

# THREE YEAR STRATEGIC PLAN



# YEAR 1 LAYING THE FOUNDATION



#### 1.1. Re-Establish a Cultural Belonging Committee – DEI Task Force

- A diverse committee of employees to lead DEI and Belonging initiatives.
- Schedule monthly meetings to discuss progress, share progress updates and plan activities.

#### 1.2. Conduct a DEI Audit

- Assess current workforce demographics, policies, and practices.
- Identify gaps and areas for improvement.

# 1.3. Lead and Support DEI Policy Framework

- Develop a framework for applying a Diversity, Equity and Inclusion lens to guide decision making processes.
- Integrate DEI objectives into performance reviews and professional development plans

# DEI Taskforce: Cultural and Belonging

The DEI Taskforce is a strategic group at Travel Oregon committed to advancing DEI, initiatives, fostering an inclusive culture, and promoting equitable practices.

#### **Key Responsibilities:**

- -Strategy Development
- -Policy Review
- -Employee Engagement
- -Data Analysis

**Team Objectives and Key Results – coming soon** 

#### **Expected Impact:**

DEI Taskforce drives sustainable change, enhances employee engagement, and strengthens the organization's reputation as an equitable and inclusive workplace.



# YEAR 1 LAYING THE FOUNDATION



#### 1.4. Launch 3- Year Guest Speaker Series

Organize DEI training sessions and workshops for all employees.

#### 1.5. Collect Employee Feedback

- Employee Engagement Survey with a section dedicated to DEI climate.
- Use feedback to inform policy, adjust current resources and infrastructure.





## SPEAKER TIMELINE AND TOPICS

**Guest Speakers Timeline** 

Year 1

Q2: Understanding Unconscious Bias

Speaker: Expert on unconscious bias and its impact on workplace dynamics.

Topic: "Recognizing and Addressing Unconscious Bias in the Workplace."

Q4: Building an Inclusive Culture

Speaker: DEI consultant with experience in organizational culture transformation.

Topic: "Strategies for Creating and Sustaining an Inclusive Workplace Culture."

#### SPEAKER TIMELINE AND TOPICS

#### **Guest Speakers Timeline**

Year 2

#### Q2: Inclusive Leadership

- Speaker: Renowned leadership coach specializing in DEI.
- Topic: "Developing Inclusive Leadership Skills for Managers and Executives."

#### Q4: Intersectionality in the Workplace

- Speaker: Academic researcher focused on intersectionality.
- Topic: "Understanding and Addressing Intersectionality in the Workplace."





### SPEAKER TIMELINE AND TOPICS

#### Year 3

#### **Q2: Measuring DEI Impact**

- Speaker: Data analyst with expertise in DEI metrics.
- Topic: "How to Measure and Report on DEI Progress and Impact."

#### Q4: Future of DEI

- Speaker: Futurist specializing in workplace trends.
- Topic: "The Future of DEI: Trends and Predictions for the Next Decade."



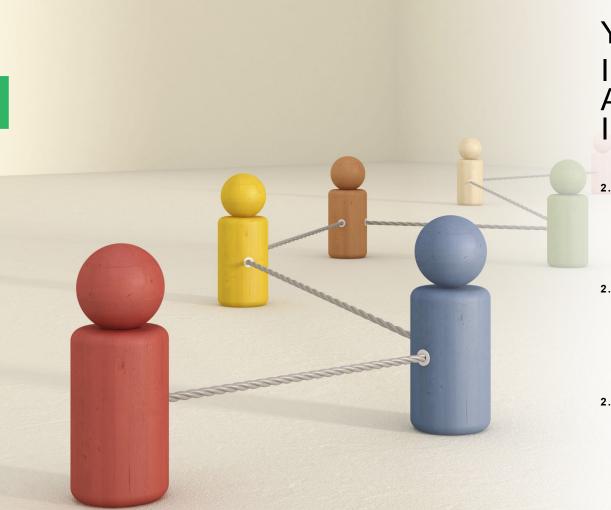
#### **Appendix**

- How would you rate the current level of diversity and inclusion at Travel Oregon?
- What barriers to inclusion have you experienced or observed?
- What DEI initiatives would you like to see implemented?
- How can Travel Oregon better support your professional growth and development?
- Any additional comments or suggestions?

EMPLOYEE ENGAGEMENT SURVEY

**DEI QUESTIONS** 





# YEAR 2 IMPLEMENTATION AND INTEGRATION

#### 2.1. Roll Out DEI Programs

- Launch Affinity Groups.
- Develop employee resource groups (ERGs) to foster community and support.

#### 2.2. Enhance Recruitment Practices

- Implement strategies to attract a diverse pool of candidates.
- Partner with organizations and community partners to build a diverse talent pipeline.

#### 2.3. Review and Update Policies

Ensure all Agency policies reflect DEI principles.



# YEAR 2 IMPLEMENTATION AND INTEGRATION



#### 2.4. Provide Ongoing Training

- Continue DEI training programs, focusing on unconscious bias, inclusive leadership, and cultural competency.
- Encourage continuous learning and development.

#### 2.5. Monitor Progress and Adjust

- Regularly review DEI metrics and progress towards goals.
- Adjust strategies based on feedback and data analysis.



# YEAR 3 SUSTAINING AND EXPANDING

# 3.1. Institutionalize DEI Practices

- Embed DEI principles into organizational culture and daily operations.
- Recognize and celebrate DEI champions within the organization.

# 3.2. Expand DEI Programs

- Continue to learn and introduce additional initiatives that support DEI work and community belonging.
- Explore partnerships with community organizations to support external DEI efforts.

# 3.3. Conduct Comprehensive Evaluation

- Evaluate the overall impact of DEI initiatives on employee engagement, satisfaction, and retention.
- Identify successes and areas for further improvement.



# YEAR 3 SUSTAINING AND EXPANDING



#### 3.4. Plan for Long-term Sustainability

- Develop a long-term DEI strategy to ensure continued progress.
- Secure ongoing commitment and resources from leadership.



# AFFIRMATIVE ACTION PLAN

Based on the guidelines from the Oregon Department of Administrative Services, the affirmative action plan for Travel Oregon will include:

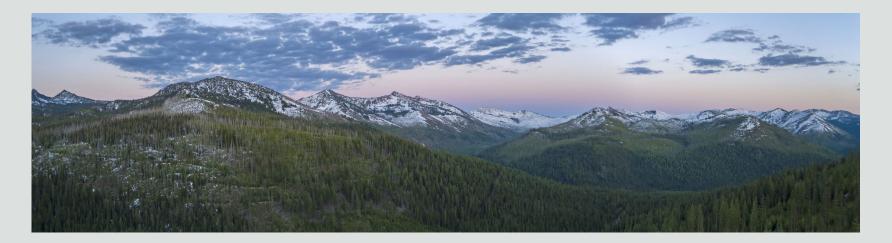
For detailed guidelines, please refer to the Oregon Affirmative Action Plan.

Workforce Analysis	Detailed demographic analysis of the current workforce.     Identification of underrepresented groups.
Goals and Timetables	Specific, measurable goals for hiring and promoting underrepresented groups.     Timetables for achieving these goals.
Action-Oriented Programs	Recruitment and outreach initiatives to attract diverse candidates.     Training and development programs to prepare underrepresented employees for advancement.
Internal Audit and Reporting	<ul> <li>Regular monitoring and reporting of progress towards affirmative action goals.</li> <li>Accountability measures for managers and supervisors.</li> </ul>
Problem Identification	Identifying barriers to equal employment opportunities. Implementing corrective actions to address these barriers.
Community Involvement	<ul> <li>Partnerships with community organizations and educational institutions.</li> <li>Engagement in community outreach programs to support diversity and inclusion efforts.</li> </ul>



### CONCLUSION

This three-year action plan sets a clear path for Travel Oregon to enhance diversity, equity, and inclusion within the organization. By systematically addressing DEI and affirmative action, we will create a more inclusive workplace that benefits all employees and aligns with our core values. Drawing on my extensive experience and the AIR framework from my dissertation, I am confident in our ability to achieve these goals and foster a more equitable and thriving organization.







Thank you

