

Department of Human Resource
Management
The Office of Workforce Engagement
CY2020 – 2023 Strategic Plan



Table of Contents

The Director's Message	3
About this Plan	5
HR Trends and Challenges	6
Executive Summary	7
Office of Workforce Engagement: A Current and Future Outlook	8
Core Responsibilities	8
O.W.E's Vision	9
O.W.E's Mission	9
O.W.E's Commitment	9
O.W.E's Core Values	9
Office of Workforce Engagement 2021 Operational Plan	11
Goal 1: Foster a work environment in which employees are engaged at a physical, emotional and cognitive level	11
Goal 2: Ensure that the COVA maximizes the capabilities and talent of its workforce, and invests in professional development to stay abreast of industry trends and legal changes	12
Goal 3: Cultivate a results-oriented culture of continuous improvement, performance and accountability. ..	12
Goal 4: Improve Workforce Cultural Climate	13
Goal 5: Advance the use of technology and systems to drive data-focused decisions.	14
O.W.E Functional Areas	15
Employee Engagement and Strategy	15
Financial Support	16
Health and Wellness	17
Workplace Giving	18
Diversity, Equity and Inclusion	19

The Director's Message

I am pleased to present you with the Office of Workforce Engagement (O.W.E)¹ CY 2020 – 2023 Strategic Plan. In 2021 after the office integration, the strategic plan was slightly updated to reflect the changes. The development of this three-year plan was a result of collaborative discussions, internal document reviews, and the Director's vision to become more business relevant, and to create a more flexible and responsive operating model that is sustainable. O.W.E is committed to strategically developing and providing innovative services that support and align with the Department of Human Resource Management's (DHRM) strategic and diversity, equity and inclusion goals. During the next three years the O.W.E efforts will focus on the following Pillars of Success:

- **Pillar 1:** Service Delivery Model: Modify current service delivery model from a reactive to a proactive approach.
- **Pillar 2:** Cultural Shift – Begin an education campaign across the Commonwealth to enhance understanding of programs and services of the office. Additionally, lay down the foundation for leadership/supervisors to support a culture and environment of engagement and wellness.
- **Pillar 3:** Close Competency Gaps – Train staff and Agency Coordinators to close skills gaps and increase knowledge of products and services.
- **Pillar 4:** Standardize –Institutionalize knowledge by creating standard operating procedures and process maps to ensure consistency in customer service and quality.
- **Pillar 5:** Leverage Technology - Utilize innovative automatic tools to gain efficiencies, enhance the client experience and modernize operations.

The Pillars of Success are supported by 4 areas of priorities: ***Building Relationship and Trust; Driving Results; Developing Self and Others; and Service Excellence.***

Our vision is to be recognized as the center of excellence in state government for its creative and innovative approach to enhancing the employee experience through a culture of employee engagement, wellness, diversity and inclusion that leads to overall employee well-being, productivity and retention.

But how do we get closer to that vision? We must focus less on the transactional operations and pay more attention to educating the workforce and maximizing individual potential. Our work is about collaborating with key offices within DHRM in order to achieve a highly functional and effective

¹ In March of 2020 the Office of Employee Programs integrated with the Office of Equity, Diversity and Inclusion, resulting in the newly formed Office of Workforce Engagement.

workforce. It is about O.W.E functioning as a strategic business partner with the rest of DHRM, health insurance companies, colleges and universities, and other agencies across the Commonwealth to expand organizational capacity and position the Commonwealth of Virginia (COVA) as an “employer of choice for all.” If we achieve this, then we will be successful in creating an exceptional employee experience because we aligned O.W.E with not only the DHRM strategy, but the Administration’s key priorities.

I encourage you to read the plan, discuss it within your program areas and offices, support the initiatives, and contribute to the enhancing employee engagement process. The Office of Workforce Engagement believes that all supervisors and managers are responsible for communicating and encouraging the use of human resources services and programs, and fostering a culture of high performance. Furthermore, O.W.E relies on employees to actively participate in the development of their well-being, and other HR programs offered to accomplish individual and organizational goals.

Because we operate in an era of diminishing budgets, this plan also reflects the adaptive thinking required to do more with less. Rather than allowing the current fiscal environment to be an obstacle, we must use it as an opportunity to take full advantage of talent capital investments. To do so, we will explore cost-effective strategies to fill critical gaps in our office with an eye toward modern skill-sets, diversity and more. Because we have fewer resources, we must leverage as well the high-quality internal talents to succeed

Finally, our new or enhanced services will include quality micro-learning courses, individual and organizational assessments, custom course design, mentoring, and incentive-based programs. Furthermore, as an Office we will adopt the A.C.E (Accountability, Consultation and Education) methodology. This means:

- We will hold ourselves and those we serve accountable through our policies and procedures.
- We will consult with our customers/clients to ensure we are meeting their needs.
- We will ensure that learning/education is the foundation for all of our products and services.

I am confident that by remaining true to our approach we will **Create Meaningful Change** across the Commonwealth of Virginia and meet and exceed our important mission for years to come.

About this Plan

The O.W.E strategic plan sets the direction for the Office to address the human resources trends and challenges agencies are encountering now and in the years to come. It charts a course for the O.W.E strategies that are aligned to both the Department of Human Resource Management and Administration strategic priorities for operations and diversity, equity and inclusion. The O.W.E strategic plan also provides general information about the services provided by the four functional areas within the Office. Each of these sections include: 1) Purpose, 2) Goals, 3) Services, 4) Priorities, and 5) Measures.

The O.W.E strategic plan is intended for a variety of audiences, including O.W.E employees, COVA employees, and Senior Executives. The plan can be used as follows:

- **O.W.E Employees** will use the O.W.E strategic plan as their work plan for implementing the Office's goals and priorities.
- **COVA Employees** can use the O.W.E Strategic Plan to obtain information about the services the office provides for them (e.g., workplace giving, loan, grant, wellness, diversity, equity, and inclusion, engagement and recognition programs).
- **Senior Executives and Managers** can review the services O.W.E provides for agencies to understand service commitments and expand partnerships (e.g., employee giving campaign, customized training).

In researching this plan, information was gathered from a variety of sources including:

- DHRM Annual Report
- DHRM Strategic and DEI Plans
- COVA Workforce Development Plan
- O.W.E's Strategic Planning Sessions
- CommonHealth Briefing Manual
- AON CommonHealth Assessment

As with any plan, the document is only as good as its implementation. As a strategic plan is designed to layout the vision, the Annual Office of Workforce Engagement Operational Plan (O.W.E. OP) will enable its implementation. The O.W.E, OP will take the goals and strategies contained within this document and translate them into actionable plans with measures, metrics, milestones and assigned accountability.

HR Trends and Challenges

The demand for strategic, consultative, and collaborative HR services continues to grow. During the next three years, a broad set of organizational challenges must be addressed that have managerial/leadership, workforce and technological implications for the Commonwealth of Virginia. How we respond to these challenges will impact our ability to maximize organizational capacity, increase individual potential, and position the State as an “employer of choice for all”. These trends and challenges include:

- Creating an Agile HR model and Department – changing demand for services requires flexible structures and work delivery models.
- Deploying New Approaches to Talent Sourcing — shifting strategy from recruiting to marketing. The new employment environment, with talent networks, social media, competing employment choices, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates.
- Changing Workforce and Strategic Talent Management Strategy — continuing to design and implement succession planning initiatives to increase organizational capacity and workforce diversity and inclusion.
- Promoting Employee Engagement — expanding opportunities to drive passion and engagement in the workforce through the fostering of a healthy, well-equipped and productive work environment for employees, their families, departments, community partners and the public in order to maximize individual potential.
- Creating a Wellness Culture – engaging in evidence-based practices and continuous quality improvement to facilitate sustained healthy lifestyle behaviors to ultimately reduce the cost of chronic conditions while providing measurable outcomes and demonstrating value.
- Anticipating Environmental Impacts – the current conditions of our nation and the world (e.g. global pandemic, civil unrest, economic uncertainty and much more) dictates that we recognize the impacts of those factors on the workforce and develop strategies, policies and programs that will meet the demands of the mindful employee for a more equitable, socially conscious and inclusive work environment.

Executive Summary

The Office of Workforce Engagement consists of five major functions: Diversity, Equity and Inclusion, Engagement, Financial Support, Health and Wellness, and Workplace Giving. Each functional area contributes to the overall strengthening of human resources management within the Department of Human Resource Management. The product and services provided by the O.W.E lends itself to support the Department to better achieve its mission – *“the Virginia Department of Human Resource Management is the central human resource agency for state government dedicated to providing a broad range of leadership, services and guidance to the Commonwealth and its stakeholders.”* Furthermore, the O.W.E serves as a perpetual strategic business partner for COVA’s internal stakeholders, by playing the role of strategic partner, employee champion and change agent.

On November 26, 2018, the hiring of the new Director positioned the formerly known Office of Employee Programs (OEP) to execute fully and effectively the goals and objectives of the Chief of Staff, Secretary of Administration, and the DHRM Director. Additionally, the realignment of talent and programs and the unification of the office to break down internal silos, created the opportunity for program enhancements, efficiency, effectiveness and accountability. Furthermore, it enabled the OEP to focus on improving the employee experience across the state.

These changes allowed the staff to bring strategic consultation to COVA leadership and provide for a proactive assessment of OEP’s functions to ensure COVA employees were receiving accurate, effective, and timely service. The Director focused on moving OEP from a reactive based office to a more proactive and strategically-focused office.

The first step of this process was to establish a new brand for the office. Based on the voice of the customers, many of our customers did not understand the role of the office beyond CommonHealth or the services that DHRM offered. In addition to not knowing the depth of OEP services, internal stakeholders perceived the OEP in a negative way, based on past leader-to-leader relationships. The rebranding of the office enabled the shedding of the old negative perception with a more clear and refreshed mission that informs our clients of who we are, what we believe in, and what value-add we bring to them individually and collectively. Additionally, the implementation of new methodologies, processes, and procedures, as well as offering new products and services, enabled the former Office of Employee Programs to rise from the ashes of non-value-added to a value-added strategic business partner. On March 1, 2020 the Office of Employee Programs officially integrated with the Office of Equity, Diversity and Inclusion (OEDI) resulting in a name change—O.W.E. The Director began the process all over again with this newly formed office, since OEDI had a history that was similar to OEP’s. O.W.E was enhanced with a new purpose to ensure equal opportunity and equity for all through inclusive and diverse operational execution.

The five Office of Workforce Engagement Goals are:

- Foster a work environment in which employees are engaged at a physical, emotional and cognitive level.
- Ensure that the COVA maximizes the capabilities and talent of its workforce, and invests in professional development to stay abreast of industry trends and legal changes.
- Cultivate a results-oriented culture of continuous improvement, performance and accountability.
- Improve Workforce Cultural Climate.
- Advance the use of technology and systems to drive data-focused decisions.

Office of Workforce Engagement: A Current and Future Outlook

Core Responsibilities

These programs and services are administered by the O.W.E in partnership with management offices in Virginia state government, the Virginia Credit Union, and LNB Solutions Incorporated. The programs and services directed by the O.W.E include:

- Health and Wellness
 - CommonHealth
 - WW (formerly known as Weight Watchers)
 - Fit Well Center
- Workplace-giving Program
 - Commonwealth of Virginia Campaign
- Loan Program
 - Virginia State Employee Loan Program
 - Financial Wellness Program
- Grant Program
 - Virginia State Employee Assistance Fund
- Employee Discount Program
- Employee Engagement & Strategy
- Diversity Equity & Inclusion
 - Equal Employment Opportunity Program
 - Reimagined Compliance & Accountability Program
 - Journey Beyond Diversity: The Courageous and Compassionate Learning Curriculum

- EEO Counseling Program
- Commonwealth of Virginia Employee Resource (CoVER) Group Program

O.W.E's Vision

Our vision is to be recognized as the center of excellence in state government for our innovative approach to enhancing the employee experience.

O.W.E's Mission

The Office of Workforce Engagement, through strategic partnerships and collaboration, will foster a healthy, safe, productive, and inclusive work environment for employees, their families, departments, and communities. We exist to empower and support employees and create a positive experience by enriching their quality of life through the implementation and optimization of engagement and holistic wellness initiatives.

O.W.E's Commitment

The O.W.E will continue to support the DHRM's commitment to creating a culture of employee engagement by providing information, resources and services to staff which promote collaboration, connection, and commitment to their work, colleagues and the goals of the Administration. The office will work collaboratively with employees, leadership and other key stakeholders to create, design, and implement a broad engagement strategy that ties to relevant organizational outcomes and outlines the positive impacts engagement has on agencies' results.

In addition, the O.W.E will champion corporate social responsibility, as well as employee wellness, work-life integration, flexible work arrangements, and employee incentive options as cost-effective workforce strategies.

O.W.E's Core Values

Our attitudes and actions will be driven by the Department of Human Resource Management core values in addition to these expanded values:

Serve with Integrity

We hold ourselves to uncompromising ethical and legal standards. That extends to our day-to-day workplace conduct, policies, programs and practices.

Inclusion

Maintain an atmosphere of open deliberation. Strive to increase our awareness. Stay curious, check our assumptions and find creative ways to incorporate difference into the development and implementation of human resources management programs.

Perform with Excellence

We take pride in public service, and performing with excellence is more than what we provide, it's how we think and act. It is about quality, consistent communication, accountability to us and customers/clients, our attitude towards our work, and timeliness in our delivery each and every time.

Lead with Courage

We communicate openly, honestly and accurately with our customers/clients and make the tough decisions regardless of pressure and circumstance.

Mutual Respect

Respect each person as an individual. Extend our respect to both our customers/client and ourselves.

Service Orientation

Offer services and expertise to our customers/clients with a commitment to helping. Use our abilities to listen in our efforts to assess and respond to our customers'/clients' needs.

Learning

Commit to our ongoing personal and professional growth. Expand our skills and knowledge in ways that contribute to our continual development in an era of dynamic change. We will accept feedback as an opportunity to learn and adopt a disposition of intellectual humility.

Office of Workforce Engagement 2021 Operational Plan

The O.W.E Operational Plan is focused on six overarching goals: 1. Value, Encourage, and Support a Diverse Workforce; 2. Continue Improving Individual and Organizational Capacity and Effectiveness; 3. Anticipate and Meet the Changing Needs of the Workforce; 4. Champion Career and Professional Growth; 5. Create and Enhance Strategic Partnerships; and 6. Enhance Services through Technology.

Goal 1: Foster a work environment in which employees are engaged at a physical, emotional and cognitive level

Strategies

1. Design and deploy a climate survey to establish a baseline of the engagement level of the workforce
2. Acknowledge the critical nature of talent management's current state, outlook, and challenges across the Commonwealth of Virginia.
3. Create and modify HR policies to be more employee-friendly.
4. Improve technologies and processes that support and enable employees to deliver measurable quality services.
5. Create a secure employee-only website to encourage cross collaboration, peer-to-peer recognition, ideation, and knowledge-sharing.
6. Develop a brand for the Commonwealth of Virginia that clearly communicates why it is an "employer of choice for all".
7. Utilize employee exit survey data to mitigate the critical factors for voluntary resignations and for future measures of improvement.
8. Conduct a need assessment to assess and evaluate current gaps, participation and awareness of the O.W.E's programs.
9. Assess the health of the COVA culture from an open deliberation, self-reliance and accountability perspective with a cultural assessment tool.
10. Assess employee satisfaction on a regular basis, and establish and achieve improvement targets as follows:
 - a. Perform first survey by end of calendar year 2020, establishing baseline performance.

- b. Survey annually thereafter, with percentage improvement to be determined once baseline is established.
- c. Assess by survey at minimum the following categories:
 - i. self-reported satisfaction of new hires at 6 months;
 - ii. self-reported satisfaction of new hires at 12 months;
 - iii. self-reported satisfaction of employees self-identifying as a member of minority group, and in each age category; and
 - iv. hiring manager satisfaction with their hires, as follows:
 - baseline with initial survey; and
 - annually thereafter, with percentage improvement to be determined once baseline is established.

Goal 2: Ensure that the COVA maximizes the capabilities and talent of its workforce, and invests in professional development to stay abreast of industry trends and legal changes.

As the O.W.E strategic plan is implemented, opportunities and challenges in creating a learning organization arise. The operational component of the strategic plan will address many of these gaps and offer a methodology for correction and closing gaps.

Strategies

1. Conduct biannual offsite and training for Agency Coordinators.
2. Invest in the upskilling of O.W.E staff.
3. Enhance the worksite certification program.
4. Increase educational and awareness efforts.
5. Identify opportunities for partnerships and/or alignment with the staff experts (e.g. Office of Health Benefits, Office of Worker's Compensation, Health Insurance vendors, VCU Clinic, Colleges and University Wellness offices) to leverage knowledge and expertise in support of identifying and implementing evidence-based preventative and best practices.

Goal 3: Cultivate a results-oriented culture of continuous improvement, performance and accountability.

Building an effective continuous improvement culture and creating robust accountability measures is not just about executing a handful of process improvement projects. It is also about driving sustainable results over time and embedding accountability and continuous improvement into the very fabric of the Commonwealth. Improving collaboration across offices, departments and agencies, as well as engaging in statewide effort will contribute to a sustainable continuous process improvement, accountability and high performing environment.

Strategies

1. Assess current services, policies and processes.
2. Utilize and maximize technology to realize process improvements.
3. Utilize data analytics through the development and management of dashboards to guide O.W.E's decisions.
4. Manage DHRM priorities identified by agency head.
5. Develop and deploy engagement strategy plan.
6. Develop and deploy the O.W.E Customer Service Promise.
7. Increase O.W.E's visibility by establishing a social presence and releasing the Employee Experience. (Completed in 2020)
8. Provide outstanding consultative services to our customers across the state of Virginia.
9. Develop a learning assessment program to accompany the Agency Coordinator training plan, and use this plan to guide continued training and mentoring.
10. Leverage technology to store improvement knowledge for future reference.
11. Utilize technology to expand learning, training, and development activities beyond the classroom.
12. Effectively distribute the workload.
13. Reduce manual work where possible.
14. Reduce duplicative time-consuming processes.

Goal 4: Improve Workforce Cultural Climate.

While diversity is an invaluable source of knowledge for our society, we should not believe that this new learning can be achieved easily. Working and learning with and from people whose backgrounds and assumptions are different from our own can present opportunities for success, but may come with challenges. These challenges may arise from our organizational, cultural and societal norms, values, and

systems of belief. To that end, state agencies will fully utilize different venues to communicate the Commonwealth's message on diversity, equity and inclusion to all levels within their agencies. Furthermore, operate as an excellent employer by building an environment of employee engagement, empowerment and involvement where people can offer their best. O.W.E will assist in equipping managers with tools, resources and a policy framework that facilitate an effective operating environment.

Strategies

1. Develop an EEO Audit Program.
2. Reimagine the EEO Compliance Program.
3. Identify DEI metrics to assess agency's progress.
4. Provide guidance to agencies.
5. Develop and identify tools to assist agencies in their DEI and EEO program efforts.
6. Develop and initiate DEI assessments to include learning needs assessments.
7. Create a learning organization culture through communication that supports the transformation, needs and aspirations of COVA employees.
8. Design Sequential learning curriculum.
9. Identify bite-sized learning/micro-learning opportunities to address the different learning needs.
10. Develop learning assessment/evaluation model to assess effectiveness of the education program.
11. Promote the use of knowledge management strategies and the use of collaboration tools sharing such as SharePoint to catalog and share institutional knowledge.

Goal 5: Advance the use of technology and systems to drive data-focused decisions.

1. Build solid relationships with VITA and DHRM ITECH and assess need.
2. Promote, support, and leverage technology, resources and tools to respond to customer needs, improve and enhance workflow efficiency, and improve customer service.

3. Offer training through various technology options to respond to customer needs, increase efficiency, and make training opportunities more widely accessible to field employees.
4. Explore technology integration solutions that would better support O.W.E with other HR applications.
5. Leverage technology to expand data analytics in tracking and reporting metrics to better anticipate future trends and make informed decisions.

O.W.E Functional Areas

Employee Engagement and Strategy

Purpose: The employee engagement and strategy function is to create an exceptional employee experience that supports both organizational performance and individual satisfaction.

Goal: To develop engagement and recognition programs to better manage, support and benefit the Commonwealth of Virginia's most valuable assets – employees.

Services:

- Recognition Programs
- Mentor Program
- Engagement Consultation

Priorities

- Increasing Positive Name Recognition and Brand Awareness — O.W.E will define and brand core services to clarify message and increase buy-in from leaders across state government.
- Enhancing and Expanding Strategic Partnerships — O.W.E will identify and create opportunities to collaborate with other HR offices, state agencies, colleges and universities to expand the number of resources and tools available to employees.
- Promoting Employee Engagement — facing a potential future talent pipeline slowdown due to a large number of retirement-eligible employees, O.W.E must be capable of supporting new employees as the future of the COVA. Employee engagement will become increasingly important and strategies that will encourage the highest level of engagement should be adopted. O.W.E will establish an engagement committee and launch an employee engagement campaign.

- Maximizing HR Technology — O.W.E will expand and integrate technology to streamline services, remain competitive, and increase transparency through customer access to information and resources. As our customers and the world around us become increasingly tech-savvy, O.W.E will expand its use of technology through mobile and cloud-based services. We will research Human Resource Information Systems (HRIS) that offer flexible, user-friendly, integrated technology, and a mobile platform supporting expanded manager and employee self-service for transactional business processes. This will allow the office to move beyond managing transactions to become more consultative partners. In addition, we will launch a mobile and web based initiative to improve services for customers, as well as for current and future employees, by giving them access to information and resources on demand.

Performance Measure

- Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- Number of HR Technologies deployed that enhance effectiveness and efficiencies.
- Number of employees and managers/supervisors utilizing engagement programs.

Financial Support

Purpose: The financial support function is to provide innovative, responsive, fair, and consistent financial wellness services to state employees.

Goal: To enhance and expand the financial support programs that will assist COVA to attract, hire and retain a qualified and diverse workforce that delivers essential services to the public.

Services

- Virginia State Employee Loan Program
- Virginia State Employee Assistance Fund
- Financial Literacy and Wellness Program
- Employee Discount Program

Priorities

- Developing and Deploying a New Financial Wellness Program – O.W.E., in partnership with the Virginia Credit Union, will conduct financial wellness workshops across the various regions in the Commonwealth of Virginia. (Completed)

- Streamlining and Improving Financial Accountability – O.W.E will establish standard operating procedures to gain efficiencies, establish accountability and improve effectiveness.
- Leveraging Technology – O.W.E will expand the use of technology to streamline and organize document management.

Performance Measure

- Number of participants in financial wellness workshops.
- Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- Percentage reduction of defaulted loans.
- Percentage reduction of turnaround time of grant disbursements.

Health and Wellness

Purpose: The health and wellness function is to educate, share best practices and provide effective well-being services that promote wellness and healthy living, improve overall employee engagement, impact behavioral change and employee health outcomes, and/or assist employees in effectively managing work-life demands and responsibilities.

Goal: To create a supportive wellness culture and environment that supports the nine dimensions (i.e. emotional, intellectual, social, spiritual, financial, occupational, physical, mental, and environmental) of wellness for all levels of state employees.

Services

- CommonHealth Program
- WW Program
- Fitness Center Program

Priorities

Designing and Deploying Health and Wellness Initiatives — O.W.E will develop and deploy innovative and interactive wellness workshops, challenges, and campaigns to increase knowledge on how to sustain healthy lifestyle behaviors.

Establishing a Leadership Wellness Council – O.W.E will identify ambassadors to serve on the council and present data with evidence-based strategies to build wellness cultures and environments across agencies.

Enhancing and Expanding Strategic Partnerships — O.W.E will identify and create opportunities to collaborate with the Office of Health Benefits, Office of Worker’s Compensation, Health Insurance

vendors, VCU Clinic and colleges and universities to establish measurable outcomes and demonstrate value.

Leveraging Technology – O.W.E will expand the use of technology through the procurement or development of an online wellness portal to maximize resources for wellness programs.

Reviewing and Recommending HR Policies – O.W.E will review current HR policies to determine if barriers exist to creating a culture of wellness and recommend flex work policy so employees can engage in wellness activities during the work day.

Develop and execute a Wellness Strategic Plan that aligns with the overall goals of the O.W.E strategic plan.

Performance Measures

- Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- Percentage decrease of chronic illnesses.
- Number of employees actively participating in wellness activities and reaching desired outcomes.
- Number of newly created customized campaigns

Workplace Giving

Purpose: The workplace giving function is to provide state employees an opportunity to seamlessly contribute to charitable causes through various donation methods (e.g. payroll deductions, fund-raising events).

Goal: To promote a culture of caring and giving and improve our competitive advantage of attracting and retaining talent.

Services

- Commonwealth of Virginia Campaign

Priorities

Ensuring Strong Financial Performance – O.W.E will establish and maintain effective funding strategies and allocate resources efficiently.

Increasing Leadership Support and Buy-In – O.W.E will leverage the CVC Advisory Council as ambassadors to promote awareness and expectations of the program to agency heads and cabinet leaders across state government.

Developing and Deploying Marketing Plan – O.W.E in partnership with LNB Solutions Incorporated will promote and communicate charitable activities both internally and externally through various communication channels to include leveraging social media and establishing a presence.

Establishing Written Guidelines – O.W.E will develop policies and procedures as they relate to giving practices and decisions.

Performance Measure

- Obtaining funding approval to cover 75% of operating expense
- 20% increase of donated funds
- Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.

Diversity, Equity and Inclusion

Purpose: Diversity, Equity and Inclusion function is to ensure a work environment that is equitable, inclusive, affirmative, and free of discrimination.

Goal: To build a high-performing, diverse, and inclusive workforce based on mutual acceptance and trust.

Services

- Promote cultural awareness for all employees
- Provide professional learning on cultural competence
- Offer consultation and advice on various DEI topics
- Investigate and remedy discrimination complaints
- Assess and Audit agencies DEI/EEO programs and climate

Priorities

1. Creating DEI Competency Map: O.W.E will integrate inclusive behavioral competencies into training and education offerings as part of the performance management process to support an inclusive culture.
2. Establishing Connectedness Strategy: O.W.E will build a methodology for creating effective Employee Affinity and Resource Networks (EARNs) across state agencies to promote diversity, equity and inclusion within the workforce.

3. Increasing Leadership Understanding and Buy-in: O.W.E. will assist leadership to demonstrate commitment and involvement through the articulation of the Diversity, Equity and Inclusion (DE&I) strategy, including how DE&I enables the achievement of the agency's vision, mission, and goals.
4. Removing Institutional and Individual Closed Systems: O.W.E. will work diligently to eliminate barriers to Equal Employment Opportunities (EEO) at all levels and in all occupations by launching compliance programs, promoting cultural competence and building relationships with key stakeholders, including the Governor's Office.
5. Formalizing Education and Training: O.W.E will expand life-long learning for all employees through the deployment of a comprehensive DEI learning strategy.

Performance Measure

- 100 percent of all employees trained in the Road to Cultural Competence.
- Proposal submitted to incorporate DEI elements within Supervisors' performance plans.
- 15 percent decrease in the number of EEO Complaints.
- Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- Steady increase of at 10 percent each year to the number of participants who can identify elements of cultural competence or methods for enhancing cultural competence they did not know about but know now.