



ADDENDUM 3

July 1, 2021

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

DHRM leadership, and all employees, continue to recognize the importance of diversity, equity and inclusion in the workplace. It is also recognized that formulating a Diversity, Equity and Inclusion (DEI) Plan drives a concerted effort on the creation of an inclusive, equitable and sustainable culture and work environment. As such, DHRM is committed to implementing the strategies identified below in alignment with the five main goals of the *ONE Virginia Plan*. This commitment extends to DHRM's role as a central agency influencing and guiding policies and practices that impact the entirety of Virginia's state employee workforce, as well as, internally focused agency specific policies and practices that impact the employees of DHRM.

Any below strategy **highlighted** was previously identified in DHRM's Strategic Plan: Goals and Priorities for the period of July 2020-June 2022 and the corresponding plan item is identified as (X.X). As such, additional context and information has been incorporated into this Addendum where needed to better reflect how the previously identified strategy supports one of the five main goals within the *One Virginia Plan*. In early 2022, DHRM will begin its process for the development of a new DHRM Strategic Plan: Goals and Priorities to be effective starting July 1, 2022. Through that process and with additional time, DHRM will be better positioned to have a single, fully-integrated strategic plan. Resources needed, timelines and metrics or measures of implementation and success are being built out for each strategy listed.

Access and Success

Goal 1: Recruit and retain a diverse state employee workforce.

1. Revise and reissue DHRM's Commonwealth of Virginia Hiring Policy 2.10 to reflect an overall emphasis on Inclusive Hiring and the Commonwealth's focus on diversity, equity and inclusion. Within revised policy, require:
 - a. Establishing **partnerships** with external entities to intentionally pursue talent outlets specifically focusing on minorities, women, LGBTQ+, veterans and disabled communities, including Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities. (2.4)
 - b. Demographically diverse interview panel for all positions.
2. Revise and reissue DHRM's Commonwealth of Virginia Standards of Conduct Policy 1.60 to reflect an overall emphasis on diversity, equity and inclusion and to promote equitable treatment of all employees.



3. Update, publish and make mandatory training on anti-discrimination laws, bias and inclusive hiring for all individuals involved in the recruitment, selection and hiring process.
4. In partnership with the Recruitment Network Action Team, establish a group of “Equity Ambassadors” to assist in identifying barriers to and within employment by underrepresented groups and to identify strategies to overcome the barriers identified.
 - a. Develop and post a series of short videos for applicants providing insight into topics related to the recruitment, screening, interviewing and selection process and other barriers identified by the Equity Ambassadors.
 - b. Develop and post a series of short videos for hiring managers that provide guidance on how they can support DEI in the hiring process, to include addressing barriers identified by the Equity Ambassadors.
5. Lead the Commonwealth’s effort to establish an alternative hiring process for individuals with disabilities in accordance with 2021 legislative requirements to be implemented no later than April 1, 2022.
6. Identify and promote Commonwealth Apprenticeship opportunities with a specific focus on inclusive hiring and retention.
7. In partnership with the Commonwealth of Virginia Training and Development Network, identify, evaluate and make recommendations on actions needed to support career pathways that will lead to diversity and inclusiveness in manager and supervisor roles within the Commonwealth’s job classification structure.
8. Pursue a funding allotment for recruitment and outreach to underrepresented groups to be used for initiating community connections, sharing information on position and advancement opportunities and assisting individuals with the application and hiring process.

Climate and Intergroup Relations

Goal 2: Create and sustain a Commonwealth culture that affirms and respects diversity and employs inclusive practices throughout daily state government operations.

1. Complete the Commonwealth Pay Equity Study through introduction of pay equity concepts and analysis tools to Executive Branch Agencies and work with each to identify, review and mitigate areas of identified inequity.
2. Research, evaluate and develop a proposal to revise the existing Commonwealth Holiday Calendar with a focus on cultural and religious sensitivity that represents the diversity within the Commonwealth’s state employee workforce.
3. Identify and implement actions needed to expand the diversity of the list of individuals serving as grievance hearing officers.
4. Evaluate disciplinary and grievance hearing data to determine any significant adverse impact on employee groups. For any policy or practice identified as causing such impact, identify and implement practices to eliminate the identified impact.
5. Develop and implement the **Commonwealth Mentorship Program** with a specific focus on

developing emerging leaders, promoting DEI, enhancing career development and strengthening an employee's brand. (5.5)

6. Establish **Employee Resource Networks** with existing employees to support targeted groups with a focus on women, individuals with disabilities, minorities, LGBTQ+, veterans and other underrepresented groups. (4.2)
7. Obtain support, funding and implement an **Employee Engagement Survey** to identify actions that can be taken to further support employee engagement across the Commonwealth. (5.4)

Education and Training

Goal 3: Engage the state employee workforce in learning the concepts of Diversity, Equity and Inclusion, and the importance of these concepts to achieving their agency mission.

1. Develop and support the implementation of mandated Cultural Competency training to include working with designated Chief Diversity Officers to provide resources to further facilitate discussion and learning within their respective agencies.
2. Provide professional learning sessions for Chief Diversity Officers within the Commonwealth on the following topics: building the case for diversity, equity and inclusion within state government, bias and its effects and workplace/social culture.
3. Identify, develop, communicate and provide learning opportunities for new policies that support diversity, equity and inclusion within the workforce with a specific focus on gender identity and use of preferred pronouns.

Infrastructure and Accountability

Goal 4: Create and sustain an organizational infrastructure to support accountability in achieving equity goals within the agency and the Commonwealth.

1. In partnership with the Governor's Office of Diversity, Equity and Inclusion, **launch the One Virginia Plan** – the Strategic Plan for Diversity and Inclusive Excellence and support goals and strategies within the plan. (2.3)
2. Introduce an **Employer of Choice for All** brand that is inclusive of all state agencies and positions across the Commonwealth. (2.4)
3. Support agencies as needed in the creation and hiring of a Chief Diversity Officer.
4. Develop and communicate performance expectations for inclusion in position descriptions for supervisory and managerial positions within the Commonwealth.
5. In partnership with the Governor's Office of Diversity, Equity and Inclusion, develop and publish a "Workforce Equity Dashboard."



Community Engagement

Goal 5: Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities.

1. Exceed the 42% utilization expenditure goal with Small, Women-, & Minority-owned (SWaM) businesses (to include micro and Service-Disabled Veteran businesses) through education and awareness for all employees involved in purchasing processes and outreach.
2. Expand the Commonwealth of Virginia Campaign to provide for the inclusion of charities with a social justice focus.
 - a. Identify, connect and encourage charities with a social justice focus to participate in the Commonwealth of Virginia Campaign and provide assistance as needed in the application process.
3. Develop targeted and ongoing communication campaign that promotes and educates on the Commonwealth's and DHRM's commitment to diversity, equity and inclusion.
 - a. Include DEI focused materials (articles, stories, resource links, etc.) in each monthly HR Highlights and the quarterly EmployeeExperience digital magazine.
 - b. Develop ongoing and annual DEI messaging campaign for use on all social media sites including evaluating and ensuring DEI messaging and presence on DHRM websites.
 - c. Develop and post a series of short videos utilizing the Commonwealth's state employee workforce with messaging on the Commonwealth's commitment to diversity, equity and inclusion. Spotlight exemplary leaders/employees and agency specific cultures that serve as a role model for others.
4. Develop a series of communication tools (articles, videos, etc.) that can serve to educate state employees on the people of the Commonwealth. This will inform on demographics, population characteristics and cultures and provide an overall sense of who resides in the Commonwealth as a recipient of state services.

Diversity, Equity and Inclusion: DHRM's Internal Workforce Focus

DHRM's Strategic Plan includes a goal (#7) that represents our internal focus on ensuring the agency is a diverse and inclusive organization. To support this goal, the DHRM Champions team was established in July 2020. Over the last 12 months, this team has provided a pathway for all employees to have a valued voice in bringing forth areas of improvement needed within DHRM and ideas for initiatives designed to build an agency culture of greater connection, inclusivity and information sharing across all offices within DHRM.

The DHRM Champions accomplishments to date are as noted below.

- Facilitation of an agency wide employee engagement and experience survey which included providing a management debrief of survey results at the agency level and the individual office level; planned and co-facilitated an agency wide all employee debrief



and then offered and conducted additional listening circles for employees who wanted to further discuss the survey results, opinions and give further feedback.

- Procurement of an interactive learning tool which is now available across all office areas and has been used at various meetings and/or training events to delivery information and education using a more creative methodology.
- Development and implementation of a monthly communication campaign to bring education and awareness of diverse cultures through articles and information included in a weekly, internal email communications to all staff.
- Hosted a Coffee and Chat between all newly hired employees and Agency Director. Employees were given an opportunity to make connections with each other in a relaxed, environment using the team procured interactive learning tool.

Based on feedback from the DHRM Champions team and feedback received from agency wide employee experience and engagement survey, the DHRM Leadership Team created and implemented the DHRM Quarterly Awards for Excellence program. First announced in January 2021, this quarterly program strives to recognize employees who exemplify the DHRM values or has a significant work accomplishment.

To further respond to the feedback received from the employee experience and engagement survey, the following agency wide actions are being developed for implementation. Our focus is on Belonging and Connection to the Work.

1. Introduce an employee appreciation program that empowers any employee to recognize another employee with a small item of appreciation and/or recognition. Program will be less formal than the DHRM Quarterly Awards program and is intended to further embed appreciation and recognition into agency culture. (Climate and Intergroup Relations)
2. Introduce and incorporate the 70/20/10 Learning Model across the organization and in the annual performance planning and evaluation process. Each supervisor/employee will need to complete an assessment of learning needs and accomplishments based on this model. Needs will be compiled for budget/resource request where necessary, as well as, identifying a methodology for learning to be shared across teams and applied in the workplace. (Access and Success)
3. Identify and implement a tool or methodology to assess workloads of individuals and/or office areas to determine if staffing levels and organizational structures are appropriately established. (Infrastructure and Accountability)
4. Develop and produce “DHRM Talent Directory” – internally available tool to connect agency staff and share skills, knowledge and other talents that may be beneficial across the team. Will include the optional sharing of service milestones and life events that others can also recognize and celebrate. (Climate and Intergroup Relations)
5. Connect in the Park – plan and host agency wide event to reconnect with all employees after remote working for over 12 months. Employees have overwhelmingly expressed



an interest in connecting with their peers and this initiative will allow for all to come together to establish a sense of belonging and inclusion. (Climate and Intergroup Relations)

To align the ongoing work of the DHRM Champions team with the Inclusive Excellence framework and the goals of the *One Virginia Plan*, the DHRM Champions team will be restructured and membership changes made to allow for employees to easily move on and off the team and/or work on specific projects and initiatives that may align with their respective talents, areas of interest or desired growth. Having a more fluid team will also serve to allow for more DHRM employees to be involved in projects intentionally initiated to support DHRM's commitment to diversity, equity and inclusion.