



**2023-25**

**Oregon Youth Authority  
Affirmative Action Plan**

Oregon Youth Authority  
530 Center Street NE, Suite 500  
Salem, OR 97301-3777



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## Plan Overview

Oregon Youth Authority's (OYA) Affirmative Action Plan (AAP) is a critical element of the agency's ongoing diversity, equity, and inclusion (DEI) efforts that are highly grounded in principles of racial equity. Per an agency diversity and inclusion statement from 2020 (see Appendix A), OYA has chosen intentionally, although not exclusively, to lead with race as we work to dismantle systemic racism and all other forms of discrimination, inequities, and exclusion. A racial equity approach to our DEI initiative will allow us to review policies, practices, and design strategies that are impartial and equitable for everyone. We focus on disaggregating data by race, routinely on all sorts of decision points that we previously hadn't. This has been transformative in helping us identify disparities and begin to address them. Leading with race compels us to:

- a) understand and educate ourselves on the historical and current factors that have driven inequities across multiple systems, i.e., racism, ageism, sexism, ableism, heterosexism, etc.;
- b) identify how OYA culture and business operations contribute to inequities, and determine how to eliminate those inequities through the lenses of youth, staff, and data;
- c) better work in partnership with marginalized communities;
- d) use statistical and qualitative data to continually assess and monitor the impact of diversity, equity, and inclusion on youth and our workforce; and
- e) ensure equitable resource allocation and sustainability.

OYA's AAP serves as the first step on the path toward creating a diverse workforce with equitable and inclusive processes and outcomes, a goal of the agency's DEI Plan and Strategic Initiatives. Beyond recruitment, OYA is committed to retaining staff through improved workplace culture and emphasis on promotion, training, and leadership. As this work continues to take shape, we will see more overlap of our AAP, DEI Plan, and overall agency strategic initiatives.

## Agency Overview

As part of Oregon's juvenile justice system, Oregon Youth Authority holds youth accountable and provides them with opportunities for reformation, either in the community or inside secure facilities.

We are responsible for youth ages 12 to 24 who commit crimes before age 18. We serve youth who are unsuccessful at the county level, who need more services than the county can provide, or who commit very serious crimes.

We provide youth with treatment, education, and other guidance to help them take responsibility for their behavior and learn key skills, such as decision-making, managing emotions, and resolving conflict. We do this in safe, supportive environments that will help them become responsible, community-minded citizens.

### **Mission**

The mission of OYA is to protect the public and reduce crime by holding youth accountable and providing opportunities for reformation in safe environments.

### **Initiatives**

OYA has three main initiatives we follow as we work to achieve our mission:

1. **Diversity, Equity, and Inclusion:** Our goal is to create a diverse, equitable, and inclusive workplace, and to ensure we meet the needs of all youth and communities, especially those who are marginalized. We acknowledge and work to address the disproportionate number of youth of color and youth who identify as LGBTQ+ in the juvenile legal system.
2. **Positive Human Development:** We work to help everyone develop in safe, secure, respectful, and supportive environments, where we all are held accountable and are connected to our community. This model applies to the way we work with youth and to the way our teammates interact with each other.
3. **Youth Reformation System:** We use research, predictive analytics, and professional judgement to inform decisions across the juvenile legal continuum, with a goal of reducing crime and improving youth outcomes.

### **Strategic Initiative 1: Diversity, Equity, and Inclusion**

Racial disparities appear at virtually every point of the juvenile justice system, from first contact with law enforcement to time spent in a correctional facility. While OYA is only one part of this system, we play a critical role in addressing the historical and systemic inequities that it perpetuates. To successfully fulfill our mission, we must ensure that we are effectively meeting the needs of all youth and communities, especially those who are marginalized.

The three focus areas of OYA's DEI initiative are as follows:

- improve outcomes for marginalized youth;
- diversify the OYA workforce; and
- address systemic issues and embed equity into our business operations to eliminate inequities.

We are focused on youth of color and work to center race in everything we do. Youth of color are disproportionately represented in the juvenile justice system and at OYA. Our job is to stop that harm and begin to repair it. OYA has decision points within our control that we need to constantly test for bias.

We have employed a clear approach to incorporate diversity, equity, and inclusion at every level of our organization — qualitatively and quantitatively. The work is categorized into three areas: Workforce, Infrastructure and Programming.

### **Workforce**

We need to do more to make sure the people who work with our youth reflect them demographically. Research tells us that having role models and adults who youth can relate to makes a big difference in their development and success.

Action steps include:

- defining and implementing equitable hiring practices, recruiting, onboarding, and training;
- improving workplace culture to retain staff; and
- focusing on workforce development via promotion, training, and leadership development.

### **Infrastructure, Policies, and Business Practices**

In 2020, OYA hired a third-party agency to examine all its policies, practices, and procedures using an equity lens. The outside agency identified many opportunities for improvement, and we continue to work through those recommendations.

In 2021, OYA created its own equity lens tool and process to orient OYA leaders and staff to the important concepts needed to infuse equity into all the work we do. This includes all decision-making points, policies, practices, and resource allocation. It also includes the development of strategic action plans focused on eliminating systemic and individual barriers and improving the outcomes for all youth, especially those from historically marginalized populations. We use this tool in many decision points in the agency's work — especially when developing or reviewing trainings, policies, programs, and other major elements. It is also used to address the impacts of disparities on staff of color. This equity lens may represent a significant departure from traditional processes. Implementing it will take more time and work, but it is necessary to truly be equity-centered and to achieve OYA's goals.

### **Youth Programs and Outcomes**

We are focused on evaluating, improving, and better tailoring the services we provide to youth, so they are culturally specific. More relevant, responsive programs and services will provide better outcomes for youth and our communities.

We are reviewing, addressing, and enhancing intake and assessment practices, treatment programs and curricula, educational and vocational offerings, family engagement efforts, placement decisions, community transitions, and more. We are using data to evaluate where the most egregious outcome disparities exist so we can address them.

To help accomplish our goals across these areas, we have put the structures in place at every level of the organization. This is not an initiative only from the Director's Office — to be successful and truly improve, we must engrain equity into every aspect of the work and every employee's job.

With the support of the Governor and the legislature over the last several years, we've repurposed positions to specifically focus on DEI and expanded our Office of Inclusion and Intercultural Relations. We conducted listening forums with all staff and youth. We spent a year training our executive team and our nearly 150 managers in monthly development conversations about racial disparities and racism in the juvenile justice system. We've now moved to training direct care staff.

We created a youth policy review committee, which includes currently incarcerated youth, to bring people most impacted by our rules to the table.

We developed a diversity data dashboard, which will allow us to monitor and address disparities at several key decision points at OYA.

We convened an "Equity Think Tank" which brings diverse community members together to advise our agency about how we can better serve youth of color.

### **Strategic Initiative 2: Continue Implementing a Culture of Positive Human Development (PHD)**

Positive Human Development (PHD) guides how OYA works with youth, and how staff work with each other. PHD represents a significant cultural shift from a traditional corrections mindset to a developmental approach. This approach relies on research in adolescent brain development, developmental psychology, and what interventions are most effective in helping youth mature into productive, crime-free adults. Our goal is to

create a PHD culture for both youth and staff that provides a foundation of safety and security while consistently providing supportive relationships, offering meaningful participation, and maintaining high expectations in opportunity-rich settings where engagement, learning, and growth are natural developmental outcomes.

As part of this work, OYA is also working to create physical living spaces for youth in our facilities that are as normalized as possible, because physical environments play a critical role in the development of young people. To do that, OYA is guided by our 10-Year Strategic Plan for Facilities (created in 2014 and updated in 2019 and 2022), a roadmap for designing and creating environments that support positive youth development and outcomes, while also addressing long-term deferred maintenance needs.

### **Strategic Initiative 3: The Youth Reformation System**

The Youth Reformation System (YRS) is a data-informed framework for delivering the right services to the right youth in the right settings for the right amounts of time. Why does that matter? Imagine you're a county juvenile department caseworker seeing a youth for the very first time. Before YRS, you would've had only one piece of data to guide your case planning: the Juvenile Crime Prevention (JCP) assessment, which is an accurate and reliable tool, but which only indicates whether a youth's risk to re-referral to the juvenile department is high, moderate, or low. By contrast, YRS harnesses 20 years of data about youth who have been involved with the juvenile justice system to create context and tools that can inform decision-making and support professional discretion to improve outcomes for youth, reduce future victimization, and maximize effective and efficient use of resources. It helps guide conversations to include OYA's mission and values in every decision.

OYA's team of researchers examines data and develops assessment tools that help staff determine each youth's risk and needs, appropriate placement, and resource allocation. During the coming biennium, researchers will continue to review and update these tools, look for opportunities for new tools, and implement their use.

OYA will continue to work with county juvenile departments to support their work and share the benefits of these tools to optimize youth outcomes and public safety.

As more youth come to OYA with indeterminate sentences and OYA has paroling authority over more youth (as a result of juvenile sentencing reform), we are shifting these tools to include datasets of youth formerly committed to Department of Corrections as adults. Fewer youth committed to DOC as adults means that OYA's

population will likely become younger, as fewer youth have determinate sentences beyond age 25. Expanding and improving the data we use to build analytical tools will provide better information for professionals making decisions about youth care and treatment, and a clearer overall picture of trends, risks, and outcomes. OYA will explore new research questions to best guide the care of youth in custody to increase positive outcomes and protect public safety.

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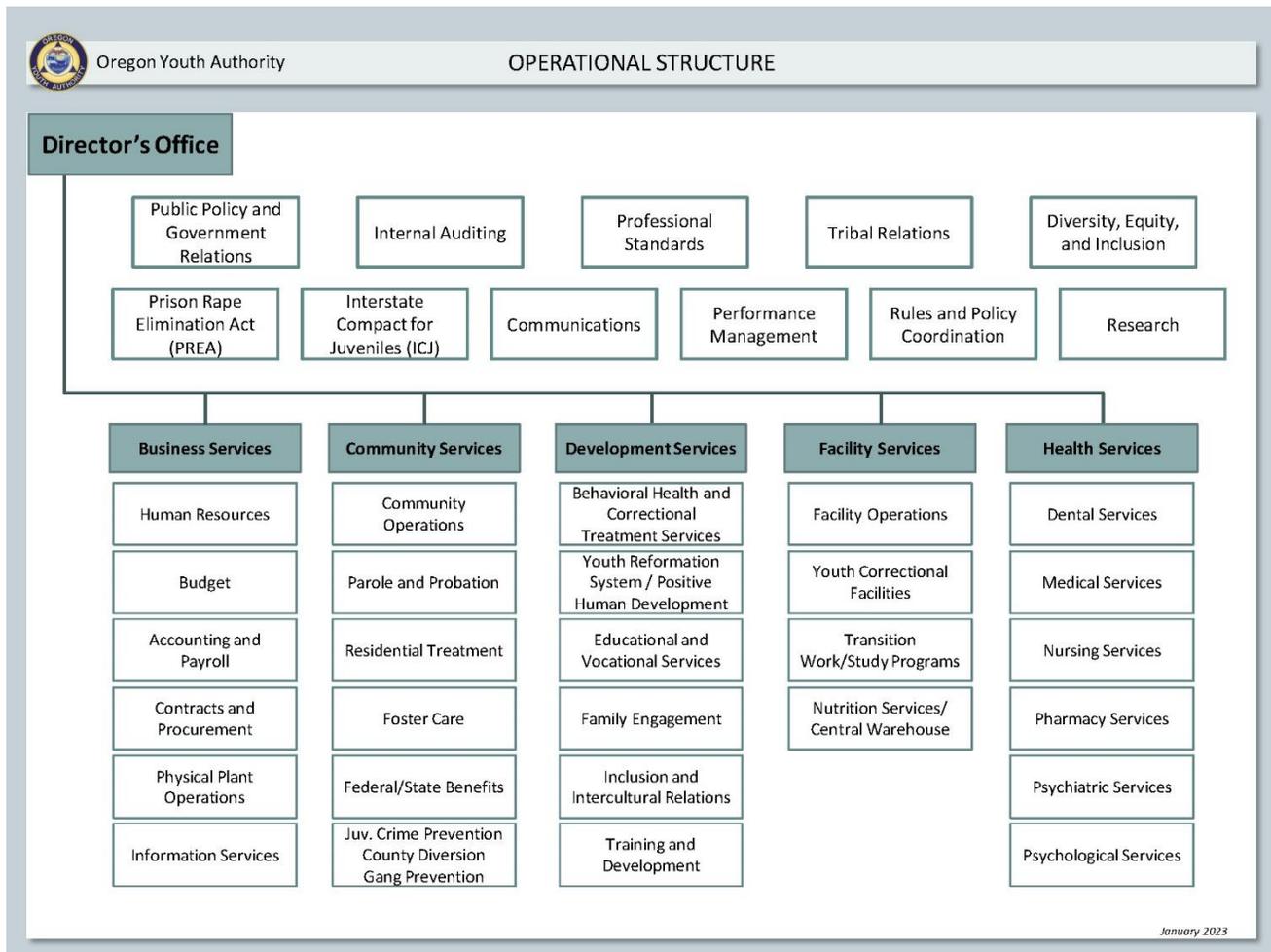
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## Organizational Chart



## Departments

### Director's Office

The Director's Office provides leadership for all agency operations, including:

- Communications
- Diversity, Equity, and Inclusion strategic management: This includes a DEI Strategic Manager, DEI Engagement Specialist, and DEI Strategic Coordinator. This team collaborates with program leadership, staff, key agency stakeholders, and advisory councils to create engagement in DEI and to develop and implement OYA's equity strategic plan. The team ensures that staff are provided with culturally appropriate services, works to empower staff, and examines data on OYA youth and staff to help remove inequities and ensure the agency is not creating new barriers in policies and programs.

- Internal Auditing
- Interstate Compact for Juveniles (ICJ): Federal law that regulates the interstate movement of juveniles who are under court supervision or have run away to another state.
- Performance Management
- Prison Rape Elimination Act (PREA): Federal law requiring specific safety standards in our facilities, to ensure that all youth are safe from sexual abuse.
- Professional Standards
- Public Policy and Government Relations
- Research and Data Analysis
- Rules and Policy Coordination
- Tribal Relations: OYA's Tribal Liaison/Native American Programs Coordinator establishes and maintains collaborative relationships with Oregon's nine federally recognized tribes, federally recognized tribes throughout the U.S., tribal partners and communities, multiple state agencies, and community organizations. This person also develops and manages programs for Native American services in OYA's facilities and provides recommendations and resources for OYA residential and community placements.

### **Business Services**

The Business Services division provides agency-wide support through these offices:

- Accounting and Payroll
- Budget, Procurement
- Human Resources
- Information Services
- Juvenile Justice Information System Business Integration Team (JJIS BIT)
- Physical Plant Operations

In addition to managing internal information systems for the agency, Information Services provides technical support for Juvenile Justice Information System (JJIS), a statewide electronic information system administered for counties and the state by the Oregon Youth Authority. JJIS was established to promote public safety and youth accountability, by containing all youth information to provide data to support rehabilitation efforts.

Regarding active agency contracts, OYA had a total of 508 with 2 being designated COBID Certified Firms.

## Community Services

The Community Services division provides case management services for all youth placed in the legal and physical custody of OYA, whether adjudicated as juveniles or sentenced as adults. This division also provides state juvenile parole and probation supervision; oversees residential providers and foster care homes for youth in OYA's legal custody; and oversees Social Security benefits, health insurance, and Medicaid services for youth.

The purpose for parole and probation services is to enhance public safety and youth reformation through:

- supervision and monitoring of court-ordered conditions for youth in the community;
- comprehensive case planning based on assessment of risk and needs, with services guided by principles of effective developmental intervention; and
- partnerships with other juvenile justice agencies, service providers, victim advocates and families.

Case management begins with the development of a case plan, which includes a combination of supervision and services. These services continue until case termination.

Probation services include both out-of-home and in-home community-based supervision and treatment services.

Parole transition planning is initiated at the point of facility commitment. Services include supervision and transition services when the youth returns to the community.

- supervise and monitor compliance with court-ordered conditions of parole and probation;
- administer the OYA Risk Needs Assessment (OYA RNA) and coordinate all other identified assessments through contracted providers;
- develop and implement individual case plans with youth and family involvement;
- coordinate resources that are selected and accessed based on the specific risk and needs of each youth to provide the necessary level of supervision and structure;
- ensure services are gender, culturally, and linguistically appropriate;
- develop youth foster homes and community support services for youth who cannot remain at home;
- determine and apply appropriate levels of graduated services and sanctions;
- coordinate the quality assurance surveys at case termination;

- work with local schools at release, and identify other aftercare resources to facilitate successful community reentry;
- facilitate the role of the family in youth case planning;
- ensure youth are accountable by coordinating and monitoring restitution, community service, and victim-specific activities; and
- work in partnership with local juvenile departments to ensure coordination and efficiencies of services.

The purpose of OYA Foster Care is to recruit, train, certify, supervise, and manage OYA foster care providers and homes. This team supports the agency's mission and culture of Positive Human Development by ensuring that foster care placements are safe and secure, provide caring and supportive relationships, promote high expectations and accountability, and provide opportunities for meaningful participation and community connection.

Because of the small number of youth placements in each home, foster care providers offer a unique opportunity to expand the diversity, equity and inclusion objectives of the agency. Foster care providers can be located in neighborhoods and communities across the state, and there is a meaningful result when over-represented and under-served communities are present among OYA's foster care providers. Diversity among the foster care providers offers youth a potential feeling of representation and safety, and it allows OYA's foster care program to match youth to homes based on a number of issues (including culture) which can maximize each youth's likelihood of being successful.

Over the last several years, OYA Community Services worked the Developmental Approach to Parole and Probation (DAPP) to better support our youth and families. DAPP has an entire module on "Promoting a Just and Equitable OYA" that is centered on diversity, equity, and inclusion. DEI is woven through the rest of the DAPP modules, so no matter the subject, DEI is included.

OYA Community Resources unit ensures safe, effective community placements for youth by providing a consistent system of oversight to residential providers. During the last year, the agency has expanded services to youth of color by bringing on programs to support the diverse cultural needs of our youth. OYA also has a contract for Community Integration Services that is focused on supporting youth of color in Multnomah County. OYA is actively pursuing additional contracts with programs that can provide culturally specific services and supports, both residential and community based.

**OYA Field Offices**

<p><b>Clackamas, Gilliam, Hood River, Sherman, &amp; Wasco Counties</b> 45 82<sup>nd</sup> Drive, Suite 51B Gladstone, OR 97027</p>	<p><b>Josephine County</b> 301 NW "F" Street Grants Pass, OR 97526</p>	<p><b>Marion &amp; Polk Counties</b> 2001 Front St. NE, Suite 110 Salem, OR 97301</p>
<p><b>Coos &amp; Curry Counties</b> 2348 Colorado Ave., Suite B North Bend, OR 97459</p>	<p><b>Klamath &amp; Lake Counties</b> 1900 Main Street, Suite C Klamath Falls, OR 97601</p>	<p><b>Multnomah County</b> 1401 NE 68<sup>th</sup> Ave. Portland, OR 97213</p>
<p><b>Crook County</b> 267 NE Second St., Suite 202 Prineville, OR 97754</p>	<p><b>Lane County</b> 115 West Eighth Ave., Suite 180 Eugene, OR 97401</p>	<p><b>Tillamook &amp; Clatsop Counties</b> 201 Laurel Ave. Tillamook, OR 97141</p>
<p><b>Deschutes, Grant, Harney, Jefferson, &amp; Wheeler Counties</b> 62910 OB Riley Road, Suite 204 Bend, OR 97703</p>	<p><b>Linn, Benton, Lincoln, &amp; Yamhill Counties</b> 4400 Lochner Road SE Albany, OR 97322</p>	<p><b>Umatilla, Morrow &amp; Union Counties</b> 200 SE Hailey Ave., Suite 304 Pendleton, OR 97801</p>
<p><b>Douglas County</b> 1036 SE Douglas Ave., Room 9 Roseburg, OR 97470</p>	<p><b>Malheur, Baker, &amp; Wallowa Counties</b> 2411 SW 4<sup>th</sup> Ave. Ontario, OR 97914</p>	<p><b>Washington &amp; Columbia Counties</b> 1600 SW Cedar Hills Blvd., Suite 100 Portland, OR 97225</p>
<p><b>Jackson County</b> 609-West 10<sup>th</sup> St. Medford, OR 97501</p>		

**Development Services**

The Development Services division focuses on ensuring youth have the full range of services and supports they need to develop into productive, crime-free adults. The department includes Treatment Services, Education and Vocation, the Office of Inclusion and Intercultural Relations, the Youth Reformation System (YRS), Positive Human Development (PHD) implementation, Family Engagement, and the OYA Training Academy.

The Office of Inclusion and Intercultural Relations (OIIR) is established on the principles of honoring and recognizing diversity — diversity that exists within OYA’s youth population, and the diversity that exists within OYA’s staff. OIIR is not only meant to help maintain a culturally and ethnically diverse workforce, but also to improve youth outcomes.

OIIR helps address the array of personal and societal issues that face marginalized youth in the juvenile justice system. The purpose of OIIR is to provide oversight, guidance, and support to ensure culturally-responsive and appropriate services and support, and to ensure youth services are delivered equitably throughout OYA. This includes providing direct individual and group supports to youth; interpretation services for youth and families; ;transition support to find community services for youth with specific cultural needs; representation of the agency to U.S. Immigration and Customs Enforcement;

advice to the agency on how to improve employees' ability to serve youth from diverse cultural backgrounds; and coordination of speakers, presentations, and special events at OYA's close-custody facilities to celebrate diversity and raise cross-cultural awareness.

### **Facility Services**

The Facility Services division oversees approximately 380 youth in OYA's five close-custody youth correctional facilities and four close-custody youth transitional facilities. Our facilities provide developmentally-appropriate, trauma-informed, and evidence-based services designed to aid youths' developmental trajectory and assist them in desisting from crime. These services include crime-specific treatment and accountability; classroom education (high school and college); vocational education (certificate programs); job opportunities; cultural enrichment services; and skill-building (emotional regulation, problem-solving, conflict resolution).

Facility Services is committed to and is working toward measurable goals concerning diverse, inclusive, and equitable hiring practices. These include partnering with OYA's Diverse Workforce Recruiter to attract diverse applicant pools that match the diversity of the youth in care, to train 100% of hiring managers and interview panels on equitable hiring practices and using OYA's Equity Guide, and to increase staff retention.

### **OYA's Youth Correctional Facilities**

Youth correctional facilities provide the highest levels of security and structure within the OYA close-custody system. These facilities are located throughout the state and serve diverse populations. Services focus on cognitive and behavioral interventions and skill-building within a secure environment.

- Eastern Oregon Youth Correctional Facility, Burns (40 beds)
- MacLaren Youth Correctional Facility, Woodburn (236 beds)
- Oak Creek Youth Correctional Facility, Albany (40 beds)
- Rogue Valley Youth Correctional Facility, Grants Pass (60 beds)
- Tillamook Youth Correctional Facility, Tillamook (40 beds)

### **OYA's youth transitional facilities**

Youth transitional facilities provide a bridge from the secure facilities to a community placement. They provide youth the opportunity to continue treatment, attend school, build vocational skills, work on supervised crews in the community, pay restitution to victims, and participate in community service projects. The goal is to instill in youth a work ethic, accountability, and responsibility.

- Camp Florence Youth Transitional Facility, Florence (20 beds)

- Camp Tillamook Youth Transitional Facility, Tillamook (20 beds)
- Camp Riverbend Youth Transitional Facility, La Grande (25 beds)
- Jackie Winters Transition Program, Albany (15 beds)

### **Health Services**

Health Services provides age-appropriate medical, nursing, dental, psychiatric, and psychological care for all youth in OYA's nine close-custody facilities statewide in alignment with community standards of care. Other services include:

- educating youth about how to manage their health;
- promoting healthy lifestyles to youth;
- conducting health assessments of all youth upon intake to OYA;
- administering medications to youth;
- providing ongoing nursing and preventative care; and
- administering vaccinations.

## **Affirmative Action Policy**

**See Appendix B**

## **Training, Education, Development Plan, and Programs**

### **New Employees**

- All OYA staff attend a 36-hour New Employee Training (NET) within their first few weeks of employment with the agency. NET is held 7-8 times per year.
- Staff who have direct contact with youth as a primary job duty attend an additional 24-72 hours of training based on their job role with 40 hours of on-the-job training and job-shadowing.
- All OYA staff participate in "Maintaining a Harassment Free and Professional Workplace" training presented by OYA Human Resources analyst team.
- Staff also attend trainings provided by the Office of Inclusion and Intercultural Relations.
- In the 2021-23 biennium, all OYA staff attended mandatory trainings on inclusive

culture and unconscious bias. Also, a new diversity, equity, and inclusion training was developed and implemented for new employees and is included in the 36-hour New Employee Training model.

### **Annual Mandated Training**

- All staff take “Maintaining a Harassment Free and Professional Workplace” and “Preventing Sexual Harassment” training through Workday.
- All staff receive approximately six hours of various policy update training per year.
- Direct care staff receive additional refresher training each year at in-service trainings and through Workday Learning, including:
  - Mandatory Child Abuse Reporting
  - Suicide Prevention
  - CPR/First Aid every 2 years
  - Personal Protection/Physical Intervention Training

### **Other Staff Training**

- Cross-Cultural Communication: All new staff joining OYA are required to go through two rounds of orientation training about key policies and practices in working with each other and working with youth. This includes cross-cultural communication training developed by the director of OYA’s Office of Inclusion and Intercultural Relations (OIIR) and delivered by the OIIR director, transition and family services manager, and other members of the OIIR team. Upon completion, participants are expected to understand and explain the benefits of the agency having a diverse workforce, how implicit and unconscious bias work, and the resources provided by OIIR, including how to request translation services for youth and families, and how to engage the OIIR team. The importance of cross-cultural communication skills is to enhance relationships, understand how cross-cultural differences can create misunderstandings, and identify what it means to demonstrate culturally responsive behavior.

- Cultural Competency and Diversity: OIIR offers additional training for staff around culture, cultural competency, and diversity. Culture refers to integrated patterns of human behavior that include the language, thoughts, communications, actions, customs, beliefs, values, and norms of racial, ethnic, religious, or social groups. Cultural competency is congruent attitudes, behaviors, and skills supported by policies and procedures within systems and agencies that guide individuals to respond to culturally diverse individuals, families, and communities in an inclusive, respectful, and effective manner.
- Implicit Bias: OYA managers across the state received a training on implicit bias as part of OYA's Positive Human Development culture change efforts.
- LGBTQQI 101: In recent years, we have done trainings for youth and staff statewide on LGBTQQI issues. We are working with advocacy groups to develop and deliver a new LGBTQQI 101 training for existing agency facility and field staff to help support youth identifying as lesbian, gay, bisexual, transgender, queer, questioning, and intersex. The plan is also to develop a similar, more condensed version for new employee training as well.
- We are rolling out Interrupting Bias training to our Joint Management Team and subsequently at the division level in 2023.
- We developed a DEI introductory course for our New Employee Training, which all new OYA staff attend prior to starting their work in the agency. This course has officially been launched and covers these topics: defining DEI, identity exploration, impacts of equity work for everyone, implicit bias and microaggressions, and resources (Equity Lens Guide, internal DEI webpage, Workday Learning).
- All staff joining an interview panel will take an interview panel training to equip them with tools for an equitable hiring process.

### **Volunteers**

A required four-hour training is conducted by the youth correctional facilities for all volunteers. The facilities maintain records on how often the training is offered and who has been trained.

The volunteer training includes the following topics:

- the philosophy and purpose of volunteer services at OYA;
- ethics and boundaries;

- contraband awareness;
- harassment-free workplace;
- suicide prevention;
- religious volunteer programs; and
- applicable OYA policies.

All volunteers also take the mandatory statewide “Maintaining a Harassment Free and Professional Workplace” and “Preventing Sexual Harassment” trainings through Workday.

### **Contractors, Vendors, and Teachers**

Contractors and vendors who provide direct service to youth attend NEO and Basic training with OYA staff.

### **Positive Human Development**

PHD culture means support for staff and support for youth are two halves of one whole; if staff receive the support they need to succeed in their jobs, they can better help youth succeed in improving their lives.

### **Leading for Change**

In 2016, OYA began a new series of PHD trainings, called Leading for Change, specifically targeting the needs of leaders and supervisors in our agency. PHD is firmly taking root throughout OYA and is helping to shape the future of the work we do in our communities and in our facilities. The goal is to support our leaders in becoming culture change agents and supporting the staff and youth of our organization in achieving great outcomes. OYA places a high value on our leaders and is committed to providing employees the tools they need to do their jobs effectively. When combined with staff experience and professional judgement, this training will enhance the ability to make informed and more productive decisions, to empower the employees to be more successful, to build trusting and loyal teams, and to help lead our agency into the future.

The Leading for Change trainings have continued since 2016 and have become part of the fabric of support the agency offers its leaders. Each module builds upon the last and is an investment in our agency's leadership to help move our organization, its people, and the youth we serve into a better way of doing business and achieving our mission.

Approaches like Positive Human Development often implicitly espouse diversity, equity, and inclusion. Without explicit, intentional, and consistent prioritization of DEI concepts,

it is all too easy to fall back on white normative ideas of the concepts embedded in PHD. The next phase of our work to continue to practice PHD is to explore where we can be explicit in the interconnection of DEI and PHD. For example, emotional, psychological, and physical safety and security look different for each of us, and particularly for marginalized groups. Every level of the Positive Human Development pyramid reflects human needs to grow in healthy ways. While the needs themselves are the same, the way those needs are met, or what conditions are necessary for meeting them, reflect the uniqueness of each individual. To truly be practicing an authentic developmental culture, the concepts of diversity, equity and inclusion must be centered. These two approaches are interdependent and strengthen one another.

### **OIIR Partnerships**

The Office of Inclusion and Intercultural Relations (OIIR), within the Development Services division, is established on the principles of honoring and recognizing diversity that exists within OYA's youth population, and the diversity that exists within OYA's staff. Below is a list of many of OIIR's activities and responsibilities:

- Participating on the planning committee for the statewide Diversity, Equity, and Inclusion Conference, an annual event where all state agencies' staffs receive education and training on diversity.
- Providing direct services to youth from marginalized populations including, but not limited to, African American, Asian/Pacific Islander, Native American, Latino/a/x, and LGBTQQI.
- Providing cultural sensitivity training to staff, assisting with language translation services for the agency, and organizing language interpretation services for all youth and families.
- Facilitating OYA's statewide tattoo removal program that co-partners with volunteer physicians to remove gang-related and antisocial tattoos. The removal of these tattoos has a cultural impact on the youth's future and helps remove barriers that may interfere with their efforts to establish a prosocial lifestyle upon release. Priority is given to gang-affiliated or other overtly antisocial tattoos that are not easily covered by clothing. Program staff also discuss with youth how participating in this program will allow them to have more opportunities when seeking employment so that they may avoid the institutional bias that can be placed on having tattoos.

- Co-chairing several advisory committees such as the African American Advisory Committee, Latino Advisory Committee, Native American Advisory Committee, and LGBTQQI Advisory Committee.
- Sponsoring events that provide educational opportunities for youth and staff to learn and appreciate the diversity of cultures that exist within our populations.
- Contracting with local community members with lived experiences to speak and lead discussions on historical trauma.
- Partnering with various stakeholders to provide improved educational outcomes and work opportunities for youth from marginalized communities.
- Recruiting volunteers from marginalized communities and supporting local, minority-owned businesses to provide services for youth in OYA care.

OIIR is not only meant to help support OYA's culturally and ethnically diverse workforce, but also to improve youth outcomes.

OIIR provides experiential cultural events within each of OYA's close-custody facilities and several contracted community residential programs to model and promote a commitment to diversity, equity, and inclusion. This allows all youth and staff access to diverse cultural experiences and education. These events are meant to increase all youths' positive connections with their cultures and help them to develop positive self-identity. These events include but are not limited to:

- Events for the African American community such as Kwanzaa (a week-long celebration observed from Dec. 26 to Jan. 1, culminating in a feast and gift-giving), MLK Day (celebrated on the third Monday of January each year), Black History Month (celebrated every February), and Juneteenth (the oldest nationally celebrated commemoration of the ending of slavery in the United States, celebrated on June 19).
- Events for the Native American community such as Indigenous Peoples' Day (a holiday celebrated as a counter-celebration to Columbus Day), powwows (celebrations that include dancing, singing, and honoring the traditions of their ancestors), talking circles (educational activities that encourage dialogue, respect, and positive social discourse), and sacred sweat lodge ceremonies (a purifying ritual that uses intense heat to stimulate vision and insight).
- Events for the Hispanic/Latino(a) communities such as Cinco de Mayo (held on the 5th of May to celebrate the victory of the Battle of Puebla), Hispanic Heritage Month (celebrated every year from Sept. 15 to Oct. 15), and Día de Los

Muertos/Day of the Dead (celebrated from Oct. 31 to Nov. 2 to honor family members who have died by providing their favorite food and flowers).

- Events for Asian/Pacific Islanders such as luaus (features cultural activities and dance performances), and Asian American/Pacific Islander Month (celebrated in May).
- Celebrations for the LGBTQQI community through National Coming Out Day (Oct. 11) and Pride Month (June).
- Women's History Month (celebrated in March with ties to all cultures)

OIIR provides cultural and educational groups within each of OYA's close-custody facilities to support youth and promote a commitment to diversity, equity, and inclusion, allowing all youth and staff to learn and share their diverse cultural experiences. These groups are meant to increase youths' positive connections with their cultures and help them to develop a positive self-identity. These groups include but are not limited to:

- Aztec Group: This group educates youth on the true and, oftentimes, false history of Native Americans from Pre-European contact to the present day.
- Sweat Lodge Ceremony: This cultural ceremony is a sacred traditional Native American practice that promotes gratitude and healing.
- Native American Group: This is a traditional Native American group promoting cultural practices and providing education on Native American history.
- Latin American Film Festival Group: This group educates youth on Hispanic culture, Spanish language, and history through media.
- Asian American/Pacific Islander Group: This is a culturally responsive group where any youth who identifies as Asian American/Native Hawaiian/Pacific Islander, can gather with a safe space to feel involved, accepted, and identified.
- Hispanic/Latino(a) Group: This group provides culturally responsive education and practices about the many different cultures and histories within the Hispanic/Latino(a) communities.
- Spirit of Two Feathers: This culturally responsive group is where any youth who identifies as LGBTQ+ can gather and be provided with a safe space to feel involved, accepted, and identified and receive education on the various topics that encompass this community.
- All American Group: This group gathers to watch and discuss the TV series "All American," which touches on different cultural aspects of African American culture today.

- Brothers Reflecting Brotherhood (BRB) Movement: African American support group where the youth are introduced to African American/Black community members that can become resources once released.
- BRB Leadership: An African American Support Group where youth develop leadership, vision, inclusiveness, public speaking skills, self-worth, goal setting and youth help provide guidance and new ideas for the BRB Movement.
- Keys, Beats, Bars: This is a multi-format and arts-integrated holistic audiovisual music program where youth learn about music software and production, how to play musical instruments, and how to write and record their own songs.
- Global Perspectives: Open discussion style learning environment built around the topics of interest facilitated by the youth. Youth discuss various issues, including music, leadership, world views, current events and impromptu topics, to help sculpt their perspective into a global one.
- Cultural Responses to Unit Interventions (One on Ones): Any time there is a crisis or cultural conflict, concern, or issue on the unit or on campus, OIIR staff will respond as needed to provide guidance and cultural support.
- Drumming Circle: This group is a place to learn and practice respect and build connections through Native American drumming. Drum circles play a considerable role in Native American culture and ceremonies and can be a fun recreational activity or used as a means of spiritual guidance.
- Smudge Ceremonies: Smudging is a cultural ceremony practiced by a wide variety of Indigenous people around the world to purify and cleanse the soul of negative thoughts.
- Native American Arts and Crafts: Youth build their hand-eye coordination and creativity while learning Native American history and creating dream catchers, medicine bags, and chokers.
- Mentoring: This program is for youth who have shown progress in their units, schools, and facility campus communities. A wide range of topics are discussed, depending on youth wants and needs.
- ANAHUAC Traditional Herbalism and Horticulture: This educational curriculum centers on the ancestral relationship between plants and the diverse traditions of Indigenous communities. Youth learn about traditional agriculture and the diverse gastronomy of Indigenous communities.

OIIR helps OYA staff address the array of personal and societal issues that face marginalized youth in the juvenile justice system. OIIR supports OYA's mission by providing leadership, advocacy, and guiding principles to assist OYA in its ongoing

efforts to become a culturally competent and a culturally responsive organization. OIIR works with youth and staff to address the complexities of maintaining a culturally and ethnically diverse agency. OIIR supports OYA in embracing the values and strengths of all cultures and implementing culturally relevant, gender-specific, and language-appropriate treatment services which empower youth.

### **Advisory Committees, Partnerships, and Governance Structure**

OYA convenes meetings of African American, Native American, Hispanic and Latino/a, and LGBTQQI advisory committees. Our agency also has an advisory committee made up of family members of OYA youth. These committees play a valuable role, as they provide support to youth and families and work to assist with guiding the agency on meeting the cultural needs of the youth and families from their communities.

In addition, OYA maintains an internal gender identity committee made up of staff to:

- a) review and make recommendations on the appropriate placement and care of transgender, gender diverse and intersex youth upon intake to an OYA facility; and
- b) respond to transgender, gender diverse and intersex youth requests for accommodations or needs.

The committee helped shape the agency's policy on "Meeting LGBTQQI and Gender Nonconforming Youth Needs", finalized and adopted in July 2018.

### **DEI Strategic Team**

OYA has created a team to address and steer the systemic impacts of equity work at our agency. This diversity, equity, and inclusion (DEI) team includes:

- A DEI Strategic Manager who sits on the agency Executive Team.
- A DEI Engagement Specialist who is tasked with creating programs and training on diverse engagement strategies to drive sustainable equity change.
- A DEI Strategic Coordinator whose role is to streamline and track all internal DEI projects and goals.

This team provides guidance, support, resources, and tools to the entire agency to operationalize our agency DEI goals and ensure alignment with all OYA initiatives so that equity remains central to everything we do.

### **DEI Steering Committee**

DEI is an agency priority and initiative, with a goal of building a respectful, diverse, equitable, and inclusive environment for youth and staff that is free from harassment,

discrimination, and bias. Data shows youth of color and LGBTQQI youth are disproportionately represented in the juvenile justice system. While OYA is only one part of that system, we play a critical role in addressing the historical and systemic inequities it perpetuates.

The work on this initiative extends beyond policies to include an intentional focus on:

- identifying and dismantling systemic inequities within OYA;
- fostering an inclusive culture where all staff, youth, and partners of OYA can achieve their full potential; and
- ensuring equity in outcomes for the youth we serve.

Part of the way we work toward these goals is through a DEI Steering Committee made up of a diverse group of OYA staff. Members must be willing to commit to 24 months of active engagement. The DEI Steering Committee meets once a month.

The goals of the committee are:

- to offer a broad cross section of internal agency stakeholders a voice to provide feedback and advice to the Executive Team on the overall DEI initiative and any action plans, goals, and deliverables related to DEI across specific OYA departments; and
- to embody the diversity of marginalized staff that we seek to create across the agency.

### **Equity Think Tank**

This is a diverse group of stakeholders, professionals, and organizations from the community involved with the juvenile legal system or youth. OYA engages this group monthly to include community voice throughout our recommended budget and racial equity impact statements. OYA also has used this time with the community to collaborate on expanding diverse services for youth transitioning into the community and to inform our agency on community-facing programs such as foster care and transition supports.

### **IDEA (Inclusion, Diversity, Equity, Action) Team**

OYA first convened the IDEA team at the start of the COVID-19 pandemic to address racial inequity with the same urgency as the pandemic. This body is made up of the OYA Executive Team and the DEI Team and works to drive DEI strategic goals from concept to action. This group meets twice a month to share in DEI Executive Level learning and

to operationalize our agency DEI goals and best practices to inform managers and staff on expectations, trainings, and tools to put DEI into action in our day-to-day work.

OYA is committed to our DEI goals and moving them into actionable and operationalized norms. Our aim is that equity is not a separate task but part of the foundation of how we do all our work. We are seeking to improve outcomes for marginalized youth by ensuring our programs and services are centered in equity and that they are culturally relevant and specific to the needs of all our youth, especially our marginalized youth. We are partnering with advisory committees and community members to ensure we are centering the needs of our youth and collaborating with the communities they will one day return to.

Through DEI expectation-setting with our Joint Management Team (all management services leaders at OYA) we are operationalizing the diversifying of our workforce through equitable hiring practices. This includes DEI questions in every job interview; interview panel trainings that incorporate understanding of bias; diverse hiring panels; and applicant pools that match the demographics of our youth before moving to the interview phase.

Lastly, OYA has created an internal Equity Lens Guide that is both a self-reflective tool and process document to ensure equity is central to all new and existing programs, processes, and policies. Each department and leader is expected to use this guide when revising or creating new business processes. This guide asks that we center those most impacted by our decisions and include their voice in the decision-making process.

## **Roles for Implementation**

### **Director, Deputy Director, and Assistant Directors**

Director Joe O'Leary and deputy director Carlos Rodriguez work continuously to foster and promote to all employees the importance of a diverse workplace that is free of discrimination and harassment. They ensure and articulate throughout the agency a positive work climate concerning the goals of the Affirmative Action/Equal Employment Opportunity (AA/EEO) and diversity programs. They ensure that the assistant directors, facility superintendents, camp directors, parole/probation supervisors, and facility program managers understand they are responsible for participating in and promoting affirmative action activities, and for communicating this same responsibility to their subordinate managers and supervisors. The effectiveness of managers and supervisors will be evaluated based on their affirmative action efforts and results, in conjunction with other managerial responsibilities.

OYA's director, deputy director, and assistant directors frequently participate in events within OYA and within state government. They attend multicultural events at OYA facilities, whether it is a LGBTQQI Pride Day, a featured guest speaker, or a Native American powwow, to name a few. They also continue to focus on efforts and activities that support OYA's workforce diversity goals and cultural competency principles.

### **Managers and Supervisors**

The managers and supervisors at OYA continuously work to promote and foster a positive, non-discriminatory climate and a work environment where employees' rights are respected.

Managers and supervisors periodically review training programs, hiring, succession planning, and promotional patterns to remove impediments to the attainment of goals and objectives. Management conducts periodic reviews to ensure:

1. Affirmative Action, Equal Employment Opportunity, and Americans with Disabilities Act Amendments Act information is properly displayed in the workplace;
2. All facilities for the use and benefit of employees and youth are in fact accessible both in policy and use; and
3. OYA's equity lens — designed to ensure inclusion and to analyze the impact of policies, practices, and decision-making on people of color, women, persons with disabilities and older employees — is applied to ensure that these populations are afforded a full opportunity and encouraged to participate in education, training, recreational, and social activities sponsored by the agency.

Management teams accommodate requests for alternate formats made by applicants, employees, or clients. They identify problem areas in practices and procedures, and work to find solutions to those problems. There is a continued effort and conversations to focus on efforts and activities to support OYA's workforce diversity goals and cultural competency principles

Managers assist in recruiting, appointing, and retaining qualified women, people of color, and people with disabilities. Managers work with Human Resources when a discrimination complaint is filed, using a collaborative approach to make recommendations for appropriate action. Additionally, the agency is establishing an anonymous formal reporting channel for the workforce to report harassment and discrimination.

As a part of the required quarterly check-ins through The Oregon Management Project (TOMP), a key performance expectation is to promote diversity, equity, and inclusion. That includes providing an environment where everyone has access and opportunity to thrive, where race equity priorities are developed and advanced, and where systems of accountability are set up.

### **Affirmative Action Representative**

OYA structured the affirmative action representative position in combination with a Human Resource Analyst 2, as the diverse workforce recruiter.

The affirmative action representative represents the agency at the Governor's affirmative action meetings and shares the information from those meetings with the Human Resources department and at other meetings within the agency. This position assists in developing strategies and outreach efforts to attract and retain a diverse workforce by partnering with staff and leaders across the agency to identify and create opportunities to ensure our workforce is diverse, equitable, and inclusive. This position also assists in analyzing employment data, identifying problem areas, and developing implementation strategies.

The affirmative action representative is also the diverse workforce recruiter. This person actively seeks out job candidates who are from diverse backgrounds, taking steps to ensure talent acquisition processes are inclusive and working collaboratively to remove barriers that prevent candidates from having equal opportunity during the hiring process. Additionally, this position will develop and manage essential partnerships with diverse community organizations to grow diverse talent pipelines through the development and fostering of essential partnerships with diverse communities.

The representative assists in preparing affirmative action reports; developing and implementing the agency's affirmative action plan; partnering, communicating with and supporting HR analysts and management about law and rule changes in the EEO/AA and Americans with Disabilities Act and Amendments Act; and assisting managers in assessing progress towards affirmative action goals and performance measures.

Human Resources trains and informs administrators, managers, supervisors, employees, volunteers, and contractors/vendors at New Employee Orientation as to their rights and responsibilities under the agency's Affirmative Action Policy, and other agency policies to eliminate discrimination and harassment.

## **Non-Management and Non-Leadership Roles**

The position descriptions and job announcements for non-managers and non-supervisors include OYA's official DEI vision and outline where equity and inclusion are an essential function within the job. This obligates employees to continuously promote and foster a positive non-discriminatory climate and a work environment where employees' rights are respected. They participate in DEI training to understand their own responsibilities for helping promote these goals and objectives in their area and apply such philosophies in their day-to-day work.

## **Workforce Analysis**

As mentioned in our strategic initiatives, we are focused on improving services for youth of color and work to center race in everything we do. Youth of color are disproportionately represented in the juvenile justice system and at OYA. Our job is to stop that harm and begin to repair it. In our DEI efforts, we've employed a clear approach to incorporate diversity, equity, and inclusion at every level of our organization — qualitatively and quantitatively. However, we need to do more to make sure the people who work with our youth reflect them demographically. Research tells us that having role models and adults who youth can relate to makes a big difference in their development and success. To better support youth, in 2019, OYA began to enact systemic changes to address the underrepresentation of diverse employees. The following tables show the change in diversity of OYA staff over the past three years. It is important to note that while there is an increase in the diversity of OYA staff, there is still a way to go in terms of matching the diversity of OYA youth.

2021

Race/Ethnicity	All Oregon Youth	OYA Youth		OYA Staff
		Community Supervision	Close-Custody Facilities	
African American	4%	12%	15%	5.8%
Asian/Pacific Islander	6%	2%	2%	4.1%
Latino/a	22%	21%	24%	12%
Native American	1%	5%	5%	2.7%
White	67%	55%	52%	72.7%
Other/Unreported	—	4%	2%	—

2023

Race/Ethnicity	All Oregon Youth	OYA Youth		OYA Staff
		Community Supervision	Close-Custody Facilities	
African American	4%	12%	15%	6%
Asian/Pacific Islander	6%	3%	3%	5%
Latino/a or Hispanic	23%	24%	25%	14%
Native American	1%	6%	6%	4%
White	66%	52%	50%	67%
Other/Unreported	—	4%	2%	3%

SOURCES: OYA Quick Facts, Workday, and Easy Access to Juvenile Populations. Updated: January 2023

## Progress Report

### 2019-21 Biennium Goals

**Goal 1: Increase representation of persons with disabilities in all job categories.**

<b>OYA Employees with Self-Reported Disabilities*</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total # Reporting Disability</b>	12	10	7	11
<b>Total Workforce</b>	879	895	970	954
<b>Percent Reporting Disability</b>	1.37%	1.12%	0.72%	1.15%

\*Counts represent all employees who were employed by OYA during timeframe.

**Goal 2: Increase representation of women and people of color in middle management positions.** (See Appendix F)

<b>OYA Employees Identifying as Women in Middle Management Positions*</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total # Women</b>	9	9	9	10
<b>Total Middle Management</b>	37	36	32	34
<b>Percent Women</b>	24.32%	25.00%	28.13%	29.41%

<b>OYA Employees Identifying as People of Color in Middle Management Positions*</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total # POC**</b>	9	9	7	8
<b>Total Middle Management</b>	37	36	32	34
<b>Percent POC</b>	24.32%	25.00%	21.88%	23.53%

\*Counts represent all employees who were employed by OYA during timeframe.

\*\*Does not include "unknown"

**Goal 3: Increase representation of diverse groups in professional positions** (See Appendix F)

<b>OYA Employees Identifying as People of Color in Professional Positions*</b>				
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total # POC**</b>	44	45	40	44
<b>Total Professionals</b>	180	184	186	186
<b>Percent POC</b>	24.44%	24.46%	21.51%	23.66%

\* Counts represent all employees who were employed by OYA during timeframe.

\*\* Does not include "unknown"

**Goal 4: Partnership with Office of Inclusion and Intercultural Relations (OIIR) to share culturally responsive resources and spread cultural awareness to staff.**

The purpose of OIIR is to support OYA’s mission by providing leadership, advocacy, and guiding principles to assist OYA in its ongoing efforts to become a culturally competent and a culturally responsive organization. Moving forward, HR will partner with the newly formed DEI Strategic Team to operationalize the affirmative action plan as OYA works toward creating a diverse workforce with equitable and inclusive processes and outcomes.

**Goal 5: Continued strategic outreach and advertising efforts devoted to diversity.**

OYA continues to advertise job announcement on job boards devoted to diverse hiring pools, including:

- Partners in Diversity
- Diversityjobs.com
- Hirelatinos.org
- Urban League of Portland
- MACLIST
- StoriJobs.com
- Local radio stations

HR has established systemic changes to the recruitment process to emphasize strategic outreach to diverse populations. These efforts included:

- HR partnered with the Department of Administrative Services (DAS) to expand minimum qualifications of several key classifications to include lived experience and to make them more inclusive.
- All agency recruitments are open and competitive. Any internal-only recruitments must have assistant director approval to proceed.
- Recruiters encourage hiring managers to share job postings on job boards devoted to diverse hiring pools (referenced above).
- HR updated templates used in the hiring process for managers such as the invitation to applicants to interview and the job offer letter to ensure that language is inclusive and welcoming, and that the accommodation process is clear.
- HR updated agency job announcements to include a statement and commitment to DEI values.
- HR worked with Lumina to create a video job announcement campaign to reach a wider audience than traditional job postings.
- Hiring managers abide by a recruitment standard: 47% of the applicant pool must be diverse, to mirror the diversity of OYA youth. Assistant director approval is needed to proceed if this standard is not met.
- HR developed an Interview Panelist Training focused on fair and equitable hiring processes.
- Interview questions weave in agency goals of DEI.
- HR utilized an equitable hiring practices guide created by our DEI Strategic Manager as the foundation for its updates to the entire hiring process. Rather than taking our hiring guide and infusing equity into it, we took the equitable hiring practices guide and laid our updated hiring process into it.

### **2021-23 Biennium Goals**

**Goal 1: Intentionally increase and support diverse representation of all positions — with a focus on professional and leadership positions — within our recruitment, hiring, onboarding, retention, and training processes, especially from marginalized communities.**

See tables in workforce analysis section for recorded increase in OYA staff diversity.

**Goal 2: Increase representation of people with disabilities.**

See 2019-21 Biennium Goal 1 above.

**Goal 3: Educate all staff on key concepts in the context of the juvenile justice system, including cultural, structural, and institutional racism; racial equity; white privilege; gender discrimination; and being an ally to the LGBTQQI community.**

The DEI Strategic Team has taken actions to address this goal as part of the agency's DEI Plan, Goal 4: Agency Culture:

Develop an agencywide DEI education/training to set the foundation for fundamental understanding of what diversity, equity, and inclusion is.

- Disseminated to managers the learning materials/facilitation guides developed from the resources provided by DEI consultant Shari Dunn.
- Developed agency-wide DEI learning opportunity via training for new employees to understand the individual and organizational benefits of inclusion, what diversity and inclusion are, their interrelation, and how to amplify the voice of those impacted in decisions.
- Created monthly DEI trainings.

## **2023-25 Biennium Goals**

### **Goal 1: Create a welcoming and accessible agency experience.**

#### **Phase 1: Employment Experience**

##### **Barriers**

The hiring process is inherently exclusionary as the end goal is to narrow down applicants to fill a singular position. As such, inclusive practices that are focused on increasing diversity are not routine and take effort and intentionality. This slows down the process and can interfere with expectations to fill positions quickly.

For applicants with disabilities, over half of OYA's workforce positions can be a barrier because of the safety and security considerations of working with youth in a close-custody setting. Group Life Coordinators (GLCs), which make up the majority of OYA's workforce, are responsible for the direct supervision of youth in facilities. OYA requires all 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.

### **Strategy**

- Establish equitable hiring practices guide for hiring managers.
- Continually review the hiring process through OYA Equity Lens. (See Appendix C)
- Utilize universal design principles to evaluate hiring process from application to offer.
- Ensure all position descriptions and job announcements incorporate OYA's official DEI vision and outline where equity and inclusion are an essential function within the job duties.
- Conduct additional outreach efforts with organizations and communities focused on people with disabilities.

### **Measurement**

- Monitor hiring patterns in Workday.

## **Goal 2: Increase diversity of historically marginalized communities.**

**Phase 1: Increase racial and ethnic diversity in positions that work directly with youth.** (see Appendix F for job profiles)

### **Barriers**

As a State of Oregon agency, we are here to serve the people of Oregon and naturally draw upon this population when filling positions. According to the U.S. Census Bureau, Oregon's race and ethnic breakdown is as follows:

- White alone – 86.2%
- Black or African American alone – 2.3%
- American Indian & Alaska Native alone – 1.9%
- Asian alone – 5.0%
- Native Hawaiian & Other Pacific Islander alone – 0.5%
- Two or More Races – 4.2%
- Hispanic or Latino – 14.0%
- White alone, not Hispanic or Latino – 74.1%

We also know youth of color are disproportionately represented in the juvenile justice system and at OYA. (see Workforce Analysis 2023 table)

Thus, creating a workforce that reflects our youth's demographics is aiming for a workforce that is more diverse than the population we are recruiting from.

**Strategy**

- Use open competitive job announcements.
- Set benchmark of having 47% of candidates be people of color before moving to interview stage. (approval needed to move forward if not met)
- Post job announcements on job boards that target diverse groups.
- Network with diversity groups and associations to promote the agency.
- Conduct national outreach.

**Measurement**

- Monitor applicant pools and hiring patterns in Workday.

**Goal 3: Unite Affirmative Action Plan and DEI**

**Barriers**

Currently, there is no precedent for uniting AAP and DEI in the State of Oregon enterprise.

**Strategy**

- HR will work with DEI Strategic Team to unite both plans.
- HR will meet regularly with DEI Strategic Team to ensure progress is made.

**Measurement**

- The establishment of a unified plan.

## Appendices

### Appendix A: Agency Diversity and Inclusion Statement - 2020



Oregon

Kate Brown, Governor

Oregon Youth Authority  
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Salem, OR 97301-3777  
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[www.oregon.gov/OYA](http://www.oregon.gov/OYA)

December 1, 2020

Dear Colleagues,

Data shows youth of color and LGBTQQI youth are disproportionately represented in the juvenile justice system. While the Oregon Youth Authority is only one part of that system, we play a critical role in addressing the historical and systemic inequities that it perpetuates.

To successfully fulfill our mission — protecting the public and reducing crime by holding youth accountable and providing opportunities for reformation in safe environments — we must also ensure we are effectively meeting the needs of all youth and communities, especially those who are marginalized.

We need a diverse, equitable, and inclusive workplace in order to be aware, innovative, and agile enough to connect with and understand the needs of the youth and families we serve and the staff we serve alongside.

- Diversity: We work to ensure a wide variety of differences are well-represented within our workplace. These include race, ethnicity, culture, age, ability, nationality, socioeconomic status, gender, religion, and sexual orientation.
- Equity: We work to find and remove systemic barriers that limit access to opportunities and resources for marginalized populations. This applies to those who receive and those who provide OYA services.
- Inclusion: We work to ensure that marginalized populations have a voice, are treated fairly and respectfully, feel welcomed, and have meaningful opportunities to participate in decision-making.

To make this vision a reality, OYA will:

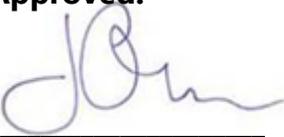
- Critically examine its work, particularly as it affects youth of color, LGBTQQI youth, and other marginalized youth, families, and communities.
- Include and advance those most impacted by the inequities of the juvenile justice system.
- Embed diversity, equity, and inclusion in our approach to all aspects of our work.

Sincerely,

Joe O'Leary  
Director

## Appendix B: OYA Equal Employment Opportunity and Affirmative Action Policy

 <b>OREGON YOUTH AUTHORITY</b> 			
<b>Policy Statement</b>			
<i>Subject:</i> <b>Equal Employment Opportunity and Affirmative Action</b>			
<i>Section – Policy Number:</i>  <b>0: Mission, Values, Principles -3.1</b>	<i>Supersedes:</i> <b>0-3.1 (12/18)</b> <b>0-3.1 (01/13)</b> <b>0-3.1 (07/10)</b> <b>0-3.1 (12/06)</b> <b>I-D-1.0 (01/96)</b>	<i>Effective Date:</i>  <b>02/01/2021</b>	<i>Date of Last Revision/Review:</i>  <b>None</b>
<b>Related Standards and References:</b>	<ul style="list-style-type: none"> <li>▪ <a href="#">U.S. Equal Employment Opportunity Commission</a></li> <li>▪ <a href="#">ORS 659A (Unlawful Discrimination in Employment, Public Accommodations)</a></li> <li>▪ <a href="#">ORS 243.305 (Policy of affirmative action and fair and equal employment opportunities and advancement)</a></li> <li>▪ <a href="#">OAR 105-040-0001</a> (Equal Employment Opportunity and Affirmative Action)</li> <li>▪ Governor’s Executive Order No. EO-05-01, Affirmative Action: Review and Renewal (<a href="#">Affirmative Action: Review and Renewal</a>)</li> <li>▪ American Correctional Association, <i>Standards for Juvenile Correctional Facilities</i>; 4-JFC-6C-02 (Equal Employment); 4-JCF-6D-07 (Reasonable Accommodation)</li> <li>▪ Department of Administrative Services (DAS) statewide policy: <a href="#">50.020.10</a> ADA and Reasonable Accommodation in Employment, <a href="#">50.010.01</a> Discrimination and Harassment Free Workplace</li> <li>▪ <a href="#">OYA policy</a>: 0-3.0 (Harassment-free Workplace)</li> <li>▪ <a href="#">OYA form</a>: YA 8012 (Equal Opportunity Statistical Information) YA 8600 (Complaint Form)</li> <li>▪ Collective Bargaining Agreements (<a href="#">SEIU</a>, <a href="#">AFSCME</a> Local 191)</li> </ul>		
<b>Related Procedures:</b>	<ul style="list-style-type: none"> <li>▪ <b>None</b></li> </ul>		

<b>Policy Owner:</b>  Human Resources Manager	<b>Approved:</b>  _____ Joseph O'Leary, Director
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**I. PURPOSE:**

This policy expresses OYA’s commitment to principles of equal employment, affirmative action, diversity, and inclusion. The policy provides general standards for implementing equal employment opportunity and affirmative action efforts for OYA staff and applicants. A complaint process for OYA staff and applicants regarding alleged acts of unlawful discrimination or harassment is also addressed.

**II. POLICY DEFINITIONS:**

**Harassment:** A form of offensive treatment or behavior which to a reasonable person creates an intimidating, hostile or abusive work environment. Harassment may include, but is not limited to, verbal harassment, such as racial epithets, ethnic or sexual jokes, inappropriate use of sexually explicit language, demeaning and derogatory comments; physical harassment, such as unwanted touching, physical interference with normal work or movement, or assault; visual or audio harassment, such as derogatory or sexually or racially offensive posters, degrading songs, cartoons, or drawings in any form, including written, computer generated or telephonic; and sexual harassment.

**Sexual harassment:** Any advance, request for sexual favors or other verbal or physical conduct of a sexual nature when:

- (1) submission to such conduct is made whether explicitly or implicitly a term or condition of an individual’s employment;
- (2) submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting that individual; or
- (3) such conduct has the purpose or effect of substantially interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

**Unlawful Discrimination:** The act or behavior of treating people differently or adversely because of their race, color, national origin, religion, gender, or other factors protected by law.

**III. POLICY:**

The State of Oregon is committed to having a workforce that represents the diversity of the Oregon community, and is a leader in providing its citizens fair and equal employment opportunity. OYA is committed to an affirmative action program that provides equal opportunities for all people regardless of race, color, religion, ancestry, sex, sexual orientation, familial status, national origin, marital status, age, or physical or mental disability. OYA's values and policies articulate the agency's intent and commitment to integrate cultural competency throughout the entire agency and to create a diverse workforce. Selecting, training, supporting, and empowering a competent and diverse workforce is reflective of the agency's mission.

OYA also maintains a workplace free from intimidation and harassment (refer to policy 0-3.0 Harassment-free Workplace).

**IV. GENERAL STANDARDS:**

A. Responsibilities

OYA management, supervisors, and staff will support this policy by the following actions.

1. All levels of management will actively support and pursue affirmative action recruitment efforts to ensure the organizational growth and entry into the workforce of minorities, women, and persons with disabilities.
2. All aspects of employment including recruiting, hiring, benefits, training, promoting, transferring, and terminating will be made without regard to race, color, religion, ancestry, age, sex, marital status, national origin, sexual orientation, or mental or physical disability.

3. Harassment in any form including sexual, verbal, or physical harassment or harassment based on race, color, national origin, physical or mental disability, age, religion, sex, sexual orientation, and marital status will not be tolerated.

Any supervisor/manager who witnesses or becomes aware of conduct that could be construed as harassment or discrimination will notify Human Resources and, in concert with Human Resources, take immediate and appropriate corrective/remedial action. (See OYA policy 0-3.0 Harassment-free Workplace).

4. It is each staff member's responsibility to promote a positive, affirming workplace environment free from intimidation, harassment and discrimination.
5. Staff must complete training on preventing sexual harassment and maintaining a harassment-free and professional workplace annually.
6. Absolutely no retaliation or adverse action in any form will be taken against a staff because they have filed a complaint alleging discrimination or harassment.
7. OYA will develop, distribute and monitor an affirmative action plan and maintain an auditing and reporting system that will provide necessary statistical data and standardized reports for analysis that will meet EEO reporting requirements.
8. All contracts between OYA and its contractors will contain a clause of nondiscrimination by which contractors agree to comply with all applicable requirements of Section 504 of the Americans with Disabilities Act.
9. OYA will establish and maintain a process to review applicant and employee complaints and grievances of discrimination or harassment.

B. Interviewing Applicants for Employment

1. OYA fulfills the mission of the agency by selecting, training, supporting and empowering a competent and diverse workforce. It is every supervisor/manager's responsibility to ensure the suitability of applicants before the applicants are hired by OYA.
2. Interview panels must be diverse in gender, race, and ethnicity. If diversity of the panel is not possible to achieve, the rationale for continuing the process must be documented by the hiring manager. This will facilitate a broader, more diverse perspective of the applicants, and provide the hiring supervisor/manager with a more comprehensive hiring recommendation.
3. OYA has the burden of proof as to the appropriateness of the selection process.
4. Unequal treatment of candidates during the interview process is an example of discrimination.

- a) All interview questions must be directly related to the position being filled.
- b) The interviewer must ask each candidate the same primary questions. At least one of the questions must include assessing the candidates for their demonstrated commitment to diversity, equity, and inclusion.

This does not prevent the interviewer from asking follow-up questions related to the candidates' responses and application materials provided.

- c) An interview documentation file must be maintained on every filled position in accordance with Secretary of State, Archiving Division, Records Retention Schedules.
  - (1) This becomes extremely critical in the event of an audit or investigation.
  - (2) The file should contain a position description, rating factors, scoring criteria, interview questions, and information obtained from the reference checks.

C. Discrimination or Harassment Complaint Process

1. Internal complaint process

Staff may follow the complaint process described in OYA policy 0-3.0 Harassment-free Workplace if they feel they have been subjected to unlawful discriminatory actions by OYA.

2. External complaint process

A complaint alleging discrimination may be filed at any step in the complaint process with:

- a) Governor's Office of Diversity & Inclusion/Affirmative Action  
Telephone: (503) 378-6833  
Website: [www.oregon.gov/gov/GovAA](http://www.oregon.gov/gov/GovAA);
- b) Civil Rights Division of the Bureau of Labor and Industries  
Telephone: (971) 673-0761  
Website: [www.oregon.gov/boli](http://www.oregon.gov/boli);
- c) U.S. Equal Employment Opportunity Commission  
Telephone: (206) 220-6883  
Website: [www.eeoc.gov](http://www.eeoc.gov); or
- d) U.S. Department of Justice/Civil Rights Division, for complaints under the Americans with Disabilities Act only  
Telephone: (800) 514-0301  
Website: [www.ada.gov](http://www.ada.gov).

**V. LOCAL OPERATING PROTOCOL REQUIRED: NO**

## Appendix C: OYA DEI-Focused Plan, Policy, and Rules

1. OYA Transgender, Gender Diverse, Gender Fluid, and Intersex Youth ([OAR 416-435-0010](#))
2. [Meeting LGBTQ+ Youth Needs \(I-A-10.1\)](#)
3. [OYA Equity Lens](#)

## Appendix D: State Policy Documentation

1. [Statewide Diversity, Equity, and Inclusion Action Plan](#)
2. [Executive Order 22-11](#)
3. [ADA and Reasonable Accommodation in Employment Policy](#) (*Statewide policy 50.020.10*)
4. [Discrimination and Harassment Free Workplace](#) (*Statewide policy 50.010.01*)
5. [Employee Development and Implementation of Oregon Benchmarks for Workforce Development](#) (*Statewide policy 50.045.01*)
6. [Duties of Administrator](#) (*ORS 240.145*)
7. [Rules Applicable to Management Service](#) (*ORS 240.250*)
8. [Recruitment and Selection](#) (*Statewide policy 40.010.02*)
9. [Veterans Preference in Public Employment](#) (*ORS 408.230*)
10. [Equal Opportunity and Affirmative Action Rule](#) (*105.040.0001*)

## Appendix E: Federal Documentation

1. [Age Discrimination in Employment Act of 1967](#) (ADEA)
2. [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
3. [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008](#) (GINA)
4. [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
5. [Title VII of the Civil Rights Act of 1964](#)
  - a. National Origin Discrimination
  - b. Discrimination
  - c. Race/Color Discrimination
  - d. Religious Discrimination
  - e. Sex-Based Discrimination
  - f. Sexual Harassment
6. [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)
7. [Executive Order 11246 \(Office of Federal Contract Compliance Programs regulations\)](#)

## **Appendix F: Job Profile Definitions**

### **Middle Management Positions**

#### **2019-21**

Principal Executive/Manager A – SR24 – Exempt

Principal Executive/Manager A – SR 24 – Non Exempt

Principal Executive/Manager B – SR26 – Exempt

Principal Executive/Manager C – SR28 – Exempt

#### **2022-Present**

Records Management Supervisor 1 - SR24 - Exempt

Youth Facility Supervisor 1 - SR24 - Exempt

Youth Facility Supervisor 2 - SR28 - Exempt

### **Professional Job Profiles**

*(pulled from Workday report: EEO / Job Profile Job Classification Crosswalk)*

Accountant 1 – SR21 – Non Exempt

Accountant 1 – SR23 – Non Exempt

Accountant 2 – SR23 – Non Exempt

Accountant 2 – SR27 – Non Exempt

Accountant 3 – SR27 – Non Exempt

Accountant 3 – SR30 – Non Exempt

Accountant 4 – SR30 – Non Exempt

Behavioral Health Specialist 2 - SR27 - Non Exempt

Chaplain - SR24 - Exempt

Dentist - SR47 - Exempt

Disability Analyst 1 - SR23 - Non Exempt

Executive Assistant - SR25 - Exempt

Fiscal Analyst 2 - SR27 - Exempt

Fiscal Analyst 3 - SR30 - Exempt

Fiscal Analyst 3 - SR30 - Non Exempt

Human Resource Analyst 1 - SR23 - Non Exempt

Human Resource Analyst 2 - SR26 - Exempt

Human Resource Analyst 3 - SR29 - Exempt

Human Resource Assistant - SR18 - Non Exempt

Nurse Manager - SR36 - Exempt

Nutrition Consultant - SR29 - Exempt

Operations & Policy Analyst 1 - SR23 - Non Exempt

Operations & Policy Analyst 2 - SR27 - Non Exempt

Operations & Policy Analyst 3 - SR30 - Exempt

Operations & Policy Analyst 3 - SR30 - Non Exempt

Operations & Policy Analyst 4 - SR32 - Exempt

Procurement & Contract Specialist 1 - SR23 - Non Exempt

Procurement & Contract Specialist 2 - SR27 - Non Exempt

Procurement & Contract Specialist 3 - SR29 - Exempt

Program Analyst 1 - SR23 - Non Exempt

Program Analyst 2 - SR27 - Non Exempt

Program Analyst 3 - SR29 - Exempt

Program Analyst 3 - SR29 - Non Exempt

Information Systems Specialist 2 - SR21 – Non Exempt

Information Systems Specialist 3 - SR24 - Non Exempt

Information Systems Specialist 4 - SR25 - Non Exempt

Information Systems Specialist 5 - SR28 - Non Exempt

Information Systems Specialist 6 - SR29 - Exempt

Information Systems Specialist 7 - SR30 - Non Exempt

Information Systems Specialist 7 - SR31 - Exempt

Information Systems Specialist 8 - SR33 - Exempt

Institution Registered Nurse - SR28 - Exempt

Institution Registered Nurse - SR28 – Non Exempt

Internal Auditor 3 - SR31 - Exempt

Investigator 3 - SR26 - Exempt

Juvenile Probation/Social Services Officer/Juvenile Correction Counselor – SR24 – Non Exempt

Program Analyst 4 - SR31 - Exempt

Project Manager 1 - SR27 - Non Exempt

Project Manager 3 - SR32 - Exempt

Public Affairs Specialist 1 - SR25 - Non Exempt

Public Affairs Specialist 3 - SR31 - Exempt

Research Analyst 2 - SR23 - Non Exempt

Research Analyst 3 - SR26 - Non Exempt

Research Analyst 4 - SR30 - Non Exempt

Safety Specialist 2 - SR27 - Exempt

Social Service Specialist 1 - SR25 - Non Exempt

Supervising Food Service Worker 1 - SR20 - Exempt

Supervising Food Service Worker 2 - SR24 - Exempt

Supervising Physician - SR50 - Exempt

Supervising Registered Nurse - SR32 - Exempt

Training & Development Specialist 1 - SR23 - Non Exempt

Training & Development Specialist 2 - SR27 - Non Exempt

### **Job Profiles Working with Youth**

Behavioral Health Policy Manager 1 - SR31 - Exempt

Behavioral Health Specialist 2 - SR27 - Non Exempt

Business Operations Manager 1 - SR31 - Exempt

Chaplain - SR24 - Exempt

Clinical Psychologist 1 - SR33 - Exempt

Community Corrections Manager 1 - SR31 - Exempt

Cook - SR17 - Non Exempt

Custodian - SR10 - Non Exempt

Food Service Manager 1 - SR20 - Exempt

Food Service Manager 2 - SR24 - Exempt

Group Life Coordinator 1 - SR15 - Non Exempt

Group Life Coordinator 1 - SR16 - Non Exempt

Group Life Coordinator 2 - SR19 - Non Exempt

Juvenile Parole/Probation Assistant - SR22 - Non Exempt

Juvenile Parole/Probation Officer - SR28 - Non Exempt

Juvenile Probation/Social Services Officer/Juvenile Correction Counselor - SR24 - Non Exempt

Operations & Policy Analyst 2 - SR27 - Non Exempt

Operations & Policy Analyst 3 - SR30 - Exempt

Principal Executive/Manager A - SR24 - Exempt

Principal Executive/Manager A - SR24 - Non Exempt

Principal Executive/Manager B - SR26 - Exempt

Principal Executive/Manager C - SR28 - Exempt

Program Analyst 1 - SR23 - Non Exempt

Program Analyst 2 - SR27 - Non Exempt

Program Analyst 3 - SR29 - Exempt

Program Analyst 3 - SR29 - Non Exempt

Program Analyst 4 - SR31 - Exempt

Supervising Cook - SR18 - Non Exempt

Supervising Food Service Worker 1 - SR20 - Exempt

Supervising Food Service Worker 2 - SR24 - Exempt

Supply Specialist 2 - SR20 - Non Exempt

Youth Corrections Unit Coordinator - SR23 - Non Exempt