Current Diversity Efforts

Lower Columbia College is committed to hiring and retaining a workforce that reflects the diversity of our student body. We strive to increase the diversity of our applicant pools and ensure equity and inclusion throughout our recruitment process. Our current diversity, equity, and inclusion (DEI) efforts in achieving this include:

- Continued collaboration with experts across campus through LCC’s Diversity & Equity (D&E) Committee
- Development and implementation of Search Advocate Program at LCC launching in 2022-2023 year
- Review meeting with VP and President occurs after finalist interviews occur (Hold off until SA in place)
- Modify interview format/process for full-time faculty and Administrator recruitments where first interviews and forums or classroom presentations occur virtually.
- Utilize equity & inclusion tool in policy development and review
- Add D&E Committee feedback as a step in policy review after new and updated policies go out for campus comment. Will review feedback from D&E Committee prior to ELT’s final approval of the policy
- Incorporate DEI competencies (DEI leadership competencies / employee competencies) into employee evaluations
- Develop Bias training in Canvas for ELT / Supervisors
- Develop targeted NEOGOV EEO / Census Data Templates (i.e. Head Start, Campus Services, Student Services, Faculty, President’s Area, Administration)
- Develop applicant feedback survey / develop committee member feedback survey. Incorporate data into annual HR diversity data report.
- Incorporate promotions by race data point into 2022 HR diversity data (that will be reviewed in Jan. 2023)
- Climate Assessment Survey (HEDS Diversity & Equity Campus Climate Survey)
- Salary adjustments for exempt Head Start staff for pay equity
- Inclusive job postings - continue to strategize to make postings more inclusive. DEI connection to position, info about team, inclusive language, use language tool to ensure posting doesn’t appeal to just one gender, supplemental questions to allow applicants to showcase other ways they meet minimum and preferred qualifications.

Previously Implemented/Ongoing Diversity Efforts

- Provide interview questions to applicants in advance of their interview
Lower Columbia College
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- Ensure diverse selection committees
- Train selection committee on implicit bias through online course
- Utilize Screening Criteria Matrix throughout recruitment process
- Annual review diversity data with the D&E Committee and the Executive Leadership Team
- PACE survey for employee climate
- Market positions in diverse locations
- SBCTC Faculty/staff of color mentoring program
- Equitable salary placement for Classified new hires through use of salary placement worksheet
- Development of HR online trainings and materials in other languages
- Offered Search Sponsor Workshop for supervisors in April/May 2019
- HR recruiters attended Search Advocacy Workshop April 2021
- Review applicant diversity data after the committee selects applicants for interview. Add applicants to interview selection if potential for barrier of specific group in pool
- Equity in exempt salaries - Gathered data on exempt employees including education level, special skills, years of experience, and race. Developed salary ranges for similar positions. Data-driven salary adjustments made for exempt staff July 2021.
- Created Best Practices for Hiring Part-time Employees Canvas course
- Developed Student Employee Handbook and Adjunct Coaches Handbook
- Deans, VPI, others involved in recruitment for adjunct faculty participated in Mitigating Bias training through the Department of Enterprise Services
- Developed specific procedures for hiring adjunct faculty to ensure biases don’t impact hiring decisions
- College Policy review cycle - every 3 years
- Quarterly DEI resources, reading recommendation, and tools to LCC Supervisors
- Offer online trainings in other languages (Spanish, Cambodian. Select few in Russian, Chinese, Vietnamese). Encourage use of Canvas Immersive Reader Guide for other languages.

Required Topic Areas

1. Workforce Diversity, Equity, & Inclusion Policies/Procedures

Existing Policies/Procedures/Strategic Plan:

<table>
<thead>
<tr>
<th>Subject/Title</th>
<th>Review and update timeline</th>
<th>Assigned To</th>
<th>Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy 220: Diversity</td>
<td>Last reviewed: May 2019</td>
<td>Executive Leadership Team / Diversity &amp; Equity</td>
<td>Data:</td>
</tr>
<tr>
<td>Equity</td>
<td>Next review: May 2022</td>
<td>Committee</td>
<td>- Enrollment trends relative to people of color</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Graduation rates of people of color</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Training offerings each year</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Diversity of hires</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Diversity of applicant pool</td>
</tr>
</tbody>
</table>
## Lower Columbia College Workforce Diversity Plan

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### Policy 221: Respectful Work Environment
- **Adopted:** December 2020
- **Next review:** May 2022
- **Human Resources**
- - Employee evaluations
- - Employee trainings
- - Climate assessment survey / PACE survey
- - Employee investigations

### Diversity & Equity Institutional Plan
- **Last reviewed:** Winter 2021
- **Next formal review:** Winter & Spring 2022
- **Review informally:** Annually in conjunction with diversity data review
- **Executive Leadership Team / Diversity & Equity Committee**
- **Data:**
  - Enrollment of people of color
  - Graduation rates of people of color
  - Training offerings each year
  - Diversity of hires
  - Diversity of applicant pool
  - Marketing for positions

### Policy 227: Employment of Family/Household Members
- **Last reviewed:** June 2019
- **Next review:** June 2022
- **Human Resources**
- - Conflict of interest disclosures from selection committee
- - Adapt employee/supervisor reporting structure if relationships exist

### Procedure 227.1A Employment of Family/Household Members
- **Last reviewed:** June 2019
- **Next review:** June 2022
- **Human Resources**
- - Conflict of interest disclosures from selection committee
- - Adapt employee/supervisor reporting structure if relationships exist
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Policy 236:
Reasonable Accommodation
Last reviewed: June 2019
Next review: June 2022
Human Resources
- applicant feedback survey

Procedure 236.1A:
Reasonable Accommodation for Employees and Applicants/applicants
Last reviewed: June 2019
Next review: June 2022
Human Resources
- applicant feedback survey

LCC Recruitment & Selection Procedure
Last reviewed: June 2021
Next review: July 2022
Human Resources
- applicant feedback
- Committee feedback survey

Policies/Procedures to Develop:

<table>
<thead>
<tr>
<th>Subject/Title</th>
<th>Review and update timeline</th>
<th>Assigned To</th>
<th>Success Measures</th>
</tr>
</thead>
</table>

2. Implicit Bias Mitigation Training

Train staff on recognizing and mitigating implicit bias

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Training Name</th>
<th>Training Timeline/Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Team</td>
<td>Search Advocacy / Implicit Bias</td>
<td>Annual</td>
</tr>
<tr>
<td>Supervisors</td>
<td>Search Sponsor / Implicit Bias</td>
<td>Upon Hire / Annual</td>
</tr>
<tr>
<td>Selection Committee Members</td>
<td>Implicit Bias</td>
<td>Annual</td>
</tr>
<tr>
<td>Executive Leadership Team</td>
<td>Search Sponsor / Implicit Bias</td>
<td>Annual</td>
</tr>
<tr>
<td>D&amp;E Committee</td>
<td>Search Advocacy / Implicit Bias</td>
<td>Annual</td>
</tr>
<tr>
<td>Deans / VPI / Faculty Dep. Chairs</td>
<td>Mitigating Bias</td>
<td>Annual</td>
</tr>
<tr>
<td>Search Advocates</td>
<td>Search Advocate Program</td>
<td>Every 3 years</td>
</tr>
</tbody>
</table>

3. Support & Resources for Supervisors

- Provide quarterly articles, webinars, resources on implicit bias and recruitment to supervisors, committee members, ELT, and diversity & equity committee
- Develop materials for supervisors for onboarding new hires -- creating a welcoming and inclusive environment, setting new employees up for success, helping them build relationships with the LCC community, etc.

4. Other Diversity Training

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Training Name</th>
<th>Training Timeline/Frequency</th>
</tr>
</thead>
</table>
5. Workforce Diversity Data Review Standards

Annual review of the following data points with Executive Leadership Team (President, Vice Presidents):
- Workforce representation
- New hires by diversity
- Promotions / Internal movement by diversity
- Turnover by diversity

Set workforce diversity goals/timeline based on the review

Develop and implement Search Advocate Program
- Step by step program implementation plan
  - Identify specific changes to current recruitment process spring / summer 2022
- Develop training materials and resources
- Train supervisors
- Train search advocates
- Within 3 years, develop SA training to provide workshops for SAs by LCC HR

Employee Satisfaction
- PACE survey
- Climate Assessment Survey (HEDS)
- Ensure employees receive timely performance development plans
- HR check-ins with new hires

Accessibility to Programs & Services
- Continue to offer online trainings in other languages
- Train employees on how to use “Immersive Reader” function in Canvas to view training content in other languages
- Provide materials in other languages that cover content shared in live trainings
- Ensure accessible formatting for forms/HR materials

<table>
<thead>
<tr>
<th>Topic</th>
<th>Assigned To</th>
<th>Timeline</th>
<th>Communication / Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Review</td>
<td>Sam Orth / Sydney Benson</td>
<td>Next review: January 2023 (annual thereafter)</td>
<td>- Share data with D&amp;E Committee first</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Share data with ELT</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Discuss data relative to community data</td>
</tr>
</tbody>
</table>
## Lower Columbia College Workforce Diversity Plan

**HR Directive 20-02, E2SSB-5194**

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Party</th>
<th>Due Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify potential barriers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish workforce diversity goals</td>
<td>Sam Orth / Sydney Benson</td>
<td>March 2022</td>
<td>Develop diversity goals and strategies with ELT based on recommendatio n from DEI Committee. Implement plan.</td>
</tr>
<tr>
<td>Demographic data reviews for hiring processes and strategic planning</td>
<td>Human Resources</td>
<td>Annual</td>
<td></td>
</tr>
<tr>
<td>Accountability mechanisms in hiring</td>
<td>Human Resources</td>
<td>Every recruitment</td>
<td>Consistent use of criteria matrix, Supervisor/lead ership buy in on recruitment procedure/proce ss</td>
</tr>
<tr>
<td>Pay equity</td>
<td>Human Resources</td>
<td>Every exempt hire / position change</td>
<td>Equitable/data-d riven salary placement for new exempt employees</td>
</tr>
<tr>
<td>PACE survey</td>
<td>Effectiveness &amp; College Relations</td>
<td>Every 3 years</td>
<td>Share data with ELT, Share with Board of Trustees, KPI measurements</td>
</tr>
<tr>
<td>Climate Assessment Survey</td>
<td>Effectiveness &amp; College Relations</td>
<td>Winter 2022 (TBD if sent out thereafter)</td>
<td></td>
</tr>
<tr>
<td>Supervisors complete timely Performance Development Plans for employees</td>
<td>Sam Orth</td>
<td>Reminders to supervisors every other month</td>
<td>HR send evaluations due reminder emails, HR support supervisors with</td>
</tr>
</tbody>
</table>
Lower Columbia College  
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HR Directive 20-02, E255B-5194

| HR check-ins with new hires | Sam Orth | Every couple months | completing evaluations  
Superisors include DEI competencies in evaluation forms/meetings with employees  
HR review evaluations, close attention to support/needs requested by employees |

6. Diversity Data of applicant Pools & applicants Interviewed

Annual review of the following data points with Executive Leadership Team (President, Vice Presidents):

- Applicant pool demographics
- Representation of applicants selected for interview
- Marketing source(s) for positions

Current high priority diversity goals for recruitment:

- Increase diversity of applicant pools
  - Specific focus to faculty and student facing positions
    - Recruitment for adjunct faculty
    - Recruitment for part-time hourly positions
- Student employee positions
- Hire and retain a workforce that represents our student body
- Equitable and inclusive recruitment process
- Marketing strategies to target diverse groups

Review existing goals/strategies along with data
## Lower Columbia College Workforce Diversity Plan

**HR Directive 20-02, E2SSB-5194**

<table>
<thead>
<tr>
<th>Data Review Question</th>
<th>Assigned To</th>
<th>Timeline/Frequency of Review</th>
<th>Expected Outcomes</th>
<th>Planned Stakeholder Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are the applicant pools as diverse as the available workforce?</td>
<td>Sam Orth / Sydney Benson</td>
<td>Annual</td>
<td>applicant pool reflective of workforce</td>
<td>Share data D&amp;E Committee and then ELT</td>
</tr>
<tr>
<td>Are there steps or parts of the hiring process where applicants from certain groups are being screened out?</td>
<td>Sam Orth / Sydney Benson</td>
<td>Every recruitment</td>
<td>HR reviews applicant data after applicants are selected to interview to remove barriers for potential excluded groups. May add applicants to interview</td>
<td>Share data with ELT</td>
</tr>
<tr>
<td>Develop realistic, inclusive minimum and preferred qualifications for positions using criteria matrix</td>
<td>Sam Orth / Sydney Benson / Supervisors</td>
<td>Every posting</td>
<td>Determine if the required qualifications are truly necessary to be successful in the position? If not, review and make changes.</td>
<td>Ensure supervisors understand the purpose of realistic quals and why it’s important to take the time to develop them</td>
</tr>
<tr>
<td>Inclusive language in job postings</td>
<td>Sam Orth / Sydney Benson / Supervisors</td>
<td>Every posting</td>
<td>Determine if the postings are written in a way that discourages certain groups of people from applying or believing that they could be successful? If so, make changes.</td>
<td>Help supervisors understand what inclusive language is and how it impacts the audience</td>
</tr>
<tr>
<td>Review any use of criminal background information in hiring</td>
<td>Sam Orth / Sydney Benson</td>
<td>Every position</td>
<td>Determine if the use of criminal background check information for hiring decisions comply with RCW 41.04.821? Does it support Executive Order 16-05? If not, review and make changes.</td>
<td></td>
</tr>
</tbody>
</table>
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| Review how your organization considers breaks in employment and participation in military service | Sam Orth / Sydney Benson | Determine if the hiring processes and decisions create barriers for those who may have had breaks in employment or participated in military service, including being a member of the military reserves? If so, review and make changes |

7. Partnerships between Agencies & Higher Education

**Build stronger relationships with local colleges to recruit new graduates**
- Attend regional job fairs
- Develop connections with WSUV, Clark College, Centralia College, etc. to spread awareness about LCC jobs
- Networking events
- Marketing strategies to target diverse groups

**Increase efforts in word of mouth marketing for positions**
- Effectiveness & College Relations share jobs on social media
- Have employees share job postings via social media

**Review**
- Reviewed and approved by Executive Leadership Team - March 23, 2022

**Additional Resources**
The additional resources listed below may help develop the agency's diversity plan.

- Workforce Diversity Directive - State HR Directive 20-02
- Washington Law Against Discrimination
- Title VII of the Civil Rights Act
- Executive Order 12-02 on Workforce Diversity and Inclusion
- Executive Order 13-02 on Improving Employment Opportunities & Outcomes for People with Disabilities in State Employment
- Executive Order 16-05 on Building Safe Communities Through Successful Reentry
- Executive Order 19-01 on Veteran and Military Family Transition and Readiness Support
- Employer of Choice Committee publication on Unconscious Bias in Hiring
- Measuring Diversity webpage from OFM State HR
- Veteran Employment Plan
- Affirmative Action and Demographic Data Guide
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- Human Resources Management Report
- RCW 41.06.530 - Personnel resource and management policy—Implementation
- WAC 357-01-015 – Affirmative Action Plans
- Affirmative Action Laws and Rules Applicable in Washington from OFM State HR