

# AFFIRMATIVE ACTION 2005-2007

## WORKFORCE ANALYSIS

During the 2005-2007 biennium, Oregon Youth Authority (OYA) has been involved with activities to attract and retain a diverse workforce, and has met and exceeded parity goals in some EEO categories. In February 2003, OYA had a reduction in workforce that affected closure of some facilities and employee layoffs; however in 2004 some facilities were reopened and some staff were recalled back to the agency.

In 2005-06, OYA made some program and operational changes which lead to staff movements between some facilities and increase of recruiting activities to attract diverse qualified candidates to open new units in selected facilities.

As of September 30, 2006, there were one-thousand eleven (1011) permanent employees in the OYA. This is a 3% increase or twenty-eight (28) positions since last biennium using existing position funding within the agency.

	2003-2005*		2005-2007**	
	Number	Percent	Number	Percent
All Employees	983		1011	
Women	354	(36.0%)	366	(36.2%)
People of Color	156	(15.9%)	166	(16.4%)
Disabled	33	(3.4%)	30	(3.0%)

\*As of December 31, 2004

\*\*As of September 30, 2006

### Women

Women are well represented in the agency and their presence is distributed equitably even at the highest level. Currently, there are three-hundred sixty-six (366) women employees that represent 36.2% of the total OYA workforce.

In upper management positions (PEM-Ds and above), women are in nine (9) out of nineteen (19) positions, representing at 47.4%. This well exceeds both parity standards (36.6%) established by DAS and their representation in the overall workforce.

### People of Color

There are one-hundred sixty-six (166) employees in OYA who are persons of color, representing 16.4% of the total workforce. This percentage also exceeds the state workforce representation at 11.6%. OYA's representation of African Americans is at 4.1%; Hispanics at 7.3%; Asian Americans at 2.9% and Native Americans held at 2.2% of all jobs. In most of the job groups and categories, OYA meets or exceeds parity standards for people of color.

The Oregon Employment Department Report "Percent of Civilian Labor Force (CLF) 2005" indicates the percentage of African Americans in Oregon represents 1.3%, Hispanics at 7.1%, Asians/Pacific Islanders at 3.1%, and American Indians at 1.1%. The OYA's workforce exceeds the Oregon's CLF categories in African Americans (4.1%), Hispanics (7.3%) and Native Americans (2.2%). Asians/Pacific Islanders in the state who are gainfully employed are represented at higher rates than employment percentages at OYA (2.9%).

In upper management positions, there are three (3) persons of color out of nineteen (19) employees, representing at 15.8%. One (1) African American, one (1) Hispanic, and one (1) Asian/Pacific Islander. This exceeds the DAS parity goal of 12.2%.

Furthermore, OYA has achieved DAS parity goals in the Protective Services/Correctional Officers job group (i.e., Group Life Coordinator, Juvenile Parole/Probation Officers, etc.). This group represents a majority of OYA's workforce, which employees in these job occupations have direct interaction and supervision of OYA youth. There are one-hundred twenty-one (121) persons of color out of six-hundred six (606) positions, representing at 20.0%. This is well over DAS parity goal of 10.9%.

### **Persons with Disabilities**

OYA's workforce composition of persons who self identified as disabled is somewhat below DAS parity standards of 6%, however, OYA's representation of 2.9% of persons with a disability is not significantly different from the overall state workforce of 3.3%. Well over half of the positions in the agency require close custody and control of youth offenders. Bona Fide Occupational Qualifications (BFOQ) for the jobs unfortunately limits some applicants with disabilities from meeting the minimum/physical requirements of the jobs.

## **Largest Classifications**

### **Group Life Coordinators (GLCs)**

The occupation with the largest numbers of employees in OYA is Group Life Coordinator 2 (GLC). There are four-hundred eighty-one (481) individuals working as permanent GLCs. Since that is over half of all classifications within OYA, the composition of the group is critical for the agency.

Out of the four-hundred eighty-one (481) GLCs, 104 are women representing at 21.6%. This is slightly below the DAS parity goal of 22.8%.

People of color occupy ninety-seven (97) positions within the GLC classification. That is 20.2% of the workforce and is well above DAS parity goal of 10.9%.

There are twelve (12) GLCs who self identified as having a disability. They represent 2.5% of the GLC classification.

## **Juvenile Parole and Probation Officers (JPPOs)**

The second largest classification within the agency is Juvenile Parole and Probation Officer (JPPO). There are eighty-two (82) JPPOs and twenty-three (23) are women. They represent 28% of those positions. This well exceeds DAS parity goal of 22.8%.

There are seventeen (17) people of color, for a representation of 20.7% of the job classification. This exceeds well above the DAS parity goal of 10.9%.

There are three (3) disabled employees in the classification for a 3.7% representation. This is well below DAS's parity goal of 6% for disabled employees.

## **Office Specialist 2 (OS2)**

The third largest classification within the agency is Office Specialist 2 (OS2). There are fifty-three (53) employees, which are all women representing 100%. This is well exceeds the 70.3% DAS parity goal.

There are eight (8) people of color. They represent 15.1% of the job classification and well exceeds the 9.7% DAS parity goal.

Two (2) OS2s are disabled representing 3.8% of the classification. This is well below the 6% DAS parity goal for disabled employees.

## **Principle Executive/Manager B (Middle Management)**

The largest management classification in OYA is Principle Executive/Manager B positions (salary range 26). There are thirty-three (33) employees in this classification. Of these, eleven (11) are women representing 33.3%. This is well below the DAS parity goal of 43%. This means that OYA will need to hire four (4) women into this job classification to meet the parity goal.

There are six (6) people of color, which represents 18.2% of the job classification and well exceeds the 13.6% DAS parity goal.

There are also two (2) employees with a disability, which represents 6.1% of the job classification. This is above DAS's parity goal of 6%.

## New Hire / Promotion Trends

Since the beginning of the biennium, from July 1, 2005 through September 30, 2006, OYA had one-hundred seventy-five (175) new hires and twenty-four (24) promotions. There were also two-hundred forty (240) reassignments, which consist of employees transferring into different shifts and/or units within our 24-hour facilities as allowed by bargaining contract language.

Out of all the new hires and promotions, there were one-hundred eight (108) women, representing at 54.3%. This is well above their 36.2% representation in the total OYA workforce. Thirty-two (32) of these appointments were people of color representing at 16.1%, which exceeds well above the DAS parity goals for all EEO Job Groups and in all Categories. Furthermore, two (2) individuals newly hired or promoted were disabled. This represents 1.0% of all new hires and promotions this biennium, and continues to be substantially well below the DAS parity goal of 6%.

The following is a summary of new hires and promotional appointments by job categories:

- ◆ Upper and Middle Management Positions  
There was one (1) new hire appointment into an Upper Management position. There was one (1) new hire and three (3) promotions into Middle Management level positions. None of these appointments included women, people of color, or individuals with a disability.
- ◆ Professionals Positions  
There were thirty-eight (38) new hires and ten (10) promotions into positions in the Professional Job Group. Thirty-nine (39) of these appointments were women, eight (8) of which were promoted. There were six (6) people of color appointed that included three (3) promotions. There were no disabled individuals appointed.
- ◆ Technicians Positions  
There was one (1) new hire and one (1) promotion in the Technicians Job Group, which both were women. Neither of the appointments was a person with disabilities.
- ◆ Protective Service Worker Positions (i.e., Juvenile Parole/Probation Officers, Group Life Coordinators, etc.).  
There were ninety-four (94) new hires and six (6) promotions in the Protective Service Workers Job Group. Thirty-five (35) of these appointments were women, one of which promoted. There was also one (1) individual appointed with a disability.
- ◆ Administrative Support Positions  
There were twenty-six (26) new hires and two (2) promotions in the Administrative Support Job Group. Twenty-six (26) of these appointments were women, four (4) were people of color, and one (1) was a disabled individual.
- ◆ Skilled Craft Worker Positions  
There were one (1) new hire and one (1) promotion in the Skilled Craft Worker Job Group. Neither of these appointments were women, persons of color, or disabled individuals.
- ◆ Service Maintenance Positions  
There were twelve (12) new hires and one (1) promotion in the Service Maintenance Job Group. Five (5) of these appointments were women. None of these appointments were persons of color or disabled individuals.

## Retention

A review of separation rates from employment with OYA indicates women, people of color and disabled leave at a slightly higher rate than their representation in the workforce. This means additional outreach and recruitment efforts must be expended just to maintain the desired level of workforce diversity and meet DAS parity goals. Hiring rates cannot keep up with resignations, dismissal for cause, removals from trial service, retirements and other departures.

## Separations

From July 1, 2005 through September 30, 2006, the number of employees leaving OYA was one-hundred seventy-nine (179) individuals, representing the agency turnover rate at 17.7%. These separations were for all reasons: resignations, trial service removals, transfers to other state agencies, retirements, dismissals for cause (discipline) and deaths. This does not include temporary employees.

### Women

There were ninety-one (91) or 50.8% women that separated from OYA. Their separation rate is above their representation (36.2%) in the OYA workforce.

### People of Color

There were twenty-five (25) or 14.0% people of color that separated from OYA. Their separation rate is below their representation (16.4%) in the OYA workforce.

### Disabled

There were four (4) or 2.2% disabled individuals separated from OYA. Their separation rate is slightly below their representation in the OYA workforce, which is 2.9%.

This analysis concludes that emphasis should be placed on developing and retaining the employees who make up OYA's diverse workforce.