



Diversity, Equity, and Inclusion

2026 Plan – Virginia Department of Aviation

2026 AGENCY PLAN / GOALS

GOAL 1: ACCESS AND SUCCESS

Recruit and retain a diversified workforce by increasing awareness of employment opportunities.

Objective 1: Continue the practice of encouraging eligible individuals, regardless of protected class, to apply for vacancies.

- The agency will continue to include the Equal Employment Opportunity language in all job advertisements for vacancies.
- The agency will continue to participate in the Alternative Hiring Process program.

Objective 2: Ensure a fair and diverse interview process.

- The agency will continue to ensure that agency interview panels continue to include individuals representing the protected classes.
- The agency will continue to train interview panel members on the importance of conducting the same interview process for each candidate as well as questions that are not to be part of the process.

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: Work with employees to determine reasonable accommodations, if needed, to assist employees in being successful members of the agency workforce.

- The agency will conduct training for supervisors on identifying potential accommodation needs of employees.
- The agency will continue to provide Employee Assistance Program information to employees in areas outside the agency's ability to assist.



Objective 2: Enhance awareness and respect in the workplace.

- The agency will ensure that all employees complete the annual Civility in the Workplace training.
- The agency will continue to support an “open-door” policy for agency leadership to encourage employees to reach out with concerns or issues in the workplace.

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: Promote and support employee professional development opportunities.

- The agency will continue to promote opportunities for professional development and training as part of the agency’s succession plan and as part of the employees work profile.
- Supervisors will be assessed on the successful completion of the professional development requirement by their direct reports as part of the annual performance evaluation process.

Objective 2: Appoint an agency training manager.

- The training manager will continue to develop and conduct employee and supervisor trainings.
- The training manager will continue to track employee professional development and training and report to the agency leadership.

2025 AGENCY REPORT

GOAL 1: ACCESS AND SUCCESS

Recruit and retain a diversified workforce by increasing awareness of employment opportunities.

Objective 1: Continue the practice of encouraging eligible individuals, regardless of protected class, to apply for vacancies.



- The agency continues to include language in all job advertisements to encourage eligible individuals, regardless of protected bases, to apply for position vacancies.
- The agency received applications from 12 candidates eligible to apply using the Alternative Hiring Process.

Objective 2: Ensure a fair and diverse interview process.

- The agency ensured that interview panels consisted of individuals with diverse backgrounds.
- The agency provides training to interview panel members beginning with the scoring applications (veteran, alternative hiring, etc.) through interviewing, stressing the importance of a fair and equitable process for each candidate.

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: Work with employees to determine reasonable accommodations, if needed, to assist employees in being successful members of the agency workforce.

- The agency developed and implemented DOAV HR 2.15, American Disabilities Act Compliance Policy.
- An agency-wide training was conducted on the implemented policy to provide guidance on how to request and respond to such requests.
- Employees were provided information on the Employee Assistance Program at an agency-wide training and encouraged to contact Human Resources with any questions or assistance needed.

Objective 2: Enhance awareness and respect in the workplace.

- Employees are required to complete the annual Civility in the Workplace training provided through the Learning Center.
- Agency leadership provides an open-door policy for employees to express any concerns or problems.

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: Promote and support employee professional development opportunities.

- The agency encouraged all supervisors to collaborate with direct reports to determine professional development and training opportunities as part of the Employee Performance Profile (EPP).
- The agency updated and implemented a new educational assistance policy, DOAV HR 5.10, providing an overview of the process at the agency-wide training.

Objective 2: Appoint an agency training manager.

- As part of restructuring, the agency assigned training duties to an existing human resources employee and continues to work with the employee on training program development.
- The agency developed a training tracking system for employee professional development, encouraging employees to provide a copy of their training certifications when completed for recordation.

Gregory W. Campbell, Director

Date