



ADDENDUM 2

March 24, 2021

TO: All Employees of the Virginia Department of Human Resource Management

FROM: Emily S. Elliott
DHRM Director

SUBJECT: Diversity, Equity and Inclusion and the *ONE Virginia Plan*

As an Addendum to the DHRM Strategic Plan: Goals and Priorities, I write to communicate my support for the development and implementation of the newly released *ONE Virginia Plan*. The *One Virginia Plan* was created in collaboration with the Governor's Office of Diversity, Equity, and Inclusion as a guide for statewide efforts to change the face of our workforce to better reflect the diverse population we service, as well as, establish an inclusive environment that respects and values the perspective of all individuals. By doing this, we empower our greatest asset, our employees, to achieve their highest potential.

The *ONE Virginia Plan* outlines steps to uphold the Governor's Executive Order One (2018) and its commitment to fostering a culture of inclusion, diversity, and mutual respect for all Virginians, as well as, Executive Order Forty-Seven (2020) and its goal of expanding opportunities for Virginians with disabilities.

The *ONE Virginia Plan* has five main goals:

1. Recruit and retain a diverse workforce. (Access and Success)
2. Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations. (Climate and Intergroup Relations)
3. Engage the workforce in learning the concepts of Diversity, Equity and Inclusion, and the importance of these concepts to achieving their agency mission. (Education and Training)
4. Create and sustain an organizational infrastructure to support accountability in achieving equity goals within the agency and the Commonwealth. (Infrastructure and Accountability)
5. Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities. (Community Engagement)

Each goal supports a Dimension of Inclusive Excellence as described below.

- Access and Success – the compositional diversity of an agency's workforce and



constituency groups and the context-specific outcomes gained from their relationships with the agency.

- Climate and Intergroup Relations – the experience of being connected to the agency, specifically the behavioral experiences and expectation.
- Education and Training – professional development and training that formalize constituent engagement and an equity lens throughout daily operations. Includes programs and opportunities that promote intercultural awareness and skill.
- Infrastructure and Accountability – the sustainability and accountability for policies, resource-allocation mechanisms, organizational structures/relationships, cultural norms/traditions, communication structures, and accountability mechanisms.
- Community Engagement – external partnerships to create collective impact around opportunity gaps in broader community. The ways agencies serve diverse Virginia communities.

The DHRM Leadership Team, along with input and action from all DHRM employees and our stakeholders, will take the following steps to achieve the aforementioned goals.

- Declare an organizational commitment to Inclusive Excellence.
- Analyze current practices, policies and data.
- Identify and prioritize root causes of systemic inequity and barriers to change.
- Develop strategies to eliminate or mitigate root causes and barriers.
 - Redesign practices and policies to address opportunity gaps
 - Create new programs; eliminate / redesign harmful or ineffective programs
- Monitor progress of Diversity, Equity and Inclusion efforts to ensure they remain integrated, intentional, and central to the core mission and functioning of an inclusive and equitable state government.

As part of the *ONE Virginia Plan*, the DHRM leadership team has embraced the *ONE Virginia Plan Principles of Community*. These principles and affirmations within will lead us towards an engaged workforce that leverages diversity as a strength, cultivates and supports an inclusive work climate and culture, and works in pursuit of policies and practices that hold us accountable for expanded access, success and overall inclusive excellence. I encourage you to not only read the *Principles of Community* but to also find time for meaningful thought and reflection as the commitment and ideals we seek to uphold will only be achieved if embraced and lived fully by every employee at DHRM.

I ask for and expect each Office Director, manager, supervisor and employee of DHRM to aid in the implementation of DHRM's *ONE Virginia Plan*. It is only through our collective efforts that we will make the Commonwealth of Virginia and DHRM a model of inclusive excellence. As we begin taking the steps noted above, our progress will be reported quarterly as part of our overall DHRM Strategic Plan.



Principles of Community

The Virginia Department of Human Resource Management is committed to the City of Richmond, the Commonwealth of Virginia, the nation, and the world. We are a community of diverse constituency possessing a variety of perspectives, identities, and lived experiences. We recognize that to create an inclusive and intellectually vibrant community, we must understand and value both our individual differences and our collective similarities.

These *Principles of Community* are aspirational statements that embody our commitment and reflect the ideals we seek to uphold. Therefore, we adopt and practice the following principles as fundamental to our ongoing efforts and the ONE Virginia mission to increase access, success and inclusive excellence and to create a community that nurtures learning and growth for all of its members and customers.

We affirm the inherent dignity and value of every person and strive to maintain a climate for work, service, and learning based on mutual respect and understanding.

We affirm the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.

We affirm the value of human diversity because it enriches our lives and our organizations. We acknowledge and respect our differences while affirming our common humanity.

We affirm the development of a high-quality, diverse workforce and the equipping of leaders with the skills to leverage diversity as a strength that reflects all segments of our society and values all aspects of our different lived experiences. The Virginia Department of Human Resource Management will achieve this through strategic recruitment, outreach, and partnership with internal and external stakeholders to bring awareness of internship and employment opportunities across DHRM and the Commonwealth to historically underrepresented groups and identities.

We reject all forms of prejudice and discrimination, including but not limited to those based on age, color, ability, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, and veteran status. We take individual and collective responsibility for helping to eliminate bias, and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others.

We affirm that diversity is a strength and commit to identify and breakdown structural barriers to full inclusion by embedding equity and inclusive excellence into our systems, formal and informal policies, and practices and be accountable for results and outcomes.



Principles of Community

We pledge our collective commitment to incorporate these principles into the Virginia Department of Human Resource Management mission, strategic plan goals and priorities, and everyday operations.

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