

# Lower Columbia College Workforce Diversity Plan

HR Directive 20-02, E2SSB-5194

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## 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

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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:

Subject/Title	Review and update timeline	Assigned To	Success Measures
<u>Policy 220: Diversity Equity</u>	Last reviewed: May 2019 Next review: May 2022	Executive Leadership Team / Diversity & Equity Committee	Data: <ul style="list-style-type: none"> <li>- Enrollment trends relative to people of color</li> <li>- Graduation rates of people of color</li> <li>- Training offerings each year</li> <li>- Diversity of hires</li> <li>- Diversity of applicant pool</li> </ul>

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			<ul style="list-style-type: none"> <li>- Marketing for positions</li> <li>applicant feedback survey</li> <li>Selection committee feedback survey</li> <li>Climate assessment survey for students / staff / faculty</li> </ul>
<u>Policy 221: Respectful Work Environment</u>	Adopted: December 2020 Next review: May 2022	Human Resources	<ul style="list-style-type: none"> <li>- Employee evaluations</li> <li>- Employee trainings</li> <li>- Climate assessment survey / PACE survey</li> <li>- Employee investigations</li> </ul>
<u>Diversity &amp; Equity Institutional Plan</u>  This will be replaced by the new DEI Strategic Plan being developed	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	<p>Data:</p> <ul style="list-style-type: none"> <li>- Enrollment of people of color</li> <li>- Graduation rates of people of color</li> <li>- Training offerings each year</li> <li>- Diversity of hires</li> <li>- Diversity of applicant pool</li> <li>- Marketing for positions</li> </ul> <p>Applicant feedback survey Selection committee feedback survey Climate assessment survey for students</p>
<u>Policy 227: Employment of Family/Household Members</u>	Last reviewed: June 2019 Next review: June 2022	Human Resources	<ul style="list-style-type: none"> <li>- Conflict of interest disclosures from selection committee</li> <li>- Adapt employee/supervisor reporting structure if relationships exist</li> </ul>
<u>Procedure 227.1A Employment of Family/Household Members</u>	Last reviewed: June 2019 Next review: June 2022	Human Resources	<ul style="list-style-type: none"> <li>- Conflict of interest disclosures from selection committee</li> <li>- Adapt employee/supervisor reporting structure if relationships exist</li> </ul>

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<u>Policy 236: Reasonable Accommodation</u>	Last reviewed: June 2019 Next review: June 2022	Human Resources	- applicant feedback survey
<u>Procedure 236.1A: Reasonable Accommodation for Employees and Applicants/applicants</u>	Last reviewed: June 2019 Next review: June 2022	Human Resources	- applicant feedback survey
<u>LCC Recruitment &amp; Selection Procedure</u>	Last reviewed: June 2021 Next review: July 2022	Human Resources	- applicant feedback - Committee feedback survey

## Policies/Procedures to Develop:

Subject/Title	Review and update timeline	Assigned To	Success Measures

## 2. Implicit Bias Mitigation Training

Train staff on recognizing and mitigating implicit bias

Target Audience	Training Name	Training Timeline/Frequency
HR Team	Search Advocacy / Implicit Bias	Annual
Supervisors	Search Sponsor / Implicit Bias	Upon Hire / Annual
Selection Committee Members	Implicit Bias	Annual
Executive Leadership Team	Search Sponsor / Implicit Bias	Annual
D&E Committee	Search Advocacy / Implicit Bias	Annual
Deans / VPI / Faculty Dep. Chairs	Mitigating Bias	Annual
Search Advocates	Search Advocate Program	Every 3 years

## 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

Target Audience	Training Name	Training Timeline/Frequency
Supervisors	Inclusive Departments	Biennial

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Executive Leadership Team/HR	Pay Equity	Once / upon hire
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## 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

Topic	Assigned To	Timeline	Communication / Action Plan
Data Review	Sam Orth / Sydney Benson	Next review: January 2023 (annual thereafter)	<ul style="list-style-type: none"> <li>- Share data with D&amp;E Committee first</li> <li>- Share data with ELT</li> <li>- Discuss data relative to community data</li> </ul>

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Establish workforce diversity goals	Sam Orth / Sydney Benson	March 2022	<ul style="list-style-type: none"> <li>- Develop diversity goals and strategies with ELT based on recommendation from DEI Committee</li> <li>- Implement plan</li> </ul>
Demographic data reviews for hiring processes and strategic planning	Human Resources	Annual	
Accountability mechanisms in hiring	Human Resources	Every recruitment	<ul style="list-style-type: none"> <li>- Consistent use of criteria matrix</li> <li>- Supervisor/leadership buy in on recruitment procedure/process</li> </ul>
Pay equity	Human Resources	Every exempt hire / position change	<ul style="list-style-type: none"> <li>- Equitable/data-driven salary placement for new exempt employees</li> </ul>
PACE survey	Effectiveness & College Relations	Every 3 years	<ul style="list-style-type: none"> <li>- Share data with ELT</li> <li>- Share with Board of Trustees</li> <li>- KPI measurements</li> </ul>
Climate Assessment Survey	Effectiveness & College Relations	Winter 2022 (TBD if sent out thereafter)	
Supervisors complete timely Performance Development Plans for employees	Sam Orth	Reminders to supervisors every other month	<ul style="list-style-type: none"> <li>- HR send evaluations due reminder emails</li> <li>- HR support supervisors with</li> </ul>

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HR check-ins with new hires	Sam Orth	Every couple months	<ul style="list-style-type: none"> <li>- Reach out to employee and supervisor separately to ask how things are going/needs</li> </ul>

## 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**

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Data Review Question	Assigned To	Timeline/Frequency of Review	Expected Outcomes	Planned Stakeholder Engagement
Are the applicant pools as diverse as the available workforce?	Sam Orth / Sydney Benson	Annual	applicant pool reflective of workforce	Share data D&E Committee and then ELT
Are there steps or parts of the hiring process where applicants from certain groups are being screened out?	Sam Orth / Sydney Benson	Every recruitment	HR reviews applicant data after applicants are selected to interview to remove barriers for potential excluded groups. May add applicants to interview	Share data with ELT
Develop realistic, inclusive minimum and preferred qualifications for positions using criteria matrix	Sam Orth / Sydney Benson / Supervisors	Every posting	Determine if the required qualifications are truly necessary to be successful in the position? If not, review and make changes.	Ensure supervisors understand the purpose of realistic quals and why it's important to take the time to develop them
Inclusive language in job postings	Sam Orth / Sydney Benson / Supervisors	Every posting	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.	Help supervisors understand what inclusive language is and how it impacts the audience
Review any use of criminal background information in hiring	Sam Orth / Sydney Benson	Every position	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.	



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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	
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## 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