Children's Services Act resources for diverse needs and abilities, including language, digital, and ability access.**

#### **Objective 1**

Evaluate all OCS public-facing resources and guidance specific to comprehensive access related to language, digital, and ability access.

- The OCS Executive Director has designated the Policy and Operations Officer as the accessibility coordinator, and all CSA-related website resource documents have been made accessible.
- The accessibility coordinator has completed training on accessibility, including topics such as plain language accessibility and disability awareness in technology.
- The OCS, in partnership with the State and Local Advisory Team, established in [§§2.2-5201](#), [2.2-2502](#), and [2.2-2503](#), polled stakeholders to gather information about the local accessibility of OCS/CSA resources.

#### **Objective 2**

The OCS provides web content that meets or exceeds all state and national accessibility standards.

- The CSA website has been completely revised and meets W3C's Web Content and Accessibility Guidelines 2.0 Level AA compliance.
- All written content created after January 1, 2025, conforms to the "Standards for All Resident-Facing Written Communication" set forth by the Secretary of Health and Human Resources Office.
- The OCS staff worked with a contracted provider to redesign the current CSA website for language and disability accessibility.
- The OCS staff worked with VITA and Smartling to translate CSA-related guidance into languages other than English.

## **Focus Area: Welcome & Respectful Culture**

**Goal #1: Preserve an agency culture that celebrates diversity in thought, action, and person.**

### **Objective 1**

The OCS will create a workplace climate that values collegial support and varied world views and integrates diverse perspectives into internal and external agency operations.

- The OCS has incorporated Inclusive Excellence tenets into its Code of Ethics and Values.
- The OCS has intentionally provided measures for accessibility in training activities and guidance documents.
- Employee Work Profiles have been modified to include principles of Inclusive Excellence.

### **Objective 2**

The OCS will foster an environment that allows for safe communication where employees can openly discuss concerns, conflicts, and complaints.

- The OCS staff have complete training on dispute resolution, facilitating difficult discussions, accessibility, and communication styles.
- The OCS Leadership Team actively supported staff members in addressing workplace disputes and difficult discussions.
- The OCS Leadership Team planned multiple team-building activities for the staff throughout the year.

**Focus Area: State Agency DOI Infrastructure & Training**

**Goal #1: Maintain an agency infrastructure that promotes growth and accountability in achieving the agency’s mission, vision, and the Commonwealth’s DOI goals.**

**Objective 1**

The OCS will continue to foster staff growth in Diversity, Opportunity, and Inclusion.

- OCS staff members have participated in accessibility-related training opportunities outside of those provided by the agency and Commonwealth of Virginia’s Learning Center.
- OCS has shared accessibility and DOI-related resources with CSA stakeholders at meetings and events.

**Objective 2**

The OCS will seek to advance the goals of the Commonwealth’s DOI plan with its agency partners.

- The OCS shared accessibility and DOI-related information with the State Executive Council for Children’s Services and the State and Local Advisory Committee.
- The OCS actively recruited training sessions related to Diversity, Opportunity, and Inclusion at its annual Children’s Services Act Conference in October 2025.

**Focus Area: Access & Success**

**Goal #1:**

To cultivate and sustain a diverse, equitable, and inclusive organizational culture that strengthens workforce performance, enhances employee and stakeholder engagement, and ensures fair and accessible services across the Commonwealth.

**Focus Area: Welcoming & Respectful Culture**

**Goal #2:**

To promote and maintain a workplace environment where every individual feels welcomed, respected, valued, and empowered to contribute, resulting in stronger collaboration, increased employee engagement, and a culture of mutual trust and professionalism.

**Focus Area: State Agency DOI Infrastructure & Training**

**Goal #3:**

Maintain an agency infrastructure that promotes growth and accountability in achieving the agency's mission, vision, and the Commonwealth's DOI goals.



# Diversity Opportunity and Inclusion (DOI) Plan 2026-2027

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This annual plan documents the goals and strategies the Office of Children's Services has established to promote the expansion of opportunities for both the agency's workforce and the broader population served by the Children's Services Act.



## Office of Children's Services

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## Background

On January 19, 2022, Governor Youngkin signed [Executive Order 10](#), which provided a concrete plan to further strengthen and focus the Office of Diversity, Equity, and Inclusion and to include the promotion and expansion of equal opportunity for all Virginians in the office's work. The inclusion of opportunity is a critical factor in making Virginia the best place to live, work, and raise a family.

The Commonwealth's focus in 2023 and beyond is to continue to increase opportunities for all Virginians. The goals and objectives in this Diversity Opportunity and Inclusion (DOI) plan for the Office of Children's Services are built upon the Commonwealth's plan and the promise of [Executive Order 10](#). The Office of Children's Service's (OCS) goals continue our focus on creating a culture of inclusion, where all OCS employees are recognized for their contributions and are afforded the opportunity for growth within their positions and the opportunity to make meaningful contributions to the mission and vision of the Children's Services Act (CSA).

### **Overview: The Children's Services Act and the Office of Children's Services**

The OCS is the executive branch agency responsible for statewide management and oversight of the CSA, established through [§2.2-5200 et seq](#) of the Code of Virginia. The OCS is established within the Office of the Secretary of Health and Human Resources. OCS's specific duties and responsibilities are found in [§2.2-2649](#) of the Code of Virginia. OCS additionally operates under the direction of the State Executive Council for Children's Services ([§2.2-2648](#)), a 21-member supervisory board.

The CSA is a statewide program established in 1993 that provides funding, services, and support to children and families across the Commonwealth who meet the eligibility criteria established in the Code of Virginia. CSA is a state-supervised, locally administered program. Local CSA programs in each city and county provide day-to-day operation of the program under state and federal law and policies of the State Executive Council.

Operating under our Mission Statement of "Empowering Communities to Serve Youth," OCS provides services and support to local CSA programs, including:

- training and technical assistance;
- a robust audit program to ensure compliance and lawful use of state funds;
- fiscal support, including the processing of over \$400 million in annual reimbursements;
- information technology systems to support programmatic and fiscal reporting; and
- research and evaluation functions.

# Vision, Mission, and Values of the Office of Children's Services

## OCS Vision:

A collaborative, child-centered, family-focused, community-based system of care that effectively meets the needs of youth and their families in the Commonwealth.

## OCS Mission:

Empowering Communities to Serve Youth

## OCS Values:

- **System of Care:** Promote policies, uniform guidelines, services, and practices that support systems of care in communities that can be tailored to meet the unique strengths, resources, and needs of youth, families, and communities.
- **Child-Centered, Family-Focused:** Promote working in partnership with families to ensure that the assessment, design, delivery, and management of service is family-driven.
- **Continuum of Care:** Provide access to a continuum of assessment, early intervention, treatment, and transition services and supports in communities.
- **Integrate Services across Agencies:** Integrate services and funding for youth and their families with designated care management to ensure multiple services are coordinated across agencies and evolve to meet children's and their families' changing strengths and needs.
- **Collaboration:** Support open communication, active participation, and collaboration among CSA stakeholders across all sectors and levels on program and fiscal policy development and service development, delivery, and management.
- **Fiscal Accountability:** Ensure that funds are spent effectively, efficiently, and equitably, maximizing the use of all local, state, federal, and private funding streams.
- **Inclusive Excellence:** Foster a culture of inclusion, diversity, opportunities, and mutual respect for all Virginians.

## **Commitment to Diversity, Opportunity, and Inclusion:**

The OCS plays a vital role in implementing the CSA, which establishes a collaborative, child-centered, family-focused, and community-based system of services and funding to address the strengths and needs of troubled and at-risk youth and their families across the Commonwealth. OCS is dedicated to maintaining a diverse workforce and to advancing diversity, opportunity, and inclusion for all employees, as well as for its internal and external stakeholders.

OCS will continue to foster an inclusive environment within the agency and in its work with partner agencies, citizens, and contractors. Agency leadership will regularly assess efforts to promote diversity, opportunity, and inclusion to ensure that current and meaningful resources are available to support staff morale, productivity, and cohesion.

## **How OCS Defines Diversity, Opportunity, and Inclusion**

- **Diversity** refers to the traits, characteristics, and experiences that make individuals and the workforce unique.
- **Opportunity** reflects the equitable advancement, development, and progress of all individuals.
- **Inclusion** represents a workplace culture that welcomes different perspectives, fosters belonging, and encourages the expression of diverse viewpoints and ideas.

# Diversity, Opportunity, and Inclusion Strategic Plan

## Goal 1: Access & Success

*To cultivate and sustain a diverse, equitable, and inclusive organizational culture that strengthens workforce performance, enhances employee and stakeholder engagement, and ensures fair and accessible services across the Commonwealth.*

### Objective 1

Continue to enhance recruitment processes and ensure a diverse applicant pool.

- a) OCS will review all job descriptions posted during recruitment to ensure that the documents address DOI.
- b) For all recruitments, OCS will review the composition of applicant pools and interview panels to ensure that these pools address diversity. If any barriers are identified, OCS will work with the Department of Human Resource Management (DHRM) to make any needed changes to ensure that diverse applicants are attracted to positions within OCS.
- c) OCS will ensure that hiring managers and interview panel members are provided with training opportunities on equitable hiring practices and mitigating bias.

### Objective 2

Retain a diverse and stable workforce by strengthening organizational capacity and operational continuity.

- a) OCS will continue its career progression plan, where staff have opportunities for promotion and growth.
- b) OCS will promote training and professional development opportunities for all staff.
- c) OCS will survey staff to gather ideas that encourage staff cohesiveness and promote and embrace diversity, opportunity, and inclusion.
- d) OCS will implement cross-training practices to equip staff with the knowledge to perform multiple essential functions, enhance collaboration across teams, and reduce service gaps during transitions or absences.

## **Goal 2: Welcoming & Respectful Culture**

***To promote and maintain a workplace environment where every individual feels welcomed, respected, valued, and empowered to contribute, resulting in stronger collaboration, increased employee engagement, and a culture of mutual trust and professionalism.***

### **Objective 1**

The OCS will create a workplace climate that values collegial support and varied world views and integrates diverse perspectives into internal and external agency operations.

- a) OCS will continue incorporating inclusive excellence tenets into its code of ethics and values.
- b) OCS leadership will work with individual staff members to ensure that their workplace needs are being met.
- c) OCS will be mindful of the differing abilities and intentionally provide measures for accessibility.
- d) OCS will champion collaboration at the state and local levels.
- e) OCS will embrace diversity of thought in all agency activities.
- f) OCS will continue to integrate the principles of inclusive excellence into all staff and management Employee Work Profiles.

### **Objective 2**

The OCS will foster an environment that allows for safe communication where employees can openly discuss concerns, conflicts, and complaints.

- a) OCS staff will continue to complete training on dispute resolution, facilitating difficult discussions, and communication styles.
- b) OCS Leadership Team will support staff members in addressing workplace disputes and difficult discussions.
- c) OCS leadership will intentionally plan team-building activities for the staff.

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

***Maintain an agency infrastructure that promotes growth and accountability in achieving the agency's mission, vision, and the Commonwealth's DOI goals.***

#### **Objective 1**

The OCS will continue to engage staff developing competencies, enhance individual skills/interests, and foster staff growth in Diversity, Opportunity, and Inclusion.

- a) OCS staff will participate in conference and training opportunities outside of those provided by the agency and Commonwealth of Virginia's Learning Center.
- b) OCS will share DOI-related resources with their colleagues at agency meetings and events.

#### **Objective 2**

OCS will seek to advance the goals of the Commonwealth's DOI plan internally and with agency partners.

- a) OCS will share DOI-related information with the State Executive Council for Children's Services and the State and Local Advisory Team.
- b) OCS will solicit training sessions related to Diversity, Opportunity, and Inclusion at their annual Children's Services Act Conference.
- c) OCS will annually review internal policies and procedures for continuous improvement and alignment with the Commonwealth's DOI plan.