

AFFIRMATIVE ACTION 2007-2009

PROBLEM AREA ANALYSIS GOALS & STRATEGIES

The Oregon Youth Authority (OYA) is, in general, well represented in all job categories. Overall, the organization has achieved an equitable and diverse workforce. There is some normal underutilization of people from protected classes in certain job groups. The agency will focus on seven specific areas for 2007-2009:

1. People with Disabilities in All Job Categories
2. Women in Middle Management Positions
3. People of Color in Professional/Nursing Positions
4. People of Color in Professional/Computer Analyst Positions
5. Women and People of Color in Professional/Social Services Positions
6. Women in Protective Services Positions
7. People of Color in Service Maintenance Worker Positions

1. Goal: Hire Additional People with Disabilities in All Job Categories

The employees within OYA who have been willing to identify they have a disability represents only 3.0% of the agency workforce. This represents thirty (30) disabled persons out of one-thousand eleven (1011) permanent employees. The DAS parity goal is 6%. OYA is underrepresented by thirty-two (32) positions, short of meeting equitable representation.

Barriers:

Over half of OYA's employees are line staff who work in correctional facilities. Because of safety and security factors there are some issues related to physical capacities. Many employees are responsible for the direct supervision and control of dangerous juvenile offenders. A majority of OYA positions require staff to control aggressive behavior of residents to include conducting physical interventions using force to prevent serious injury, to maintain custody or to prevent escape from institutions. OYA requires all Group Life Coordinator (GLC) applicants to pass a physical ability test as a precondition to appointment. Because of the Bona Fide Occupational Qualification (BFOQ) standards established for GLCs, there is limited opportunity for individuals who have restricted mobility or whose vision or hearing is seriously limited. As a result, our ability to hire new employees who have serious physical limitations is restricted. Nevertheless, there are many positions disabled individuals can occupy. Some forms of disability do not preclude serving in a GLC security position where strength, agility, running, good eyesight and hearing capacity is a Bona Fide Occupational Qualification (BFOQ).

Strategy Plan:

- Employee Services staff will emphasize the need to hire disabled applicants when discussing filling of vacancies with supervisors, managers and/or selecting officials.
- Employee Services will review recruitment material to ensure it is user friendly and clearly identifies how potential applicants who are disabled can receive assistance.
- When and if qualified disabled applicants are identified, strongly encourage them to consider interviewing for more than one job and at several locations.
- Give special consideration and priority to hiring fully qualified disabled applicants where authorized and funded vacancies exist.
- Ensure the majority of vacancy announcements are open competitive.

2. Goal: Increase Representation of Women in Middle Management Positions

These positions include Principal Executive/Manager A, B C & D classifications (i.e., Treatment Managers, Field Supervisors, Unit Managers, Program Directors, etc.). Out of seventy (70) positions, there are eighteen (18) women representing at 25.7%. The parity goal is 43% or short by twelve (12) positions.

Barriers:

The agency has historically filled these positions from within the workforce through promotional opportunities. Group Life Coordinator (GLC), Youth Corrections Unit Coordinator (YCUC), Juvenile Parole/Probation Officer (JPPO) and Juvenile Parole/Probation Assistants (JPPA) positions have traditionally been dominated by males, due to stereotypes and limited career opportunities for women in corrections. The availability of trained and experience female applicants was limited in the past.

Strategy Plan:

- Make good faith effort to have all departing employees complete exit interviews; analyze findings.
- Continue efforts to recruit women into Group Life Coordinator, Youth Corrections Unit Coordinator, Juvenile Parole/Probation Officer and Assistant positions, the largest promotional pool within the agency.
- Use open competitive job announcements to attract outside applicants.
- Use Work-Out-of-Class or Job Rotational opportunities to develop women in managerial positions.
- Advertise vacant management positions in variety of minority newspapers, Internet websites, diversity meetings, college/university employment boards, etc.
- Develop strategy plans and provide career progression paths for promotion from middle management to upper management positions.

3. Goal: Increase Representation of People of Color in Professional--Nurse/Health Positions

These positions include Institution Registered Nurses, Supervising Nurses, and Rehabilitation Therapists. Out of the twenty-nine (29) positions, there are two (2) people of color representing at 6.9%. The parity goal is 11.3% or short by one (1) position.

Barriers:

- Highly aggressive recruitment efforts and significantly higher salaries from private sector or public agencies targeting people of color for Nurse/Health Professional positions.

Strategy Plan:

- Make good faith effort to have all departing employees complete exit interviews; analyze findings.
- Use open competitive job announcements to attract people of color to apply.
- Use Work-Out-of-Class or Job Rotational opportunities to develop people of color in these positions.
- Target recruitment efforts at Job Fairs at University of Oregon, Portland State University, Oregon State University, Western Oregon State University and Eastern Oregon State University.
- Advertise vacant nursing/health professional positions in minority newspapers, Internet websites, diversity meetings, college/university employment boards, etc.
- Utilize national recruitment media such as professional journals and Internet websites.

4. Goal: Increase Representation of People of Color in Professional--Computer Analyst Positions

These positions include Information Systems Specialists 3, 4, 5, 6, 7 and 8. Out of the 17 positions, there are two (2) people of color representing at 11.8%. The parity goal is 13.0% or short by one (1) position.

Barriers:

- Aggressive recruitment efforts from other agencies targeting people of color in Information Systems positions.
- Significantly higher pay in some other federal, state, county, municipal, and private sector information systems groups.

Strategy Plan:

- Make good faith effort to have all departing employees complete exit interviews; analyze findings.
- Use open competitive job announcements to attract people of color to apply.
- Use Work-Out-of-Class or Job Rotational opportunities to develop people of color in these positions.

- Target recruitment efforts at Job Fairs at University of Oregon, Portland State University, Oregon State University, Western Oregon State University and Eastern Oregon State University.
- Advertise vacant information systems positions in minority newspapers, Internet websites, diversity meetings, college/university employment boards, etc.
- Utilize national recruitment media such as professional journals and Internet websites.

5. Goal: Increase Representation of Women and People of Color in Professional--Social Services Positions

These positions include Psychiatric Social Workers (Qualified Mental Health Professionals) and Social Services Specialists. Out of the forty-six (46) positions, twenty-four (24) positions are occupied by women representing at 52.2% or short by three (3) positions. The parity goal is 60.0%. There are two (2) people of color in these positions representing at 4.3%, which is well below the parity goal at 15.7% or short by five (5) positions.

Barriers:

- Aggressive recruitment efforts and higher salaries from other public, private or non-profit agencies targeting women and people of color for social service positions.

Strategy Plan:

- Make good faith effort to have all departing employees complete exit interviews; analyze findings.
- Use open competitive job announcements to attract women and people of color to apply.
- Write and develop job vacancy announcement to attract the interest of women and people of color in federal, state, and county government.
- Use Work-Out-of-Class or Job Rotational opportunities to develop women and people of color in these positions.
- Target recruitment efforts at Job Fairs at Western Oregon State University, University of Oregon, Portland State University, Oregon State University, and Eastern Oregon State University.
- Advertise vacant positions in variety of minority newspapers, Internet websites, diversity meetings, college/university employment boards, etc.
- Utilize national recruitment media such as professional journals and Internet websites.
- Attend and recruit at local professional and diversity organizations.

6. Goal: Increase Representation of Women in Protective Services Positions

These positions include Group Life Coordinators, Youth Correctional Unit Coordinators, Juvenile Parole/Probation Officers, and Juvenile Parole/Probation Assistants. Of the six-hundred six (606) positions, one-hundred thirty-six (136) are occupied by women representing 22.4%, short by two (2) positions in reaching parity goals.

Barriers:

- Aggressive recruitment efforts from other agencies targeting women.
- Significantly higher pay in some other federal, state, county, and municipal correctional facilities.

Strategy Plan:

- Make good faith effort to have all departing employees complete exit interviews; analyze findings.
- Use open competitive job announcements to attract women applicants.
- Write and develop job vacancy announcement to attract the interest of women in federal, state, and county government.
- Use Work-Out-of-Class or Job Rotational opportunities to develop women in these positions.
- Target recruitment efforts at Job Fairs at Western Oregon State University, University of Oregon, Portland State University, Oregon State University, and Eastern Oregon State University.
- Utilize national recruitment media such as professional journals and Internet websites.
- Attend and recruit at local professional and diversity organizations.

7. Goal: Increase Representation of People of Color in Service Maintenance Worker Positions

These positions include Cooks, Supervising Cooks, Facility Maintenance Specialists, Maintenance & Operations Supervisors, Property Specialists, and Custodians. Out of fifty-one (51) positions, there are four (4) people of color represented at 7.9%. The parity goal is 11.6% or short by at least two (2) positions.

Barriers:

- Aggressive recruitment efforts and higher salaries from private companies or other public agencies targeting people of color.

Strategy Plan:

- Make good faith effort to have all departing employees complete exit interviews; analyze findings.
- Use open competitive job announcements to attract people of color to apply for positions.
- Write and develop job vacancy announcement to attract the interest of people of color in federal, state, and county government.
- Use Work-Out-of-Class or Job Rotational opportunities to develop people of color in these positions.
- Target recruitment efforts at Job Fairs at Western Oregon State University, University of Oregon, Portland State University, Oregon State University, and Eastern Oregon State University.
- Utilize national recruitment media such as professional journals and Internet websites.
- Attend and recruit at local professional and diversity organizations.