Lower Columbia College
Workforce Diversity Plan
HR Directive 20-02

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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 candidate pools and ensure equity and inclusion throughout our recruitment process. Our current efforts in achieving this include:

- Collaboration with experts across campus through LCC's Diversity & Equity Committee
- Inclusive job postings – description on how the position relates to diversity/equity/inclusion at LCC, info about the team, inclusive language, supplemental question to capture other ways candidates may meet the minimum quals for the position, list inclusive/realistic minimum and preferred quals
- Provide interview questions to candidates in advance of their interview
- Offer Zoom interviews in lieu of attending in person
- Ensure diverse selection committees
- Train selection committee on implicit bias through online course
- Utilize Screening Criteria Matrix throughout recruitment process
- Bi-annually review diversity data with 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

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
Policy 220: Diversity Equity	Last reviewed: May 2019 Next review: May 2022	Executive Leadership Team / Diversity & Equity Committee	Data: - Enrollment trends relative to people of color - Graduation rates of people of color - Training offerings each year

			- Diversity of hires - Diversity of candidate pool - Marketing for positions Candidate feedback survey Selection committee feedback survey Climate assessment survey for students / staff / faculty
Diversity & Equity Institutional Plan	Last reviewed: Winter 2020 Next formal review: Winter 2021 Review informally: Bi-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 candidate pool - Marketing for positions Candidate feedback survey Selection committee feedback survey Climate assessment survey for students
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
Policy 236: Reasonable Accommodation	Last reviewed: June 2019 Next review: June 2022	Human Resources	- Candidate feedback survey
Procedure 236.1A: Reasonable	Last reviewed: June 2019	Human Resources	- Candidate feedback survey

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[Accommodation for Employees and Applicants/Candidates](#)	Next review: June 2022		
[LCC Recruitment & Selection Procedure](#)	Last reviewed: February 2019 Next review: August 2020	Human Resources	- Candidate feedback - Committee feedback survey

Policies/Procedures to Develop:

Subject/Title	Review and update timeline	Assigned To	Success Measures
Respectful Work Environment	DRAFT Proposed Fall 2020	Human Resources/Sam Orth	- PACE survey - Employee Performance Appraisals

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	Biennial
Executive Leadership Team	Search Sponsor / Implicit Bias	Annual
DEI Committee	Search Advocacy / Implicit Bias	Annual

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
Executive Leadership Team/HR	Pay Equity	Once / upon hire

5. Workforce Diversity Data Review Standards

Bi-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

Pay Equity Regression Analysis

- Gather workforce data including race, gender, experience, education, date of hire, position, etc. relative to current salary
- Review higher education salary survey / market salary
- Training for Executive Leadership Team on pay equity
- Identify pay equity gaps
- Create plan to remove gaps

Employee Satisfaction

- PACE survey
- Ensure employees receive timely performance development plans
- HR check-ins with new hires

Accessibility to Programs & Services

- 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 Sanford	Next review: December 2020 (bi-annual thereafter)	- Share data with D&E Committee first - Share data with ELT - Discuss data relative to community data - Identify potential barriers

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Establish workforce diversity goals	Sam Orth / Sydney Sanford	February 2021	- Develop diversity goals and strategies with ELT based on recommendation from DEI Committee - Implement plan
Demographic data reviews for hiring processes and strategic planning	Human Resources	Bi-annual	
Accountability mechanisms in hiring	Human Resources	Every recruitment	- Consistent use of criteria matrix - Supervisor/leadership buy in on recruitment procedure/process
Pay equity regression analysis	Sam Orth & Kaylee Opp	December 2020 Present data to ELT February 2021	- Share data with ELT - Action plan for addressing pay equity gaps - Equitable salary placement for new exempt employees
PACE survey	Effectiveness & College Relations	Every 3 years	- Share data with ELT - Share with Board of Trustees - KPI measurements
Supervisors complete timely Performance Development Plans for employees	Sam Orth	Reminders to supervisors every other month	- HR send evaluations due reminder emails - HR support supervisors with completing evaluations

			- HR review evaluations, close attention to support/needs requested by employees
HR check-ins with new hires	Sam Orth	Monthly	- Reach out to employee and supervisor separately to ask how things are going/needs
Offer Canvas trainings in other languages	Sam Orth / HR Team	By June 30, 2021	- Spanish as primary focus - Other languages as feasible
Canvas training guide for Immersive Reader function	eLearning	COMPLETED	- Train employees on how to use "Immersive Reader" function

6. Diversity Data of Candidate Pools & Candidates Interviewed

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

- Candidate pool demographics
- Representation of candidates selected for interview
- Marketing source(s) for positions
- Education level for positions

Current high priority diversity goals for recruitment:

- Increase diversity of candidate 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

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Review existing goals/strategies along with data

Data Review Question	Assigned To	Timeline/Frequency of Review	Expected Outcomes	Planned Stakeholder Engagement
Are the candidate pools as diverse as the available workforce?	Sam Orth / Sydney Sanford	Twice a year	Candidate pool reflective of workforce	Share data D&E Committee and then ELT
Are there steps or parts of the hiring process where candidates from certain groups are being screened out?	Sam Orth / Sydney Sanford	Every recruitment	HR review candidate data after candidates selected to interview to remove barriers for potential excluded groups. May add candidates to interview	Share data with ELT
Develop realistic, inclusive minimum and preferred qualifications for positions using criteria matrix	Sam Orth / Sydney Sanford / 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 Sanford / 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 Sanford	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.	
Review how your organization considers breaks in employment and participation in military service	Sam Orth / Sydney Sanford		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 by Executive Leadership Team - August 2020

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 Oder 19-01 on Veteran and Military Family Transition and Readiness Support](#)
- Employer of Choice Committee publication on [Unconscious Bias in Hiring](#)

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- [Measuring Diversity webpage](#) from OFM State HR
- Veteran Employment Plan
- [Affirmative Action and Demographic Data Guide](#)
- [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