2024
ANNUAL REPORT

OFFICE OF EQUITY AND INCLUSION

PRINCE WILLIAM
VIRGINIA

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Many Perspectives,
ONE Prince William

Vision

Prince William County Government is an equitable and inclusive community that assesses its policies, programs, and practices through the use of equity lenses, where every individual has a fair and equitable opportunity to enjoy all the social and/or economic benefits of community life, by engaging their voices, reducing and/or mitigating disparities, and reforming conditions that have hindered their progress.

Mission

The Office of Equity and Inclusion serves the Prince William County government in partnership with all departments and the community to provide leadership, guidance, and coordination for the organization's continuing efforts toward building an effective, responsive, and collaborative culture for our workforce and community, as we work together to make Prince William County a community of choice.

Vision & Mission

Welcome Letter from the EI Director

Dear Colleagues and Community Partners,

It is with great pride and gratitude that I present the Office of Equity and Inclusion's 2024 End of Year Report. This report represents a pivotal transition from our inaugural publication, which focused on seminal research that identified opportunities for intervention to a more results-driven account of the initiatives we have implemented this past year.

Our journey over the last year has been one of both learning and action, driven by a commitment to making Prince William County a community where every individual has equitable access to opportunity and inclusion.

We have implemented a human-centered approach that is both policy and data-driven. We are working to ensure our efforts are both structurally sound and deeply connected to the lived experiences of our employees and residents. Our focus has been on equipping governmental leaders with the tools to foster inclusive workplaces, innovating processes to make our systems more accessible and fair, and amplifying community voices to shape policies that reflect our collective aspirations.

The work highlighted in this report—ranging from our Early Adopters in Data Competency initiative to our Leadership Development Cohorts and the launch of the Equity Impact Screening Assessment—demonstrates our steadfast commitment to embedding equity in the fabric of County operations.

These initiatives are not just programs; they are investments in human sustainability, a concept that reinforces the idea that organizations thrive when people do. We recognize that sustainable equity work does not merely extract value from individuals, but actively contributes to their growth, well-being, and sense of belonging.

As we look toward 2025, our Office remains committed to expanding these efforts, refining our strategies, and ensuring that our work continues to evolve in response to the needs of our workforce and community.

Thank you to our partners across County departments, our community stakeholders, and all who have contributed to these collective achievements. Your dedication and collaboration are what make this progress possible. Together, we are building a stronger, more inclusive Prince William County.

With warm regards,

Maria D. Burgos
Director of Equity & Inclusion

Opportunities for More Support

Dear Colleagues and Community,

As we close the year, we sincerely thank you for your support and engagement. I have the pleasure of serving Prince William County as the Equity & Inclusion Analyst for strategic planning, analysis, and accountability. In my role, I lead a number of initiatives, and together with Maria, create, manage, and improve programs, policies, and procedures that structure how our workforce serves Prince William County.

We began the year focused on research, and we are excited to share how that work has evolved into action. This report highlights several initiatives designed to support both departmental and organizational culture transformation.

Looking ahead to 2025, we are here to help collaborate in the shaping of our agency and departmental culture within our government's workforce, and ultimately, drive meaningful change to support both retention and innovation, internally, and achieve greater efficiency and effectiveness in our service delivery. We hope that as you explore our work, you will consider reaching out to us to support you with:

1. **EISA Projects** – Partner with your liaison to refine SOPs, policies, and community programs using human-centered design and evaluation.
2. **Leadership Development** – Join opportunities like the Early Adopters in Data Competency program to drive measurable cultural transformation.
3. **Change Management Support** – Get help navigating hiring, performance management, conflict resolution, and professional development.

We look forward to continuing this work with you in the coming year. Let's connect to explore how we can support your goals!

Warmly,

Brian A. Cook
Analyst, Equity & Inclusion

Countywide EI Policy

Equity & Inclusion Policy: No: 2450-OEM/EI-000-1 | Effective: July 1, 2022

"
"Prince William County is committed to building and sustaining an equitable, diverse and inclusive workforce to serve the community. As such, Prince William County Government assesses its policies, programs and practices on a continuum through inclusion index markers and an equity lens of intersectionality.

We are an organization where every individual brings a diversity of perspectives and has equal access and equitable opportunity to join their voices in addressing barriers, and reforming conditions that hinder progress toward justice and equity.

The County is committed to creating equitable and inclusive services and opportunities for meaningful community engagement, so that every resident, business and visitor may enjoy all the social and economic benefits of community life."

Our Office puts this policy into action by focusing on improving **culture and climate, employee infrastructure** (people processes across the employee lifecycle), and **community engagement.** We foster an inclusive workplace, ensure equitable access to opportunities from "hiring to retiring," and support innovation around engagement pathways for residents, businesses, and visitors. These efforts reflect the County's commitment to a sustainable, equitable, and inclusive community for all.

Priorities & Benchmarks

The Office of Equity & Inclusion has structured its work around 3 key priorities to advance the County's strategic plan with a human-centered lens on change:

Human-Centered Change

Culture & Climate	**Employee Cycle**	**Community Engagement**
Equipping leaders with knowledge & skills	**Innovating processes and systems from hiring to retiring**	**Listening, amplifying & building with community**
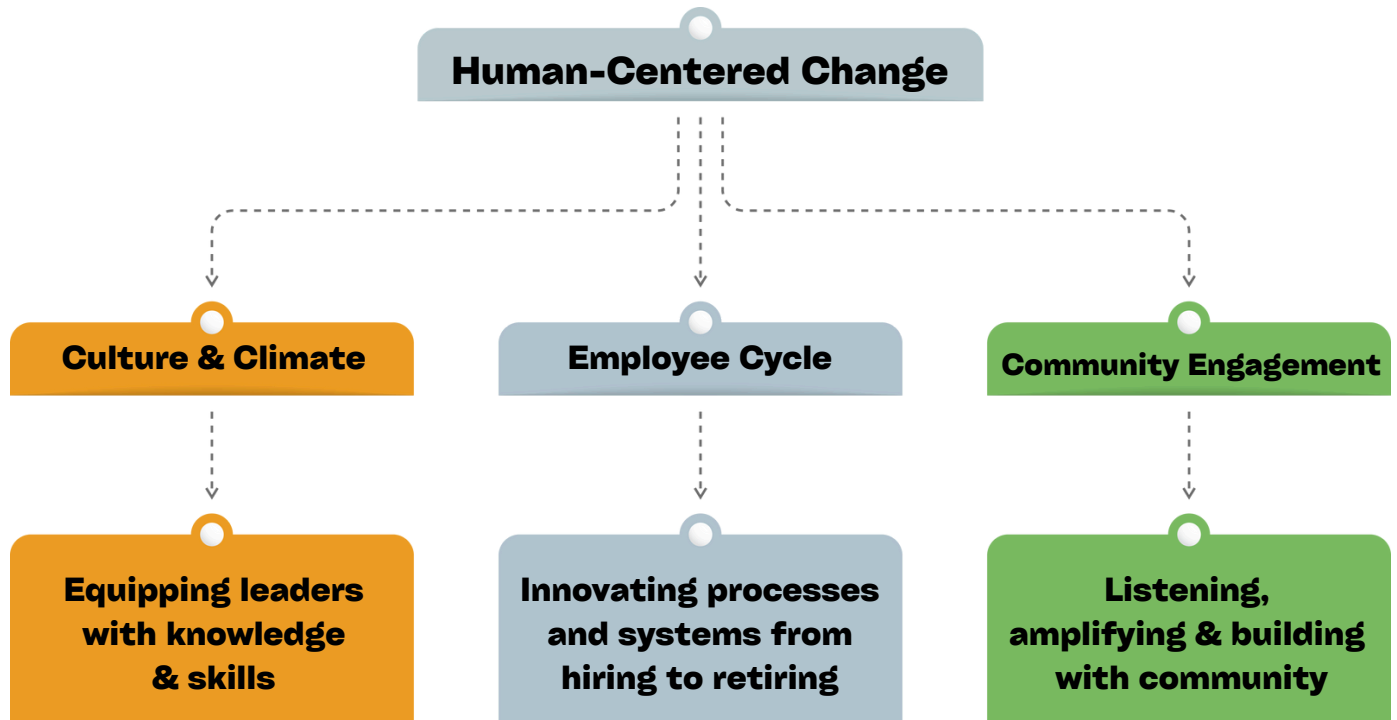
Benchmarks for Progress

As a County, we are committed to regular, long-term monitoring of workforce engagement, organizational culture, human-centered innovation, and community engagement. We use the following tools to measure progress and guide continuous improvement:

- **GLINT Survey:** Conducted each May, this survey measures employee engagement and tracks key indicators related to our internal workforce culture.
- **EISA Tool:** The Equity Impact Screening Assessment is the County's framework for designing and evaluating new and revised policies, standard operating procedures, and community programs to ensure we consider equity, access, and holistic impact.
- **Community Survey:** Each spring, we assess community engagement through a survey that captures a broad range of indicators, including community needs and the quality of customer service experiences.

These tools allow us to track our Office's impact and continuously improve.

2024 End of Year Survey Results

Executive Summary

At the end of each year, we collect comprehensive insights from all County Directors to help us evaluate our Office's progress, celebrate successes, and identify opportunities to advance equity and inclusion across our workforce.

The results underscore progress in leadership development, data-driven decision-making, and culture enhancement across departments. They also reveal critical areas for growth, guiding our strategic priorities for 2025 to ensure continued momentum and meaningful impact.
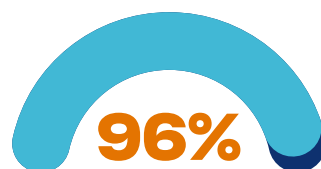
Areas of Strength:
Leadership Development & Data Practices

**80%** of departments have managers who participated in EI leadership development cohorts.

90% of departments analyze data to identify service delivery and workforce gaps, though fewer (64%) extend this analysis to hiring practices.

96% of departments are actively planning or are already taking steps to improve psychological safety and workplace culture.

Areas of Opportunity:
Language Access & Equity Impact Screening
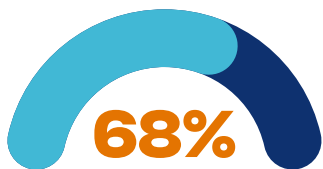
68% of departments have language access plans in place.
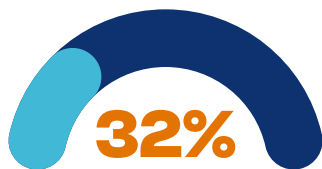
32% of departments employ a dedicated coordinator to address language barriers.

40% of departments submitted projects through the EISA tool, with nearly half of Directors engaging with their liaison on potential projects.

Initiative Snapshots

Across our 3 priority areas, multiple initiatives were advanced in 2024:

Priority 1: Improve Employee Climate & Culture
- Initiative 1: Data Competency Building
  - Early Adopters Program
  - Program Consulting
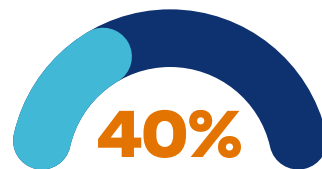- Initiative 2: Leadership Development Portfolio
  - Leadership Development Cohorts
  - Leadership Seminars
  - Leadership Book Studies
  - Leadership Consulting

Priority 2: Improve Employee Cycle & Infrastructure
- Initiative 3: Equity Impact Screening Assessment (EISA)
  - EISA Liaisons and Project Report
- Initiative 4: Standing Employee Groups
  - Employee Resource Groups
- Initiative 5: Formalized Partnerships
  - HR and DOIT Partnerships

Priority 3: Improve Community Engagement
- Initiative 6: Language Access Plan
  - Lang. Access Liaisons and Surveying
- Initiative 7: Community Training & Resources
  - Community Resource Groups
- Initiative 8: Community Communications
  - Event & Issue Amplification

Initiatives-At-A-Glance

On the following pages, we highlight the structure and outcomes of five of our eight major initiatives.

INITIATIVE SNAPSHOT #1

Leadership Development Cohorts

Office of Equity & Inclusion, 2024 Report

Initiative Snapshot 1:
Leadership Development Cohorts

The Goal of the EI 2024 Leadership Cohort Program
The Cohort provides a year-long workshop series aimed at deepening PWC leaders' understanding of equity and inclusion (EI) principles. This initiative seeks to empower leaders to encourage greater self-reflection, promote collaborative efforts, foster inclusive dialogue, and enhance leadership at all levels within their departments and teams.

Program Impact
Participants reported significant changes in their knowledge, as well as professional practices and attitudes.

Knowledge:
- When asked about their "knowledge of leading with an equitable and inclusive lens" on a 5-point scale, the average score across participants grew 1.57 points (from 2.66 at the beginning of the program to 4.23 by the end of the program).

Level of "Knowledge of Leading with an Equitable and Inclusive Lens"
(scale of 1 to 5)

2.66
Average Rating

4.23
Average Rating

+1.57pts

# of Respondents

Before the Program

After the Program
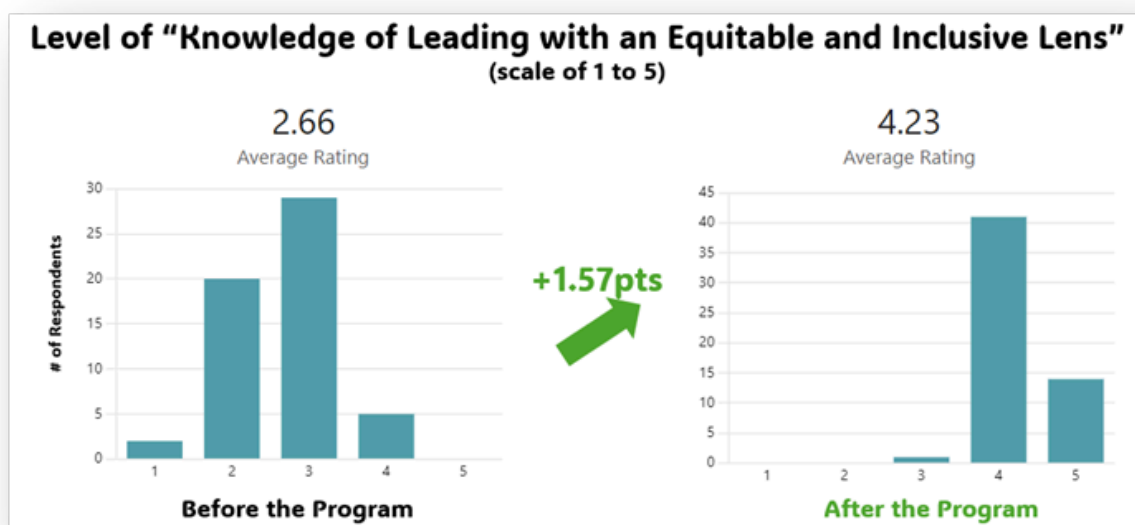
Initiative Snapshot 1:
Leadership Development Cohorts

Professional Practices & Attitudes
(see Appendix 1: Impact Verbatims)
- Many have become more aware of their biases and have taken steps to reflect on and mitigate them, particularly in decision-making and hiring processes.
- Several respondents mentioned using tools and strategies from the workshops to enhance their interactions with colleagues and staff, promoting a culture of openness and understanding.
- They also noted improvements in their ability to communicate effectively, actively listen, and validate others' perspectives.

General Praise for the Course
(see Appendix 2: General Praise)
- "This was a great course that every employee should take. It should be required for anyone in a supervisor position."
- "I learned so much and it helped me to see issues in my workplace that I can try to change."
- "I really enjoyed the cohort. I learned a lot and loved the way Maria brought it forth in a very academic way."

Areas of Opportunity for Future Programming
(see Appendix 3: Improvement Verbatims)
- Participants provided valuable feedback on how to improve the program for future years. Major themes emerged from the responses, highlighting a strong preference for:
  - more in-person sessions (note: 66% prefer a hybrid approach– see Appendix 3: Learning Modalities)
  - extended session times, and
  - a well-structured syllabus with more reading materials.
- Additionally, some participants expressed a desire for:
  - enhanced practical exercises and real-life scenarios to apply their learnings effectively; and
  - improved technology use and communication, such as using Teams instead of Zoom and having a tech assistant/moderator.
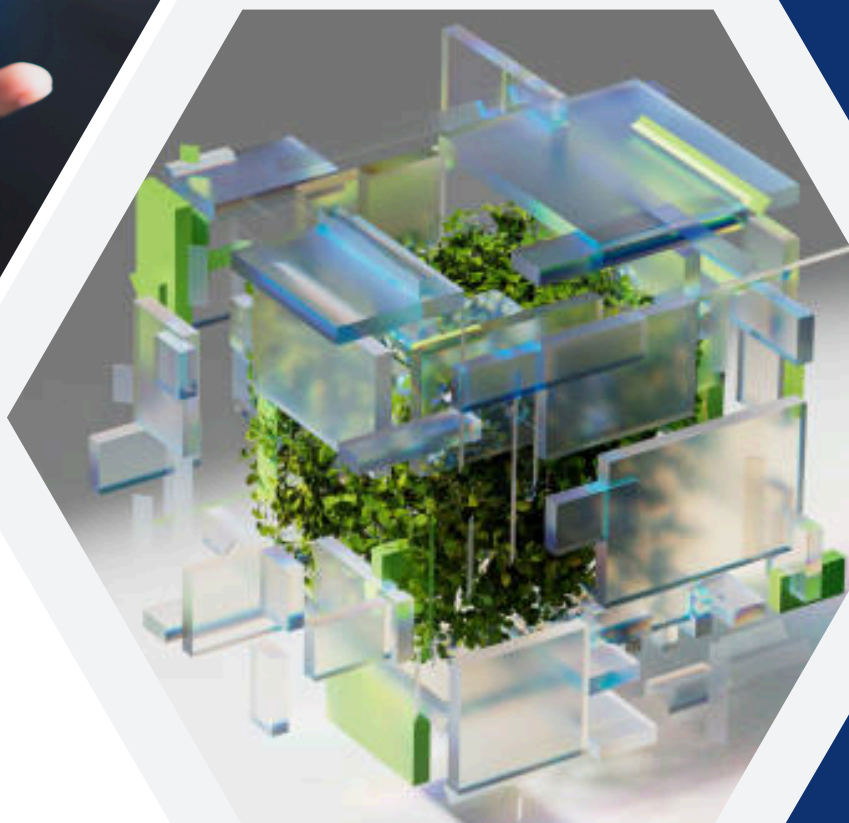
INITIATIVE SNAPSHOT #2

Early Adopters in Data Competency Program

Office of Equity & Inclusion, 2024 Report

Initiative Snapshot 2:
Early Adopters in Data Competency

The Early Adopters in Data Competency program is a professional development initiative for four departments, guiding leaders through self-reflection, data analysis, action planning, and impact measurement. By comparing May's GLINT survey with November's EI Probe, the program showed measurable progress on four of five key County-wide metrics in just six months. These results highlight its effectiveness in fostering data-driven decision-making and driving meaningful change across the government workforce.

Methodology-at-a-Glance

- GLINT indicator results provide a score where the Likert scale is converted to a 0-100 scale.
    - (ie. Strongly Disagree = 0, Disagree = 25, Neither = 50, Agree = 75, and Strongly Agree = 100)

- The GLINT scores from all participants in a department are averaged to give a single composite score for the department on a particular indicator.

- Microsoft Forms (the platform for the EI Probe) does NOT convert the Likert scale, but rather shows the distribution of choices.
    - E.g. "60% of the department said Strongly Agree or Agree"

- To compare "apples to apples" the Probe results were converted into a composite average to see growth or change between:
    - May 2024 GLINT scores (both for the cohort in aggregate and by department)
    - Nov 2024 EI Probe scores (both for the cohort in aggregate and by department)

Initiative Snapshot 2:
Early Adopters in Data Competency

Cohort Representation

To ensure our survey results accurately reflect the workforce, we aimed for 30% participation, a benchmark that enhances reliability and representativeness. This level of engagement allows us to identify meaningful trends and develop targeted interventions that support a more inclusive workplace.

	Total Pop	Goal	Final 11/18/2024	% to Goal
Community Services	400	120	163	136%
Development Services	138	41	30	72%
Fire & Rescue	807	242	141	58%
Pub. Safety Comms	116	35	54	155%
	1461	438	388	89%

Note on Interpretation
- Getting less than 30% for a department (e.g. DS & DFR) does NOT mean the results are invalid.
- We must acknowledge that the trends, correlations, or relationships MAY NOT be "statistically significant" and therefore have "less explanatory power."
- The key takeaway is to exercise caution when drawing conclusions about the overall departmental dynamics. Instead, we should:
  - analyze who participated in the survey, and
  - leverage those responses to identify areas to avoid or prioritize moving forward, recognizing that further testing is necessary.

Initiative Snapshot 2:
Early Adopters in Data Competency

Resounding Success: Aggregate Cohort Results

The Inclusion Survey provided Impact Indicators, which align with the GLINT Indicators. The November EI Probe results show that departments who participated in the EI Early Adopters in Data Competency Program improved their departmental culture on 4 of the 5 opportunity areas for the County!

Impact Indicators (Type of Inclusive Action)	Current GLINT Survey Results (May 2023 → May 2024)	Nov 2024 Early Adopters EI Probe (vs. GLINT '24 EA Cohort)
Informational (Top-Down) Relevant, appropriate, transparent info sharing	**Transparency: PWC 56 → 60 (EA Cohort: 49→57)** PWC communicates openly and honestly. (Organization as a whole)	62 (+5)
Decisional (Bottom-Up) Soliciting and using employee opinions to drive business decisions	**Action-taking: PWC 51 → 54 (EA Cohort: 42 → 48)** I believe meaningful action will be taken as a result of this survey.	52 (+4)
	Challenge the Status Quo: PWC 55 → 58 (EA Cohort: 49 → 53) I feel free to speak my mind without fear of negative consequences. (Department/ Team Level)	58 (+5)
Intellectual (Existing Opinions) Ask for and act on employee feedback	**Inclusive Leaders: PWC 61 → 62 (EA Cohort: 53 → 58)** Leaders in my dept value different perspectives.	61 (+3)
Emotional (Connection) Connections that make the team feel more like a family	**Inclusion-Team: PWC 70 → 71 (EA Cohort: 67 → 69)** My team has a climate in which diverse perspectives are valued.	64 (-5)

Transparency (Informational Inclusion)
- County Average: 56 (2023) → 60 (2024)
- Early Adopters (EA) Cohort: 49 (2023) → 57 (2024)
- November Probe: 62 (+5 from EA's 2024 GLINT score)
- Summary: The EA cohort started below the County average but improved significantly, surpassing the County's 2024 score in the November probe.

Action-Taking (Decisional Inclusion)
- County Average: 51 (2023) → 54 (2024)
- Early Adopters (EA) Cohort: 42 (2023) → 48 (2024)
- November Probe: 52 (+4 from EA's 2024 GLINT score)
- Summary: While the EA cohort remained below the County average in 2024, their score continued to rise in the November probe, closing the gap.

Challenging the Status Quo (Decisional Inclusion)
- County Average: 55 (2023) → 58 (2024)
- Early Adopters (EA) Cohort: 49 (2023) → 53 (2024)
- November Probe: 58 (+5 from EA's 2024 GLINT score)
- Summary: The EA cohort demonstrated strong improvement, catching up with the County 2024 average score by the November probe.

Inclusive Leaders (Intellectual Inclusion)
- County Average: 61 (2023) → 62 (2024)
- Early Adopters (EA) Cohort: 53 (2023) → 58 (2024)
- November Probe: 61 (+3 from EA's 2024 GLINT score)
- Summary: The EA cohort made steady gains and nearly matched the Countywide 2024 average score in the November probe.

Inclusion-Team (Emotional Inclusion)
- County Average: 70 (2023) → 71 (2024)
- Early Adopters (EA) Cohort: 67 (2023) → 69 (2024)
- November Probe: 64 (-5 from EA's 2024 GLINT score)
- Summary: Unlike other indicators, the EA cohort saw a decline in the November probe, suggesting a need for further support in fostering team inclusion. This is potentially skewed by national politics and asymmetries between team and departmental climate dynamics.

INITIATIVE SNAPSHOT #3

Equity Impact Screening Assessment (EISA)

Office of Equity & Inclusion, 2024 Report

Initiative Snapshot 3:
Equity Impact Screening Assessment (EISA)

Prince William County mandates, through its EI Policy, that all new and revised policies, SOPs, and community programs undergo evaluation through a human-centered equity tool to ensure equitable impact. The EISA tool supports departments by guiding them through a tool that does the following:

1. **Defines the Project:** Clarifies the need, intent, and purpose of the proposed change.
2. **Outlines the Theory of Change:** Establishes key metrics, timelines, and success indicators.
3. **Assesses Potential Disparities:** Helps leaders design for equal access and minimize unintended harm; and
4. **Identifies Accountability:** Specifies the team responsible for execution and oversight.

Each department is supported through a four-step process by an EISA Liaison (see list below), who works alongside the project leader.

1. Together, they draft a response to the EISA form and submit it to the EI Office.
2. Next, they engage with the EI Office for feedback, typically refining the project's intent, goals, evaluation metrics, and accessibility through design choices.
3. Following this review, a finalized submission is shared with the EI Office.
4. Departments are encouraged to provide ongoing updates on project implementation and impact to ensure continued alignment with equity goals.

Department Liaisons

|	
Area Agency on Aging (Laura Halo) Community Safety (Marsha Blount) Community Services (Beth Dugan) County Attorney (Deborah Siegel)	Housing & Comm Dev (Rebeca Velasquez) Human Resources (Susan Washington) Human Rights (Shelia Venning) Information Technology (Angie Mills)
Crim. Justice Srvcs (Tomaudrie Thomas) Development Srvcs (Kris Spoon) DPR (Set Handler-Voss) Economic Development (Trevor Johnson)	Libraries (Leticia Zelaya) Planning (Dominika Bui) Police (Matthew Bromeland) Procurement (Shana N. Terry)
Executive Management (Celeste Duffie) Facilities & Fleet Mgmt (Ali Haddad) Finance (Rocio Lamb) Fire & Rescue (TBD)	Public Safety Comms (Kay Carroll) Public Works (Cathleen Holtzlander) Social Services (Lucia Dentone) Transportation (Gretchen Johnson) VA Coop Ext (Paige E. Thacker)

Initiative Snapshot 3:
Equity Impact Screening Assessment (EISA)

Program Outcomes

In our inaugural year, our goal was to engage every department across the government workforce in at least one EISA project. While we did not fully meet that goal, we successfully supported 14 projects in 2024. Looking ahead, we are committed to expanding our reach and support to align with the County's mandate: ensuring that all new and revised policies, standard operating procedures, and community programs are designed using a human-centered equity tool.

2. What type of project is this?

- Policy — 38%
- Standard Operating Procedure — 38%
- Community Program — 8%
- Other — 15%
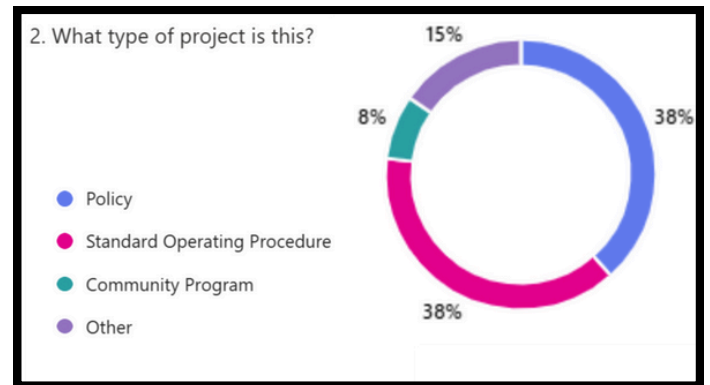
2024 EISA Projects

Project 1: Language Access Plan (Policy) Department: OEM, Equity and Inclusion Submission by: Pamela Jones	New policy developed to implement reasonable steps to ensure all residents can access County services and programs.
Project 2: License Plate Readers (SOP) Department: Finance Submission by: Rocio Lamb	New SOP for digital license plate readers to ensure personal property taxes can be assessed accurately.
Project 3: PCL-5 Outcomes Tracking (SOP) Department: Community Services Submission by: Annette Thomas	New SOP to evaluate service delivery by tracking and generating data regarding symptom reduction over time.
Project 4: Customer Exp. Improvement (SOP) Department: Finance, Taxpayer Services Submission by: Rocio Lamb	New SOP to gather data on taxpayer customer experience aimed at ongoing monitoring of KPIs/risk controls and new procedures.
Project 5: Peer Recovery Specialist Intern Program Department: Community Services Submission by: Sara Wheeler	New program to provide enhanced skill training across 18 weeks to develop Certified Peer Recovery Specialists (CPRS).

Initiative Snapshot 3:
Equity Impact Screening Assessment (EISA)

2024 EISA Projects

Project 7: Revised Compensation Procedure Department: Human Resources Submission by: Stacey Allen	New SOP to implement a structured framework for the assignment of positions into 6 job classifications that are more equitable and externally competitive.
Project 8: Revised Hiring Incentive Procedure Department: Human Resources Submission by: Stacey Allen	New SOP designed to attract and hire top talent through hiring bonuses for hard-to-fill positions determined by the HR department.
Project 9: Revised Personnel Policy Department: Human Resources Submission by: Stacey Allen	While EISA process was initiated, this policy needs further data for ongoing monitoring and impact assessment.
Project 10: Revised Leave Procedures Department: Human Resources Submission by: Stacey Allen	While EISA process was initiated, this SOP needs further data for ongoing monitoring and impact assessment.
Project 11: Space Guideline Policy Department: Fleet & Facilities Management Submission by: Carl Brewer	New policy to standardize design guidelines to achieve uniformity, efficiency, and inclusivity across all departments doing remodeling.
Project 12: Medication Assisted Treatment Department: Community Services Submission by: Daniel Manza	Revised programmatic effort to reduce relapse rates, overdoses, and overall negative community impact of addiction through medicinal intervention model.
Project 13: PWC Fatherhood Initiative Department: Social Services Submission by: Jefferey Faulkerson	Revised programmatic effort to reduce father absence, increase successful coparenting, and increase financial contribution through improved workshop and support model.
Project 14: Metal Detector Policy Department: Criminal Justice Services (CJS) Submission by: Tomaudrie Thomas	New policy to implement metal detector use to ensure and enhance safety and security of all CJS employees and visitors.

INITIATIVE SNAPSHOT #4

PWC Language Access Plan

Office of Equity & Inclusion, 2024 Report

Initiative Snapshot 4:
Four Stages of the PWC Language Access Plan

With a growing linguistically diverse population, Prince William County is committed to ensuring that all residents—regardless of English proficiency—can fully access County programs, services, and resources. The Language Access Plan (LAP) establishes a structured approach to reducing language barriers, promoting equity, and meeting federal compliance standards, such as Title VI of the Civil Rights Act of 1964, which prohibits discrimination based on national origin.

The LAP outlines a framework for departments, agencies, and offices to assess language needs and implement strategies that enhance accessibility for Limited English Proficient (LEP) individuals. Key components of the plan include:
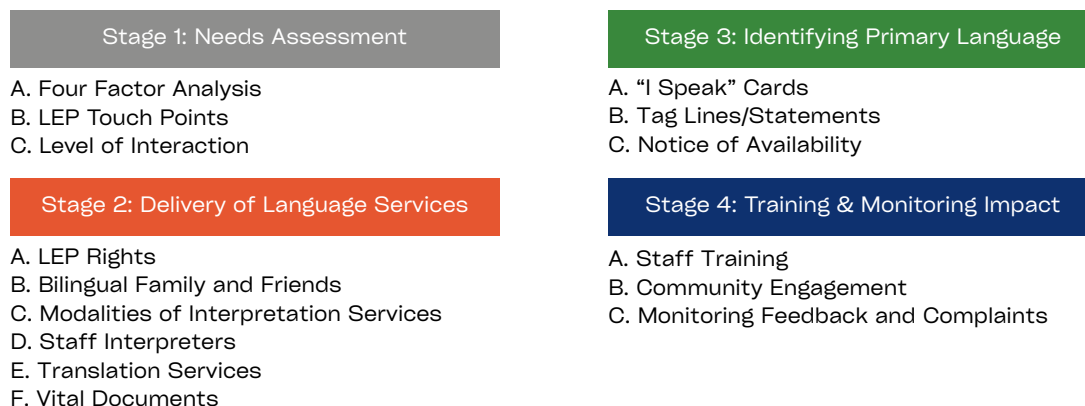

- **Needs Assessment & Data Tracking:** Utilizing demographic data and service touchpoints to understand language demands across the County.
- **Language Services Delivery:** Providing interpretation and translation services through professional interpreters, bilingual staff, and digital resources.
- **Employee Training & Community Engagement:** Equipping County staff with the skills to support LEP individuals and fostering relationships with community organizations to ensure culturally relevant language services.
- **Ongoing Monitoring & Improvement:** Regular evaluation of language access initiatives, service effectiveness, and compliance with equity policies.

By implementing the LAP, Prince William County reaffirms its commitment to inclusion and accessibility, ensuring that all residents can fully engage with and benefit from local government services.

Initiative Snapshot 4:
Four Stages of the PWC Language Access Plan

Stage 1: Needs Assessment

A. Four Factor Analysis
B. LEP Touch Points
C. Level of Interaction

Stage 2: Delivery of Language Services

A. LEP Rights
B. Bilingual Family and Friends
C. Modalities of Interpretation Services
D. Staff Interpreters
E. Translation Services
F. Vital Documents

Stage 3: Identifying Primary Language

A. "I Speak" Cards
B. Tag Lines/Statements
C. Notice of Availability

Stage 4: Training & Monitoring Impact

A. Staff Training
B. Community Engagement
C. Monitoring Feedback and Complaints

Stage 1: Needs Assessment
Understanding the linguistic diversity of Prince William County is the foundation of effective language access. This step involves analyzing demographic data, service interactions, and community needs, using tools like the Four Factor Analysis and LEP Touch Points.

By identifying where language barriers exist and how frequently LEP individuals engage with County services, we ensure that resources are allocated efficiently and equitably.

Stage 2: Delivery of Language Services
To remove language barriers, the County offers a range of interpretation and translation services tailored to community needs, including on-demand and staff interpreters, document translation, and multilingual outreach. Clear departmental protocols ensure that individuals with limited English proficiency can access services with dignity and confidence. LEP rights are protected, ensuring no one is denied access based on language.

Stage 3: Identifying Primary Language
Ensuring that individuals receive services in their preferred language starts with proper identification. Tools like "I Speak" cards, multilingual signage, and notices of language assistance allow residents to indicate their needs from the first point of contact. This step strengthens proactive engagement, ensuring County services remain accessible, inclusive, and responsive to diverse linguistic communities.

Stage 4: Training & Monitoring Impact
Sustainable language access requires staff training, community engagement, and performance monitoring. County employees receive training on working with interpreters, cultural competency, and best practices for serving individuals with LEP. Feedback tools such as community surveys and complaint tracking support continuous improvement of language access policies and implementation.

INITIATIVE SNAPSHOT #5

Employee Recognition Initiatives and Employee & Community Resource Groups

Initiative Snapshot 5:

Employee Recognition Initiatives

In 2024, our Office developed and launched the Equity & Inclusion Badge on our internal PWC website to uplift the powerful contributions our workforce makes to create bonds internally and with our community. The badge is a meaningful way for employees to recognize and celebrate colleagues who contribute to a positive, inclusive work environment and County.

This badge can be given and received internally, acknowledging actions that foster equity, collaboration, and belonging within our organization. Recognition plays a vital role in reinforcing these efforts, encouraging employees to continue creating a workplace where everyone feels valued and empowered.

The Digging Deeper Leadership Award honors participants in our leadership development cohorts who inspire "Aha" moments and challenge others to grow as leaders. This award recognizes individuals who go beyond surface-level engagement, sharing insights, stories, and perspectives that deepen conversations and drive cultural transformation. Through their commitment to equity, open dialogue, and continuous learning, they embody the principles of inclusive leadership and set the stage for meaningful change.

Initiative Snapshot 5:
Employee & Community Resource Groups

In 2024, we launched Employee Resource Groups (ERGs), which are 100% employee-led. To support their success, we introduced a leadership development program designed to equip ERG leaders with the essential skills needed for 2025. These skills include:

- **Strategic Planning:** Aligning ERG objectives with organizational priorities.
- **Facilitation and Engagement:** Leading inclusive discussions and fostering active participation.
- **Influence and Advocacy:** Navigating leadership dynamics to advance ERG initiatives.
- **Program Development:** Designing impactful events to enhance engagement.
- **Data and Impact Measurement:** Monitoring initiative progress to demonstrate value.
- **Sustainable Leadership:** Cultivating future ERG leaders to ensure long-term success.

Initiative Snapshot 5:

Employee & Community Resource Groups

Employee Resource Groups (ERGs) play a vital role in fostering an inclusive and supportive workplace. Their impact can be seen across several key areas, including:

- **Community Building:** Fostering a sense of belonging and camaraderie among employees who share similar backgrounds.
- **Professional Development:** Offering training, mentorship, and networking opportunities to enhance skills and support career advancement.
- **Awareness and Education:** Promoting understanding of demographic-specific issues to encourage inclusivity.
- **Shaping Company Culture:** Advocating for diversity and inclusion policies that contribute to a positive work environment.
- **Employee Engagement and Retention:** Increasing engagement, which leads to greater job satisfaction and lower turnover rates.
- **Diversity of Perspectives:** Introducing varied viewpoints that inspire innovative solutions and enhance overall performance.
- **Networking and Mentoring Opportunities:** Facilitating connections among employees across departments for professional growth and social interaction.
- **Organizational Success:** Enhancing employee satisfaction, which in turn drives overall organizational success.

In 2025, our primary focus will be on empowering ERG leaders by equipping them with the necessary skills and tools to effectively establish and sustain these groups, ensuring they deliver meaningful resources to both individual members and the organization as a whole.

Initiative Snapshot 5:
Employee & Community Resource Groups

In 2024, we officially adopted the name PWC Community Resource Group to align with our newly launched Employee Resource Group (ERG) program and strengthen collaboration between County employees and community members in advancing equity and inclusion. This group brings together dedicated individuals and organizations from across Prince William County to share insights, learn about community needs and resources, and drive meaningful change.

Through monthly meetings, we discuss critical topics, explore opportunities for impact, and shape initiatives that promote a more inclusive and connected community. As we finalize our 2025 calendar, we invite all community members to join us, share their perspectives, and help build a more equitable future. Your voice matters, and we look forward to your participation!

Thank You To Our Leadership

We extend our appreciation to the Board of County Supervisors and County Executive Christopher Shorter for their continued support and leadership. Your backing has been essential in helping us foster a more responsive, inclusive, and effective workplace and community for County employees and residents.

This work is strengthened by your commitment to improving how we serve both our workforce and the broader community. We appreciate the opportunity to continue building on this foundation in partnership with County leadership.

Front Row L-R
Andrea O. Bailey | Potomac District Supervisor
Yesli Vega | Coles District Supervisor
Deshundra L. Jefferson | Chair-At-Large
Margaret Angela Franklin | Woodbridge District Supervisor

Back Row L-R
Tom Gordy | Brentsville District Supervisor
Bob Weir | Gainesville District Supervisor
Kenny A. Boddye | Occoquan District Supervisor
Victor S. Angry | Neabsco District Supervisor

APPENDIX 1-4
Expanded Leadership Cohort Results

Expanded Leadership Cohort Results

Appendix 1
Program Impact Verbatims:

1. **Awareness and Reflection on Biases**
   a. "I reflect on my feelings a lot more, on how they impact my decisions and how I can understand my possible biases to make an equitable and inclusive decision."
   b. "I am more aware of my areas of bias and the things that trigger me. I now have an understanding of micro-messaging, affirmations, and aggressions, which helps to identify when it's happening and how to handle the situation."
   c. "Applying insights gained from class, I've taken time to reflect on how I perceive information, leading to a deeper comprehension of the various biases that exist."
   d. "I think it's going to take me a bit to fully incorporate the tools we worked with, but I have definitely noticed myself being more mindful of the possible dynamics in a group or one-on-one conversation."

2. **Inclusive Decision-Making and Leadership**
   a. "I have a greater appreciation for my role as a leader to cultivate an environment where unspoken assumptions, tensions, and feelings can be discussed safely and productively."
   b. "I am bringing equity to leadership discussions on a regular basis. The conversation must remain fluid and constant to truly implement change."
   c. "I've been involved with hiring twice since the sessions have started and I definitely am more cognizant of bias now (Module 4) and share my knowledge with the hiring panel."
   d. "I feel more empowered to speak up at management meetings and specifically ensure everyone on my team gets the chance to share their thoughts at each meeting, cultivating a speak-up culture."

3. **Effective Communication and Active Listening**
   a. "Every day we communicate with our associates, employees, customers, and vendors. This training gives us a glimpse into how we are perceived."
   b. "I am more cognizant of how I am communicating with others both internally and externally. I am also encouraging staff to do the same."
   c. "Opening up to new conversations and ways to converse, meaningfulness of conversation, and actively listening."
   d. "I really started working on listening to my staff member without adding my comments or thoughts so they can feel heard and validated. During difficult conversations, I've really tried to work on my delivery and, when necessary, pausing the conversation for another day for everyone to have time to collect thoughts.

Appendix 1
Program Impact Verbatims:

4. **Application in Hiring Practices**
   a. "All topics have been important and learned that even in the hiring process there could be bias regardless of what you are looking for in a work setting."
   b. "I engaged with trying to understand and use the tools for mitigating biases ahead of a recent opportunity to hire a new starter."
   c. "In the hiring process, when working with applicants."
   d. "We are currently hiring for 3 vacant positions in our office. I am looking forward to not only applying my new skills to my participation in that process, but I also look forward to sharing what I have learned with my fellow staff members that are part of the hiring process."

5. **Implementation of DEI Principles**
   a. "I'm working on talking with management in my workplace about the diversity and inclusion shortfalls I learned in our sessions."
   b. "Yes, I believe I have. I have done a round of interviews at the very beginning of the course and am conducting them again. Instead of looking at who is most like our team already, I am looking at it as who can bring us different perspectives and have the ability to do the job."
   c. "The IAT assessments were very useful and have helped me be more intentional at understanding implicit bias that I have so that I can monitor that in my work."
   d. "I have always believed that respect for DEI is a good thing. However, the training helped me to see other (positive) ways that I can apply DEI principles to address biases in the workplace."

Appendix 2
Program Improvement Verbatims:

1. **Preference for In-Person Sessions:**
   - "All in person and food!!!"
   - "I think I got more out of the conversations when they were face to face."
   - "I believe in-person is a great option."
   - "Remote sessions were helpful, but I can see that participants get a much more robust benefit from in person sessions."
   - "More in person sessions."
   - "I really appreciated moving the sessions to in person."
2. **Enhanced Structure and Materials:**
   - "A syllabus for the course with links and references contained within."
   - "An outline of the material would be helpful."
   - "A master schedule with links to the reading."
   - "I think more reading material to work on between sessions would be helpful."
3. **Extended Session Time and Frequency:**
   - "More time in the sessions (2 hours doesn't seem like it is enough (rushed at the end))."
   - "Longer conversation times; 5 minutes was rarely enough time."
   - "I would have liked to have more time in small group discussions."
   - "The sessions could have gone longer, such as 3 hour sessions."
4. **Incorporation of Practical Exercises and Real-Life Scenarios:**
   - "More scenario-based learning that requires participation/role-playing."
   - "More opportunities to practice or tasks/homework with practical activities to apply the learnings."
   - "Use real life scenarios in our area where actual situations are occurring."
5. **Improved Technology and Communication:**
   - "Using Teams instead of Zoom."
   - "Facilitator should have a tech assistant/moderator."
   - "More communication and follow up after each session with a reminder and brief outline of content for the next session."
6. **Diverse and Inclusive Content:**
   - "I feel that we focused only on one or two facets of diversity: neurodiversity, physical diversity, and LGBTQ+ topics got very little attention."
   - "To have more in-person sessions and possibly role play or live examples."
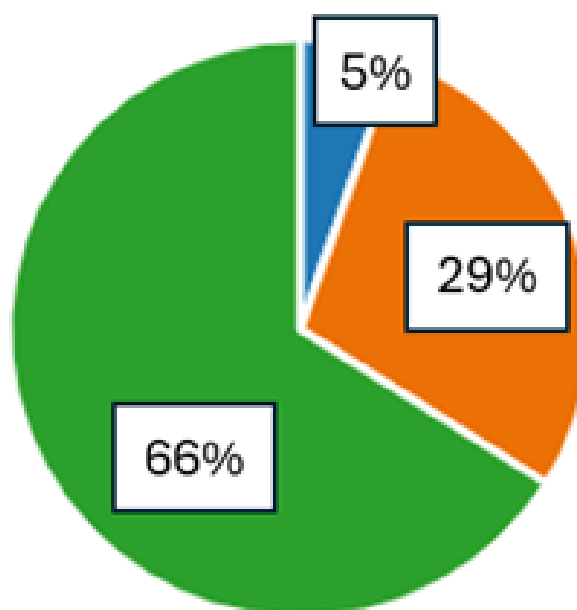
Appendix 3
Learning Modality Preferences

While nearly one-third of the respondents prefer in-person learning exclusively, the survey revealed that 66% like the option of both in-person and virtual sessions.

Preference for In-Person, Online, Hybrid Modality

- 🔵 I prefer learning on-line — 3
- 🟠 I prefer learning in-person — 16
- 🟢 I like the option of both — 37

5%
29%
66%

Appendix 4
General Praise for the Course

1. "Thank you for the eye-opening discussions. Thank you for sharing your knowledge with us!"
2. "Thanks for giving us the opportunity to delve into this extremely important area of business life."
3. "Thank you for offering this cohort. All managers should take this training."
4. "This was a great course that every employee should take. It should be required for anyone in a supervisor position."
5. "I learned so much and it helped me to see issues in my workplace that I can try to change."
6. "I really enjoyed the cohort. I learned a lot and loved the way Maria brought it forth in a very academic way."

APPENDIX 5
Expanded Early Adopter Results

Departmental Specific Results & Analysis

Appendix 5: EA Program

| May v Nov 2024 | My department communicates openly and honestly. Transparency | | |
	GLINT	EI Probe	Change
Overall Results	57	62	5
PSC	56	54	-2
DFR	45	47	2
DS	69	81	12
CS	66	74	8

Measure 1: Transparency

Overall Improvement in Transparency:
- There was a **5-point increase in transparency ratings across all departments**, with scores rising from 57 in May to 62 in November 2024.

Significant Department Gains:
- Development Services (DS): Achieved the most substantial improvement, with a 12-point increase (69 to 81).
- Community Services (CS): Demonstrated a strong gain as well, with an 8-point increase (66 to 74).

Areas of Limited Progress:
- Fire and Rescue (DFR): Showed a 2-point improvement (45 to 47), indicating slight progress in transparency efforts.
- Public Safety Communications (PSC): Experienced a 2-point decline (56 to 54), highlighting a need for targeted support and intervention.

| May v Nov 2024 | My department leaders value different perspectives. Inclusive Leaders | | |
	GLINT	EIP	Change
Overall Results	58	61	3
PSC	39	51	12
DFR	41	45	4
DS	80	79	-1
CS	71	75	4

Measure 2: Inclusive Leaders

Overall Improvement in Inclusive Leadership:
- There was a **3-point increase in ratings for inclusive leadership across all departments**, with scores rising from 58 in May to 61 in November 2024.

Significant Department Gains:
- Public Safety Communications (PSC): Achieved the most substantial improvement, with a 12-point increase (39 to 51).
- Fire and Rescue (DFR): Showed a 4-point improvement (41 to 45), indicating steady progress in fostering inclusive leadership.
- Community Services (CS): Demonstrated a notable gain, with a 4-point increase (71 to 75).

Areas of Limited Progress:
- Development Services (DS): Experienced a 1-point decline (80 to 79), signaling a slight decrease in scores and an opportunity to focus on sustaining leadership inclusivity.

| May v Nov 2024 | I feel free to challenge the way things are done on my team. Challenge the Status Quo | | |
	GLINT	EIP	Change
Overall Results	53	58	5
PSC	42	53	11
DFR	42	46	4
DS	70	76	6
CS	60	67	7

Measure 3: Challenging the Status Quo

Overall Improvement in Challenging the Status Quo:
- There was a **5-point increase in ratings for feeling free to challenge the way things are done on teams**, with scores rising from 53 in May to 58 in November 2024.

Significant Department Gains:
- Public Safety Communications (PSC): Achieved the most substantial improvement, with an 11-point increase (42 to 53).
- Development Services (DS): Demonstrated a strong gain, with a 6-point increase (70 to 76).
- Community Services (CS): Showed notable progress, with a 7-point increase (60 to 67).

Areas of Limited Progress:
- Fire and Rescue (DFR): Experienced a 4-point improvement (42 to 46), indicating steady but modest growth in fostering a culture that encourages challenging the status quo.

Appendix 5: EA Program

May v Nov 2024	I believe meaningful action will be taken based on this survey.		
	Action Taking		
	GLINT	EIP	Change
Overall Results	**48**	**52**	4
PSC	39	44	5
DFR	31	34	3
DS	62	58	-5
CS	63	69	**6**

Measure 4: Action Taking

Overall Improvement in Action Taking:
- There was a **4-point increase in ratings for believing meaningful action will be taken based on the survey**, with scores rising from 48 in May to 52 in November 2024.

Significant Department Gains:
- Community Services (CS): Demonstrated the most significant improvement, with a 6-point increase (63 to 69).
- Public Safety Communications (PSC): Achieved a 5-point improvement (39 to 44).

Areas of Limited Progress:
- Fire and Rescue (DFR): Showed a 3-point improvement (31 to 34), indicating modest progress in building confidence in meaningful follow-through.
- Development Services (DS): Experienced a 5-point decline (62 to 58), highlighting a need to rebuild trust and ensure visible action based on survey feedback.

May v Nov 2024	My team has a climate in which diverse perspectives are valued.		
	Inclusion - Team		
	GLINT	EIP	Change
Overall Results	**69**	**64**	-5
PSC	65	57	-8
DFR	60	51	-9
DS	83	82	-1
CS	74	73	-1

Measure 5: Inclusion - Team

Overall Decline in Inclusion - Team:
- There was a **5-point decrease in ratings for having a team climate where diverse perspectives are valued**, with scores dropping from 69 in May to 64 in November 2024.
- This decline **may reflect the impact of anxiety and uncertainty connected to the national and local election season**, which has contributed to short-term challenges in maintaining a positive and inclusive team climate.

Significant Department Challenges:
- Fire and Rescue (DFR): Experienced the most substantial decline, with a 9-point drop (60 to 51), indicating a critical need to address team climate issues.
- Public Safety Communications (PSC): Also faced a significant decline, with an 8-point decrease (65 to 57).

Thank you for your continued support and collaboration as we work together to promote an equitable and inclusive culture for our workforce and community, making Prince William County a community of choice.

Contributions & Acknowledgements

1. Adult Detention Center
2. Agency on Aging
3. Clerk of the Circuit Court
4. Community Services
5. County Attorney
6. Criminal Justice Services
7. Development Services
8. DoIT
9. Economic Development
10. Executive Management
11. Facilities & Fleet Management
12. Finance & Tax Administration
13. Fire and Rescue
14. Health (VDH)
15. Human Resources
16. Human Rights

17. Housing & Community Development
18. Juvenile Court Service Unit
19. Libraries
20. Management & Budget
21. OEM Communications
22. Office of Elections
23. Parks, Recreation, & Tourism
24. Planning
25. Police
26. Public Safety Communications
27. Public Safety Resilience Center
28. Public Works
29. Sheriff
30. Social Services
31. Transportation
32. Virginia Cooperative Extension

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