



Breaking the Glass Ceiling: Developing Diverse Leaders

Introducing

The Diversity Leadership Program (DLP)

August 20, 2021

Project Team

**Department of
Motor Vehicles**



**Barbara
Arkwright**
Director of Field
Investigations &
Security

**Virginia ABC
Authority**



**A. Jerome
Fowlkes**
Chief
Administrative
Officer

**Virginia Museum
of Fine Arts**



Jan Hatchette
Deputy Director for
Communications

**Department of
Veterans and
Defense Affairs**



Kathleen T. Jabs
Acting Secretary

**Department of
Environmental
Quality**



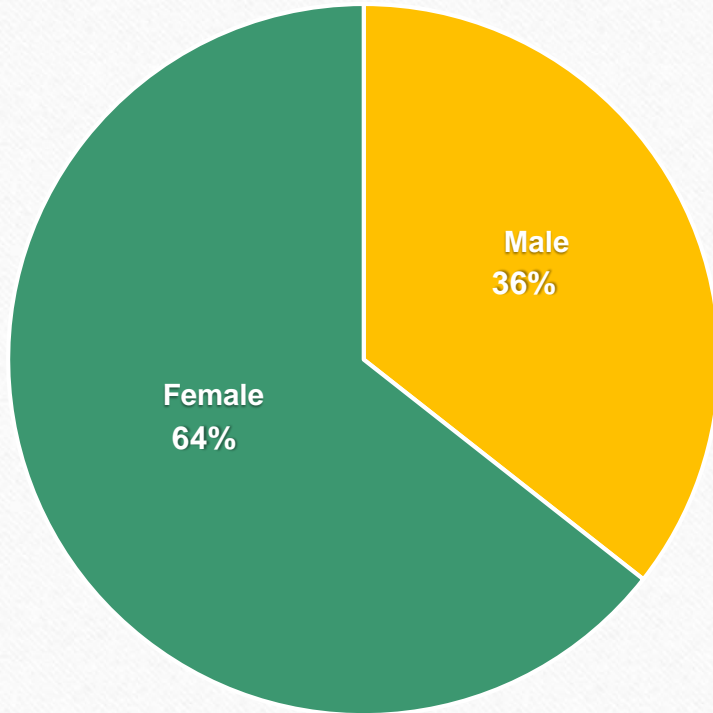
Tiffany Severs
Director,
Enforcement
Division

Problem Thesis

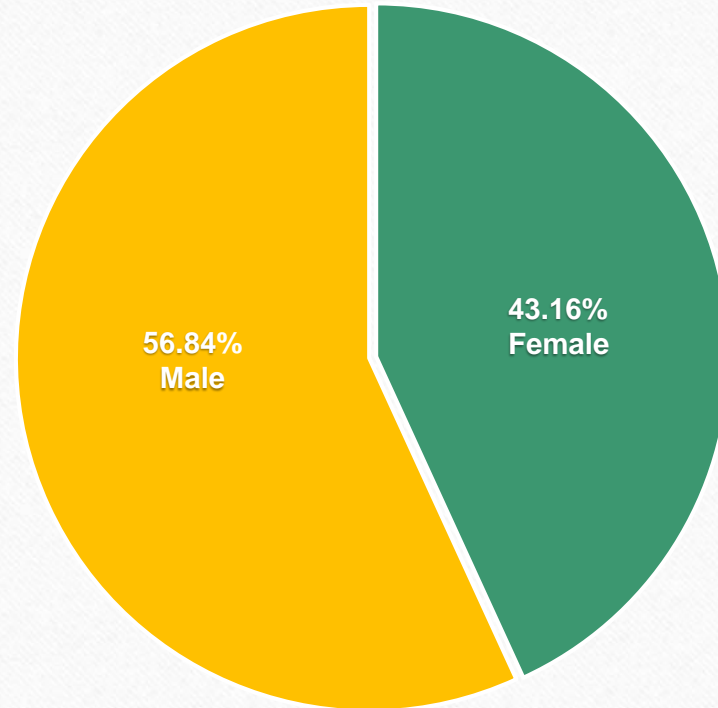
The first goal of the Commonwealth's ONE VIRGINIA Plan is to “Recruit and retain a diverse workforce.” Data shows the Commonwealth is underrepresented by women and minorities in its leadership ranks. We recommend Virginia implement a Diversity Leadership Program (DLP) that develops women and minorities for senior management and executive-level positions as they are available.

Virginia Demographics

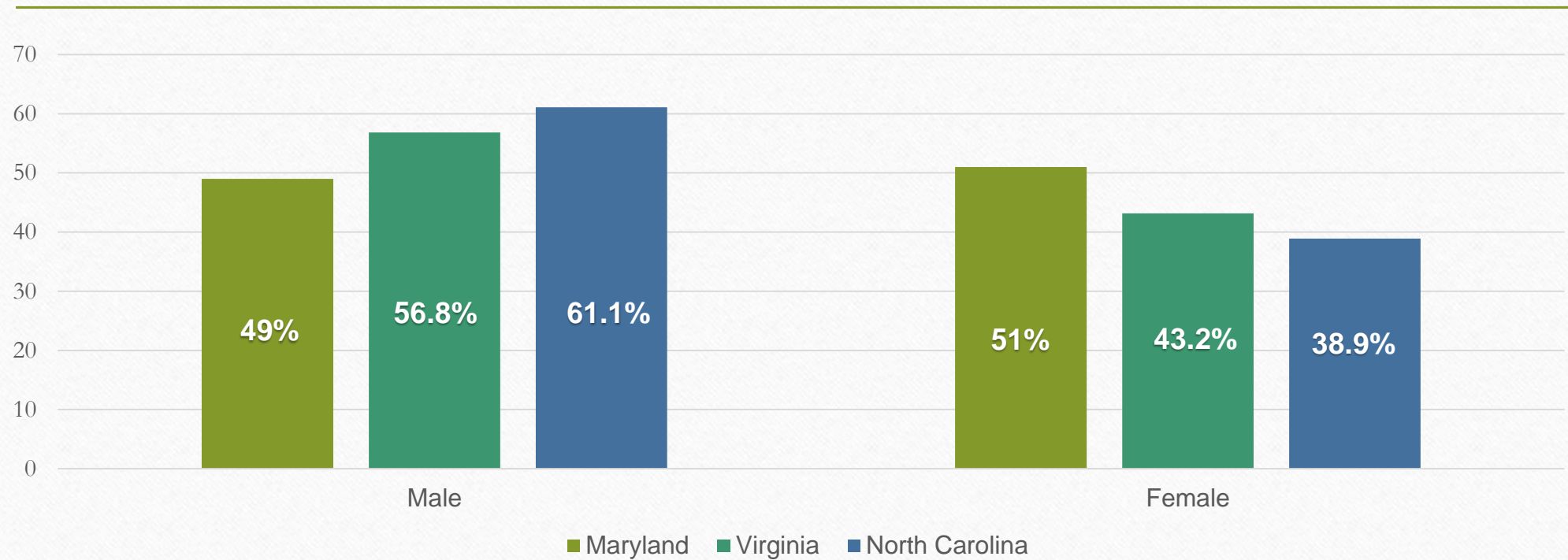
Professional Level, Gender



Executive Level, Gender

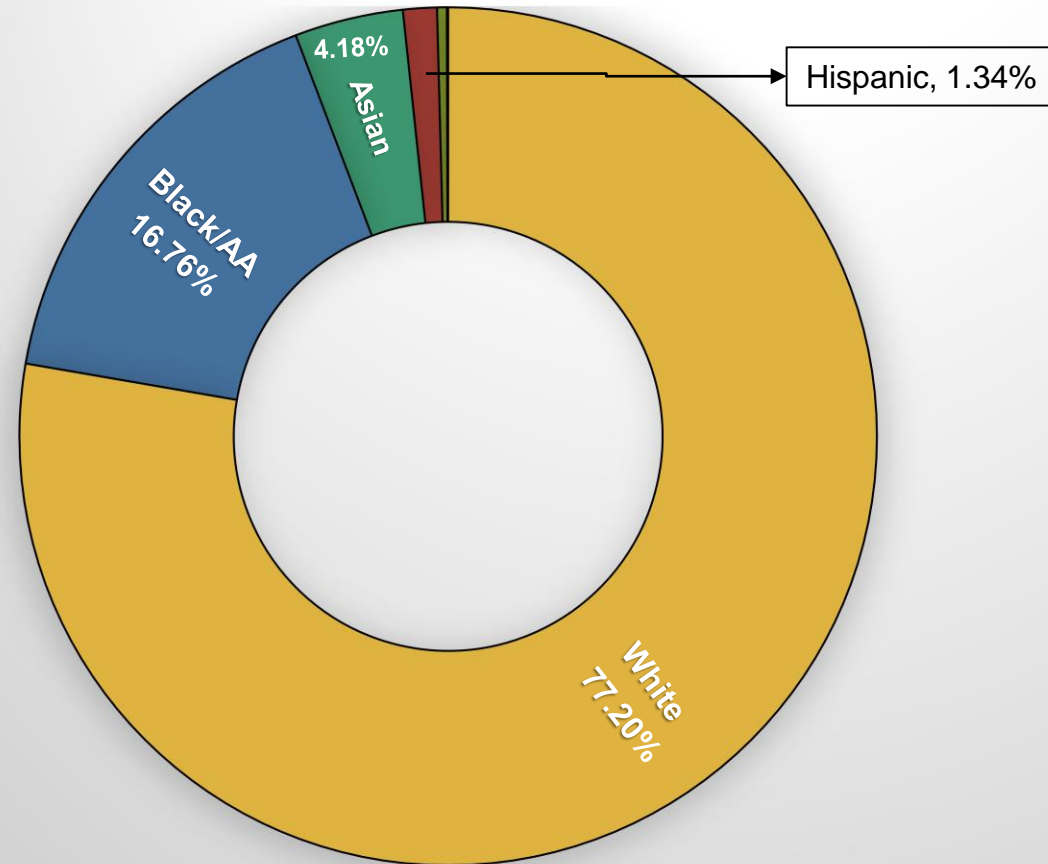


Cross State Comparative by Gender Executive Level



Virginia Demographics by Race

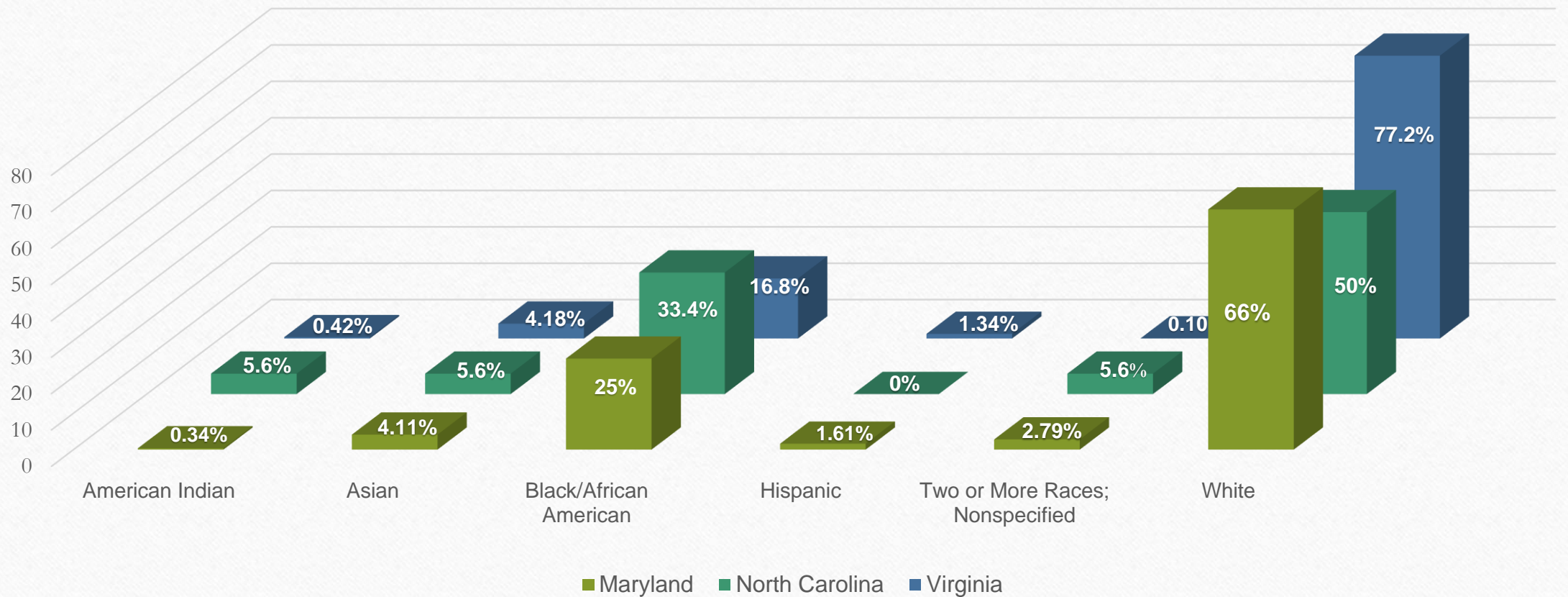
Executive Level



- American Indian
- Asian
- Black or African American
- Hispanic or Latino
- Two or More Races
- White

Cross State Comparative by Race

Executive Leadership



DLP Components



**Training and
Development**



Mentoring



Networking



Coaching

How DLP Can Address Obstacles



Training & Development

- Strategic planning
- Developing and approving an agency budget
- Presenting agency initiatives to the Legislative/Executive Branches
- Crisis management
- Communications and media training



Mentoring

- Work with experienced executives
- Match candidates with senior level subject matter experts
- Work with Commonwealth Mentorship Program (CMP)
- Volunteer/community involvement/HBCUs

How DLP Can Address Obstacles



Networking

- Program participants meet senior executives at sponsored events
- Work with other agency executives in the same field to develop best practices and solutions for challenges faced by the Commonwealth



Coaching

- Develop executive presence
- Conflict Resolution
- Manage political aptitude
- Coaches serve as a development resource for program members

How Would DLP Work

Collaboration with Secty of Admin, DEI, DHRM, & VCU-PMG

PMG would provide continuity in the program and execute the training for the Commonwealth.

Start with women and diverse candidates that are at pay grade 7 and above.

Nominations by agency heads and Office of DEI

Scalable pilot program that can be replicated and expanded.

Future expansion to veterans and other underrepresented populations.

Program ties directly to the ONE VIRGINIA Plan

Agency leaders can view this as a manageable, incremental way to approach change.

Key Performance Indicators

Increased applicants for senior and executive positions

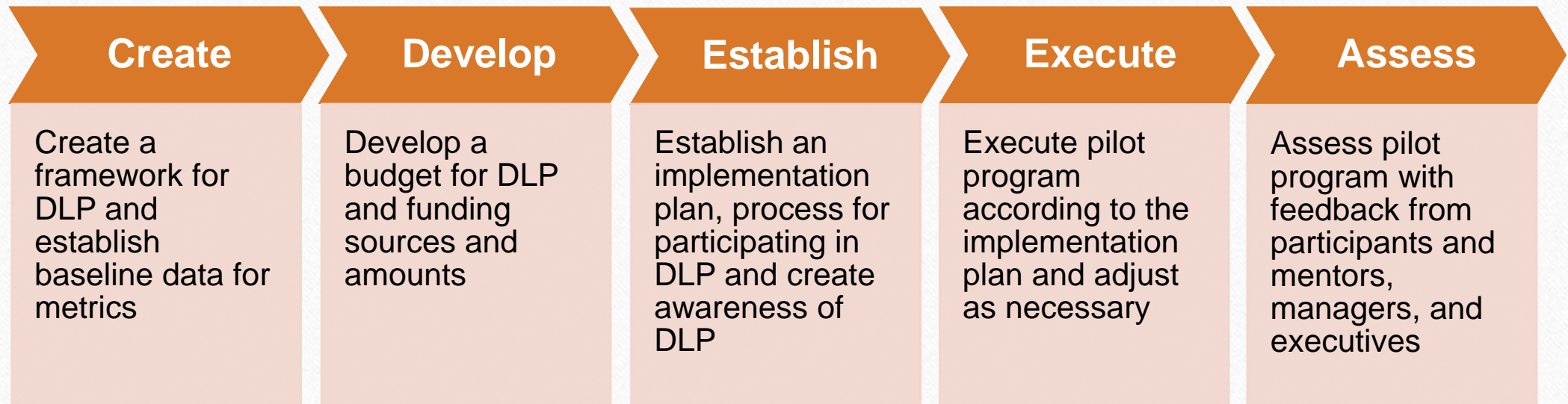
Growth in the number of women and minorities in executive positions

Positive survey/focus group feedback about impact of DLP

Enhanced engagement by cohort members at their “home” agency

Growing interest in being a part of DLP as a mentor and participant

Next Steps



Benefits to the Commonwealth



**Promotes
recruitment,
retention, and
engagement**



**Provides training
and development
to senior staff**



**Opportunity for
diversity-led
innovation**



**Creates
community
outreach to
promote public
service**



**Serves as an
incremental step
to implement the
ONE VIRGINIA
PLAN**

Summary

Direct correlation with the mission of **ONE VIRGINIA**, “Increasing diversity at all levels of leadership.”



Inclusive Excellence Model in the **ONE VIRGINIA PLAN**

**Training and
Education**

**Access and
Success**

**Existing
Infrastructure and
Accountability**

**Community
Engagement**

Questions

