

Diversity, Equity, and Inclusion (DEI)

2025-2026 Annual Report

Virginia Department of Transportation

2025-2026 Accomplishments

Plan Goal 1: Access and Success

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

Objective 1: Improve hiring process, increase access to applicants from diverse populations.

- Continued VDOT's Outreach Program to expand recruitment efforts by engaging high school students in Career and Technical Education (CTE) programs. In FY26, VDOT participated in 23 student-focused outreach events, including CTE classroom presentations, Career Days and Opportunity Nights, Career Fairs and Expos, and CTE Skills Showcases.
- Participated in 26 events supporting veterans and military spouses through various partnerships.
- Continued outreach events geared to increase visibility of VDOT as an employer of choice in diverse communities.
- Continued hosting the Northern Virginia District Transportation Career Fair held on October 9, 2025 held in collaboration with industry partners, various school systems, and a team of volunteers. The annual event is aimed at increasing awareness of future careers in the transportation industry. Over 800 students attended the event.

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

- Assessed success of the 90-day Onboarding Program in Central Office to identify ways to improve the completion rate, strengthen connections, and demonstrate the Agency's commitment to diversity, development, and opportunities within the agency. (Supports Plan Goal 2)
- Leveraged partnerships between Communications and Human Resources to further showcase opportunities and diversity within the workforce via internal communications. Improved access to information, policies, and training by utilizing VDOT's Electronic Bulletin Boards (EBBs).

Objective 3: Raise awareness and increase opportunities for individuals with disabilities.

- Leveraged existing partnerships with groups like Department for Aging and Rehabilitative Services (DARS), Department for the Blind and Vision Impaired (DBVI), Job Accommodation Network (JAN), and veteran groups to help educate hiring managers on identifying opportunities suitable for individuals with disabilities.
- Leveraged Oracle self-reporting functionality to better assess the Agency's success in increasing opportunities for people with disabilities within the organization. Continued to communicate the

“Talent Profile” in MCC as an easy way for employees to manage their information, including disability status, and the many hidden disabilities that qualify.

- Assessed New Employee Orientation (NEO) content to ensure the Civil Rights Division (CRD) continues to be utilized in the most effective way to highlight strategic initiatives and raise awareness of the resources available to people with disabilities and encourage voluntary self-disclosure by new employees. CRD has participated in 100% of Central Office and District-wide NEO during the reporting period.
- Continued to leverage and promote the use of the alternative hiring process (AHP) for individuals with disabilities. VDOT hired 68 employees who self-identified as having a disability in FY26, one via the Commonwealth’s AHP.
- Continued administering the Veterans Internship Program to assist disabled veterans with transition from recent military service to civilian transportation-related careers developed through military service.
- Continued developing opportunities such as lunch and learn sessions and establishing formal ADA training to educate employees and management on the reasonable accommodation process and compliance for ADA accessibility within our facilities.
- Launched a comprehensive assessment and developed an action plan for becoming fully compliant with the Virginia Information Technology Access Act and Title II of the ADA and Section 508 of the Rehabilitation Act of 1973. This is an important step in ensuring that information shared is accessible by everyone, including individuals with disabilities.

Plan 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, its customers, and employees.

Objective 1: Create and maintain a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- Developed a Leadership Development Program pilot “level-set” program for the Executive Team, which builds upon the 2025 Competency Training to emphasize “Values Differences” and “Instills Trust” as the two core competencies most critical to a leader’s ability to successfully build rapport, coach, and ensure accountability with others. The pilot was presented to the Human Resources Division at the Statewide HR All-Hands Conference in October 2025. The executive pilot originally scheduled for January 2026 was postponed to FY27 due to scheduling conflicts with the change in administration.
 - Established a team to review in-person Civility in the Workplace and the Prevention of Sexual Harassment training course to reaffirm content and consistent delivery.
 - Continued to offer events such as Unity Day and Rodeo/Safety Training Day to promote teamwork and respectful interactions to maintain our high work standards. These events are also used to recognize, value, and honor diversity in our workforce.
- **Objective 2:** Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- Continued to provide, refine, and enforce training and policies around employee conduct and expectations (e.g. VDOT Standards of Conduct) to ensure a safe work environment and create a positive workplace culture.
- Implement new Department of Human Resources Management (DHRM) Equal Employment Opportunity (EEO) Online Mandatory training for all employees to be used as an annual refresher, which outlines employee rights and responsibilities under EEO Policy 2.05.
- Require all CRD EEO investigators to complete certification training conducted by DHRM Office of Workforce Engagement in alignment with training offered by the Federal Equal Employment Opportunity Commission.
- Continued implementation of directives and procedural requirements (e.g. DHRM Policy 2.05 and 2.35) to ensure that issues related to harassment and workplace safety are promptly and effectively addressed. Human Resources, Civil Rights, and Safety Divisions collaborated on employee communication and training throughout FY26 to ensure employees are aware of policies, procedures, and timeframes for filing claims and addressing workplace issues.

Plan Goal 3: State Agency DEI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DEI goals and accomplishments.

Objective 1: Continue to promote opportunities to advance the goals outlined in the DEI framework.

- Completed the Development of the leadership development training for the agency, as outlined in the VDOT 2024-2026 Business Plan.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness.

- CRD completed the final phase of recommended implementations from review of structure and processes. This internal review was conducted by VDOT's Business Integrated Solutions Division (BISD) and highlighted the need for improved policy and process documentation to ensure optimal effectiveness.
- Continued refining and training the agency on VDOT's new performance management tools in MyCareerConnect (MCC), which encourages SMART goal setting, objective assessment, and skill-building in behavioral competencies.

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

- Assessed pipeline programs to ensure no barriers were identified in the process for diverse or differently abled applicants.
- Established a Development Environment and collected revised business requirements to implement the Talent Review Module in MCC. Talent Review helps managers avoid biased development and promotion decision-making by comparing similarly situated employees to assess differences in performance, behavioral competencies, results (SMART Goals), risk of loss, impact of loss, and potential, based on data from past performance evaluations and answers to research-backed questionnaires.

- Continued to train all employees on the Behavioral Competency Model and how to effectively establish goals that build necessary skills across the organization. Incorporated the Behavioral Competency Model into Onboarding and NEO for FY26. The addition of Competency Goals to the Agency's Performance Planning framework recognizes the importance of bridging behavioral and technical skills to achieve the best results.

2026-2027 VDOT DEI Goals

Plan Goal 1: Access and Success

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

Objective 1: Improve hiring process, increase access to applicants from diverse populations.

- Continue strengthening partnerships with area high schools, CTE programs and military entities to enhance VDOT's visibility as an Employer of Choice. This will establish pathways to learn, grow, and be immersed in the various opportunities and careers the transportation industry offers.
- Continuing outreach events geared to increase visibility of VDOT has an employer choice in diverse communities.

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

- Assess success of the 90-day Onboarding Program in Central Office to identify ways to improve the completion rate to further strengthen connections and demonstrate the Agency's commitment to diversity, development, and opportunities within the agency. (Supports Plan Goal 2)
- Rollout Behavioral Based interview training, which is tied to the VDOT Competency Model that was rolled out in 2025. This style of interviewing uses past behaviors to predict future success. It also enables the interviewer to gain authentic insight into candidates' abilities and reduce bias. (Supports Objective 1).
- Leverage partnership between Communications and Human Resources to further showcase opportunities and diversity within the workforce via internal communications. Improve accessibility to information, policies and training on VDOT's EBBs.

Objective 3: Raise awareness and increase opportunities for individuals with disabilities.

- Continue to leverage existing partnerships with groups like DARS, DBVI, JAN, and Veteran Groups to help educate our hiring managers on identifying opportunities suitable for individuals with disabilities.
- Continue to establish ADA Reasonable Accommodation training to increase education for hiring managers on how they can creatively accommodate people with different abilities in the workplace.
- Continue to leverage Oracle self-reporting functionality to better assess the Agency's success in increasing opportunities for people with disabilities within the organization.

- Continue to communicate the “Talent Profile” in MCC as an easy way for employees to manage their information, including disability status, making sure they are aware of the many hidden disabilities that qualify.
- Continue to leverage collaborations with our external partners to increase program participation through Virginia Employment Commission and participate in local military outreach events hosted at Fort Gregg-Adams, Quantico USMC base, Langley Air Force Base, Fort Belvoir and the Naval Stations in Norfolk and Virginia Beach.
- Continue to educate employees and management on the reasonable accommodation process and compliance for ADA accessibility within our facilities.
- Continue to leverage and promote the use of the alternative hiring process for individuals with disabilities.
- Continue to finalize the implementation strategy for full compliance with the Virginia Information Technology Access Act and work by prioritizing remediation of externally shared documents, including the release of an internal information guide for communicating technology accessibility requirements.

Plan 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, its customers, and employees.

Objective 1: Create and maintain a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- Deploy the Leadership Development Program “level set” to all Leaders, Sr. Leaders and Executives.
- Deploy the full Leadership Development Program (pilot at a minimum) to include a “supervisor’s bootcamp” for newly promoted or new to VDOT employees. This training will include the competency model, accommodation requests, interviewing, and performance management to name a few.
- Create SMART Goal to Review in-person Civility in the Workplace and the Prevention of Sexual Harassment training in collaboration with CRD to determine whether content should be revised or reassessed.

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

- Continue to provide training and enforce policies (e.g. VDOT Standards of Conduct) to ensure a safe work environment and create a positive workplace culture.
- Continue to implement directives and procedural requirements (e.g. DHRM Policy 2.05 and 2.35) to ensure that issues related to harassment and workplace safety are promptly and effectively addressed. Human Resources, Civil Rights, and Safety Divisions will continue to collaborate to ensure employees are aware of policies, procedures, and timeframes for filing claims and addressing workplace issues in the appropriate timeframes.

Plan Goal 3: State Agency DEI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DEI goals and accomplishments.

Objective 1: Continue to promote opportunities to advance the goals outlined in the DEI framework.

- Complete the Development of the leadership development training for the agency, as outlined in the VDOT 2024-2026 Business Plan.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness.

- Initiate training Civil Right Division staff on BISD process mapping improvements that pertain to the investigative process and ADA accommodation procedures, specifically focusing on issue escalation, collaboration points and timeframes within the investigation process, interactive process, as well as facilitation within accommodation requests.
- Continue agency training on new performance management tools, which incorporate SMART goals, encourage assessment and skill-building in behavioral competencies, and employee development.

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

- Develop a plan of action based on assessment of pipeline programs to eliminate any barriers identified in the process for diverse or differently abled applicants.
- Expand succession planning training to agency leadership to include divisional leaders. VDOT's MCC system allows for a formalized process and tracking of critical and/or key positions and internal pipeline of skills that will identify opportunities for professional growth and leadership development. Training leaders on how to identify high performers and identify areas of risk will be a critical preparatory step before utilizing the system fully for this purpose.
- Continued to train all employees on the Behavioral Competency Model and how to effectively establish goals that build necessary skills across the organization. The addition of Competency Goals to the Agency's Performance Planning framework recognizes the importance of bridging behavioral and technical skills to achieve the best results.