

# HECC OFFICE EQUITY ACTION PLAN TOOL

UPDATED 2023

*“Building a culture of equity requires asking questions through an equity lens and creating meaningful space for dialogue to ensure that programs, policies and systems built are done so in a manner in which each learners needs are met.” - HECC Equity Lens, 2022*

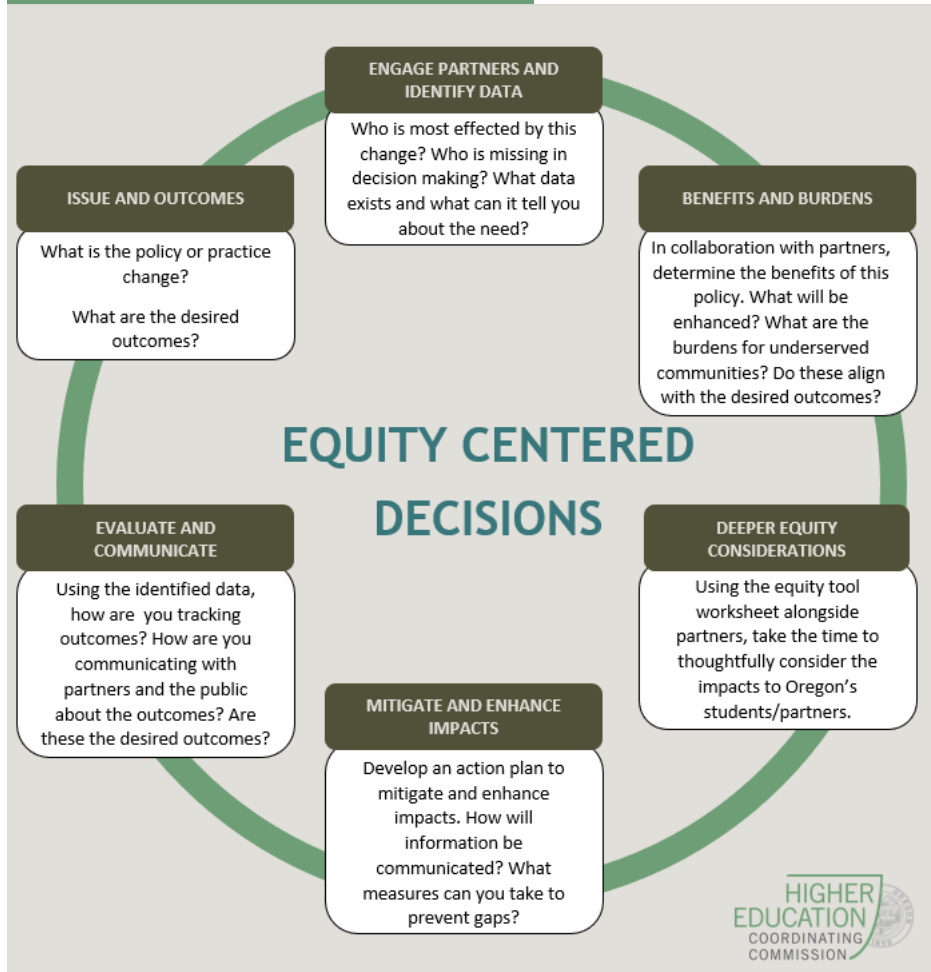
## INTENDED USE

In most cases, public policy and team decisions are complex. There are numerous pros, cons, and trade-offs to be considered. Often those outside our work have no idea how we get to the decisions that we make and/or do not understand what we are trying to accomplish. When a Diversity, Equity, and Inclusion (DEI) Action Plan is used on an iterative basis, complex nuances can be addressed over time and communicated. The specific Office DEI Action Plan will allow us to work through equity considerations from the start, assist in tracking our progress of the work and explain how we engage in our processes. Centering accountability, transparency, and collaboration. For the overall alignment of HECC agency goals and communication about our collective work, all offices are required to have equity plans. This tool is not meant to be a comprehensive plan but an explanation of your processes and DEI priorities.

The HECC is committed to accessible services for all. Requests for translations, language services, alternative formats, or American Disabilities Act (ADA) accommodations may be sent to [info.hecc@hecc.oregon.gov](mailto:info.hecc@hecc.oregon.gov).



# HECC SIX POINT PROTOCOL FOR EQUITY CENTERED DECISIONS



The Higher Education Coordinating Commission is committed to explicitly identifying disparities in education outcomes to take action, intervene, and invest in equity practices. To take these steps we must understand and address the impact of our power and position in assisting or hindering Oregon's students. At the HECC, we oversee the budget of postsecondary education, coordinate, develop and implement policy and procedure through legislative direction. These tasks and decisions have the ability to enhance the lives of our students and partners and create a better Oregon. To make equity centered decisions, the HECC will use the Equity Impact Protocol in collaboration with our partners. This will serve as a guide when developing and implementing policy, procedure, and budgetary decisions.

HECC uses a six point protocol to ensure that concepts and impacts of equity issues are included in all aspects of decision-making, policy development, and program practices throughout the agency. The protocol helps highlight the various methods and intention used to create inclusivity, justice, and true change. These six points may help you and your office develop your own equity plan and list of action steps. It may be helpful to read the descriptions below. A walkthrough of the points will be done on the Office Equity Plan templates.

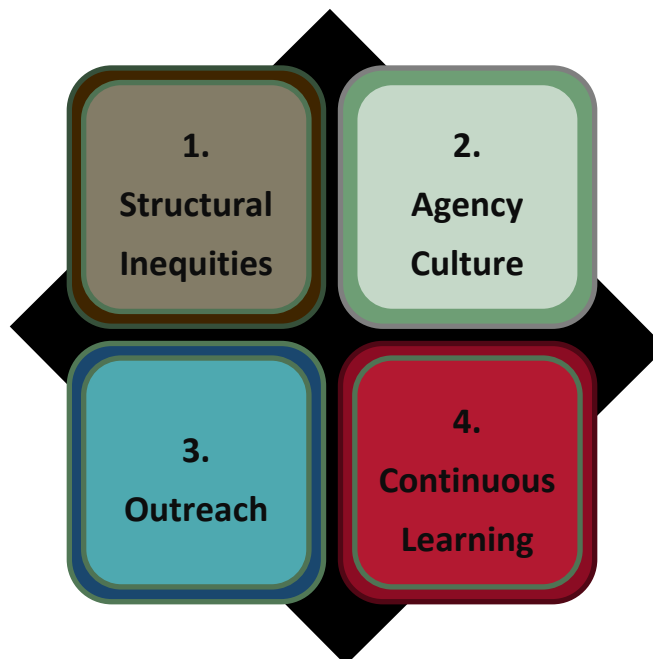


## KNOW HECC'S GOALS

Review the HECC Agency Equity Goals below, the [HECC Equity Lens](#), and [Strategic Roadmap](#).

The HECC Equity Goals and Strategies guide the agency mission to improve success in higher education and training for Oregonians by ensuring affordable, equitable, and coordinated network of college and career training programs. Equity is central to all our work. The following items allow us to center equity and enhance our understanding of how equity impacts everyone.

The goals your office creates should align with these four agency goals.



## HECC EQUITY GOALS

1. Lead in the elimination of structural inequities in postsecondary education and training by centering systemic equity into all decision making.
2. Make diversity, equity, and inclusion an integral component of the agency's identity and culture.
3. Create culturally responsive outreach and engagement in all areas of the postsecondary education and training system.
4. Create a culture of continuous learning, collaboration, and improvement.

**TIP:** If your office is unsure about how to start the conversation regarding equity goals as an office, use the four agency goals above as a guide to gauge understanding and levels of experience.



## CONSIDER YOUR ACTIONS

Thinking through the HECC Equity Impact Protocol will support your office plan development. The following are the six parts of the Equity Impact Protocol. While it is best to start with identifying issues and outcomes, this is not meant to be a linear process.

### 1. Identify issue and outcomes

Every decision or action we take impacts equity. Those impacts may not be seen as we all walk through life with different experiences and identities. We know what changes need to be made and being clear about the outcomes will help us work through unintended impacts.

### 2. Engage partners and identify disaggregated data

As issues or changes arise, the earlier you engage with community partners, the sooner equity impacts and strategies to mitigate impacts can be addressed. Using disaggregated data of race/ethnicity can help you understand who or which communities would be good thought and decision-making partners.

### 3. Identify benefits and burdens

As with all policies, some communities will benefit from the change and others may be burdened. To help ease the burden and enhance benefits for all we serve, we need to know how all communities will be affected by this change.

### 4. Reflect on deeper equity considerations


The equity worksheet can allow for deeper discussion and proactive strategies that are measurable. Because each of us experiences life in a different way, the questions are designed to help us see life through a new lens and consider actions that will have impact equity impacts.

### 5. Mitigate and enhance impacts

Taking the proactive steps above is one mitigation strategy. Knowing the, who, what and why will allow the HECC to work with community partners on an action plan for the best possible outcome.

### 6. Evaluate and Communicate

Using the data and creating an action plan with partners will help you determine actionable and measurable steps. Those steps need to be communicated to the Oregonians we serve for accountability and continuous improvement as transparency and accountability are the foundations for equity.



# HECC OFFICE EQUITY PLAN: HOW TO BUILD IT

The five components below will help you create or revise your Office Equity Plan. As you work through the questions, it is ok to not know the answers. Think about how you can learn the answers to these questions as part of your overall plan.



## OFFICE GUIDING STATEMENT

1. What is your mission as it relates to DEI?
2. What is the unique role you and your office have in our agency effort to help achieve our overarching strategic equity goals?
3. What are the data measures (if any) that led you to address a DEI need in your work?

**Tip: Keeping the three following questions front and center will help you in everyday decisions. Add them to your agendas or team meeting dialogs.**

**EQUITY  
Questions!**



**What are the racial equity impacts of this decision?  
Who will benefit from or be burdened by the decision?  
Are there strategies to mitigate the unintended consequences?**



## IDENTIFY OFFICE EQUITY GOALS AND EXPECTED OUTCOMES

1. What barriers or process improvements do you want to address?
2. How will you mitigate root causes and systemic inequities in your process?



## LIST ACTIONS AND ADDRESS UNINTENDED CONSEQUENCES

1. Are the actions measurable?
2. Is there a timeline and completion date?
3. Do you have a detailed project plan for the goals and actions?
4. Who are the leads that will hold the office accountable to the implementation of the plan?
5. Who are your internal partners that share or do parallel work?



## CONSULTATION & ENGAGEMENT

1. How will you engage meaningful partner participation?
2. How will you ensure internal and external accountability?
3. Who are the identified partners in your plan?

**Tip: Please use the Community Engagement Readiness Assessment Toolkit and Guidebook for further discussion and planning.**



## OTHER CONSIDERATIONS TO SUPPORT CONTEXT

1. What are other bodies of work or achievements that support what you are wanting to do?

# APPENDIX A: OFFICE EQUITY ACTION PLAN TEMPLATE

OFFICE:

## EXECUTIVE SUMMARY:

(Use this section to reflect and give details about the questions in “Office Guiding Statement”)

## EQUITY GOALS:

(What are the equity goals for this office? What will be improved or changed because of these goals? How will you use the equity impact protocol?)

## CONSULTATION AND ENGAGEMENT:

For this section, please refer to the HECC Community Engagement Assessment Toolkit.

What is the broader context of your engagement efforts? (why is engagement needed? What is the purpose and goal of engagement?)

Based on the Community Engagement Readiness Assessment, what is your current level of engagement Level 1, 2 or 3?

What are the risks or challenges of engaging with the community and how will you mitigate them?

What are the benefits to the community of your engagement efforts?

Community and agency partners

(List all the internal partners who have provided feedback or have overlapping work areas)

(List all the external partners who have informed your goals and will be consistent thought and action collaborators)

What is the timeline, the frequency, and structure of consultation and engagement efforts of your office?

(We will know our work is having positive change when we see these specific results XXXX. We will engage with our partners on a consistent basis that includes XXX).



(What data will you use to inform your decisions and continuously measure progress?)

Engagement implementation (How are you going to do this work?)

#### LIST ACTIONS AND ADDRESS UNINTENDED CONSEQUENCES OF OVERALL WORK

(What are some of the barriers to achieving your goals? What resources or supports would be helpful to your office? Trainings, insight, outreach and connection?)

(Who in your office is responsible for carrying out the actions in this plan and reporting?)

#### COMMITMENT AND AGREEMENTS

(Use this section to explain how your team will come to decisions and how to overcome an impasse in the work. How will you keep your action plan sustainable?)

**Tip: The next page has a detailed plan template.**

#### SIGNATURES

Office Director:

Staff:

## DETAILED PLAN

Task	Start Date	End Date	Action taken by	To be Consulted	To be informed	Notes
1.	3/30/22					
2.						
3.						
4.						
5.						
6.						
7.						

## APPENDIX B: OFFICE EQUITY PLAN TEMPLATE

Office			
Guiding Statement			
Goals	Describe Goal #1	Describe Goal #2	Describe Goal #3
Equity Impact Protocols			
Issues/Outcomes			
What is the change?			
What is the timeline?			
Who is the lead?			
Engage Partners/Identify Data			
Who are the partners if any?			
What data do you have that highlights the need for change?			
Benefits/Burdens			
Who will this change benefit?			
What, if any burdens does this change create for underserved people?			
Deeper Equity Considerations			
How does this change impact on a deeper level system inequities?			
Mitigate/Enhance Impacts			
What steps will be taken to mitigate negative impacts?			
How will the results of this change be communicated and to who?			
Evaluate/Communicate			
How will you track progress toward/measure success of your goal?			
How, and to whom will you communicate this (if applicable)			