



2025-27

Oregon Youth Authority Affirmative Action Plan

Oregon Youth Authority
530 Center Street NE, Suite 500
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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 diverse 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.

Equity Statement

OYA has long recognized that youth of color, youth who identify as LGBTQ+ (lesbian, gay, bisexual, transgender, queer, questioning, or intersex), and youth with special needs are overrepresented in the state's juvenile justice system and in OYA's care and custody. OYA also recognizes that the young women in our care require need-specific treatment and programming. We are committed to dismantling systemic injustice; and we respect, honor, and embrace the diversity among youth, staff, families and partners. OYA leaders and staff are committed to fearlessly challenging our implicit biases and operationalizing our values and Positive Human Development (PHD) with an equity-based lens.

Initiatives

In the past decade, OYA leadership and staff have made youth engagement a top priority through the implementation of our three main initiatives, which guide our efforts to achieve our mission:

1. Diversity, Equity, and Inclusion: Providing equitable and culturally responsive services to meet the needs of all youth and communities of color and working to address disparities caused by policies and practices.
2. Positive Human Development: Helping everyone in safe, secure, respectful, and supportive environments where everyone is held accountable and is connected to their community.
3. Youth Reformation System: Using research, analytics, and professional judgment to inform decisions across the juvenile legal continuum to reduce crime and improve 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 diverse 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, centering diversity, equity and inclusion, 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. Each of these elements must be considered, understood and implemented through the use of an equity lens in order to effectively meet the unique intersectional needs of all youth and staff.

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.

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 helps inform and enhance decisions and activities that promote youth reformation.

It provides detailed, customized research data that help staff make informed decisions about the best placement, treatment, and services for OYA youth so that they can go on to lead productive, crime-free lives.

The Youth Reformation System (YRS) research helps OYA staff, and our community partners better serve youth and the community by determining:

- Population forecast - accurate estimates of space/bed needs and resources.
- Placement and treatment - most effective placement and treatment options for each youth, in combination with staff expertise and experience.
- Program evaluation - ongoing feedback and review of program performance to meet the changing needs of youth; and
- Community context - environments and services within the community to support youth transitioning out of OYA.

The positive human development (PHD) culture helps support youth, staff, and our agency as we work together to:

- Enhance safety and security,
- Provide caring and supportive relationships,
- Establish high expectations and accountability,
- Provide meaningful participation, and
- Establish community connections.

Under PHD, all three elements - youth, staff, and OYA as an agency - are equally important in achieving these goals.

OYA's Youth Reformation System (YRS) team provides project management, program development, and implementation of YRS, Positive Human Development (PHD), and other initiatives that inform best practices in youth development to guide effective decision making to support youth in achieving positive outcomes and to keep communities safer.

OYA DEI Plan Overview

In 2019-2020, OYA identified DEI as an Agency Key Initiative. We identified the following agencywide DEI Goals through a process of listening forums, executive team workshops, and consultation with ITBOM LLC. and a policy review with consultant TsaiComms and Brunner Strategies:

Goal 1: Equitable Youth Programs & Services

Goal 2: Diversify the OYA Workforce through equitable hiring practices

Goal 3: Infuse Equity and Inclusion into all Business Operations

OYA has spent the last few years laying a foundation based on these key goal areas through education, policy change, inclusion of more youth voice, and the creation of our equity lens guide. Our overarching DEI goals remain the same, however our priority for the 23-25 biennium has been to operationalize these goals further into the fabric of how our organization functions for sustainable change. OYA understands that recognizing inequities is not enough. We are committed to operationalizing DEI goals because our youth and communities deserve better than the disparate systems they have been handed.

The DEI department has been in close collaboration with our HR team and our Affirmative Action (AA) representatives. While our DEI plan and AA plan are separate, you will notice that these two plans complement each other and reinforce the amount of work the agency has put in to ensure equity is central to our hiring and retention efforts

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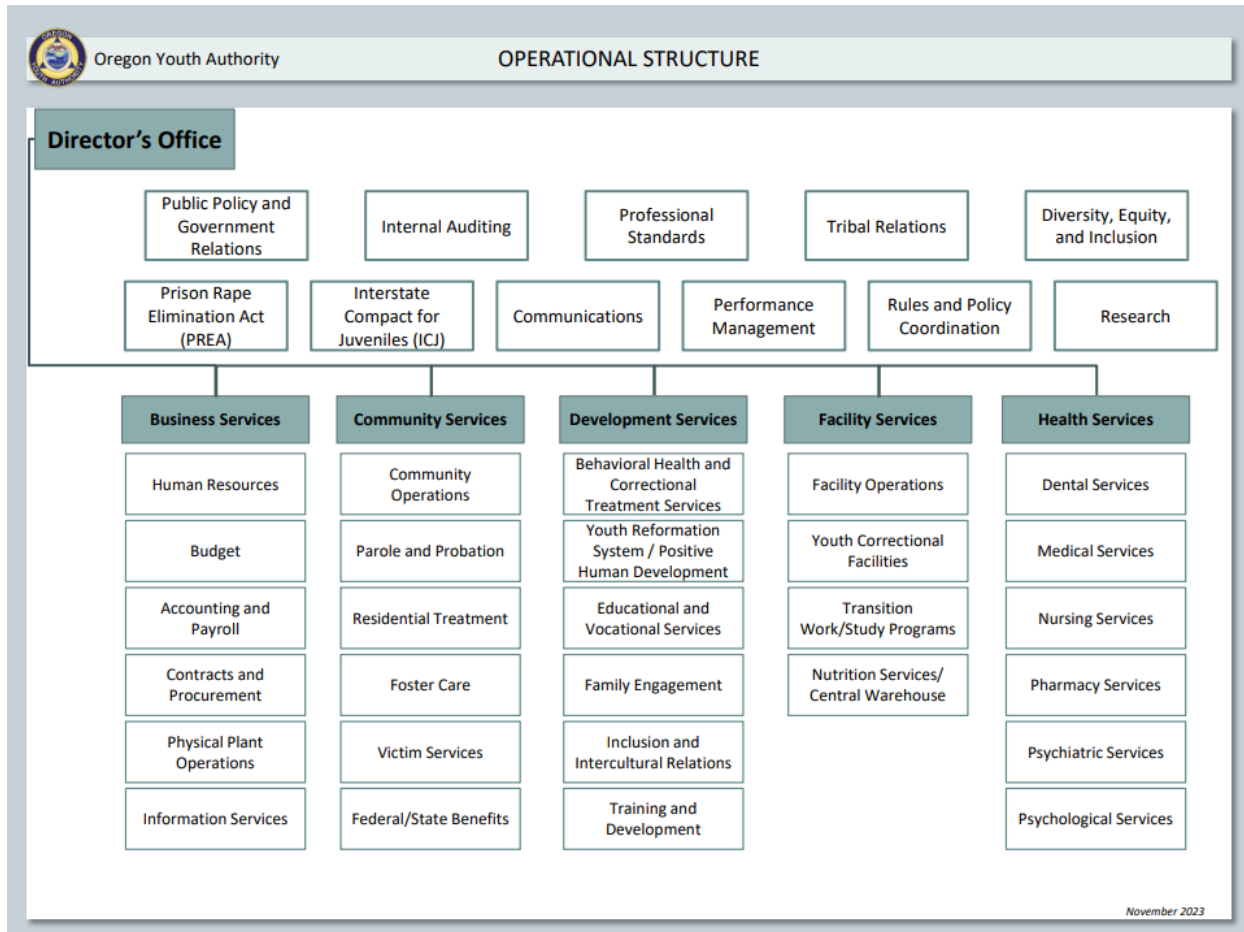
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Organizational Chart



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 DEI 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

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- 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 562 with 1 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.

Parole and Probation Services

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;

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- 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.

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 Foster Care

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.

Youth Benefits Access Team (YBAT)

The OYA Youth Benefits team coordinates with the Oregon Health Authority and local coordinated care organizations to ensure that youth in the OYA system have timely

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access to appropriate medical, dental, and mental health services. The team also works with Social Security to ensure youth continue to receive approved benefits or to apply for benefits for which the youth qualify.

Victim Engagement Program (VEP)

VEP provides meaningful access to trauma-informed and culturally responsive services to crime victims and survivors of youth committed to our agency. This team works closely with OYA Juvenile Parole and Probation Officer (JPPO) field staff and external partners like county and statewide victim advocacy programs to coordinate system engagement opportunities and service provision for crime victims and survivors.

Along with the VEP Manager, the team consists of a Victim Services Coordinator who focuses on the development, implementation, and coordination of victim services including victim-centered restorative justice programming, and a Victim Services Advocate who will provide core advocacy services including provision of victim rights information and assistance in requesting rights, crisis response, systems engagement and navigation, and other critical services that help support trauma recovery.

Community Resources Unit

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

Clackamas, Gilliam, Hood River, Sherman, & Wasco Counties 45 82 nd Drive, Suite 51B Gladstone, OR 97027	Josephine County 301 NW "F" Street Grants Pass, OR 97526	Marion & Polk Counties 2001 Front St. NE, Suite 110 Salem, OR 97301
Coos & Curry Counties 2348 Colorado Ave., Suite B North Bend, OR 97459	Klamath & Lake Counties 1900 Main Street, Suite C Klamath Falls, OR 97601	Multnomah County 1401 NE 68 th Ave. Portland, OR 97213
Crook County 267 NE Second St., Suite 202 Prineville, OR 97754	Lane County 115 West Eighth Ave., Suite 180 Eugene, OR 97401	Tillamook & Clatsop Counties 201 Laurel Ave. Tillamook, OR 97141

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Deschutes, Grant, Harney, Jefferson, & Wheeler Counties 62910 OB Riley Road, Suite 204 Bend, OR 97703	Linn, Benton, Lincoln, & Yamhill Counties 4400 Lochner Road SE Albany, OR 97322	Umatilla, Morrow & Union Counties 200 SE Hailey Ave., Suite 304 Pendleton, OR 97801
Douglas County 1036 SE Douglas Ave., Room 9 Roseburg, OR 97470	Malheur, Baker, & Wallowa Counties 2411 SW 4 th Ave. Ontario, OR 97914	Washington & Columbia Counties 1600 SW Cedar Hills Blvd., Suite 100 Portland, OR 97225
Jackson County 609-West 10 th St. Medford, OR 97501		

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 dedicated to developing, supporting, and providing culturally responsive and specific services to OYA youth, with a focus on youth from diverse backgrounds or marginalized populations. Their mission is to foster the growth and development of youth through culturally responsive services and advocacy. The vision is for youth to gain cultural humility and positively contribute to their communities. OIIR's approach to working with youth is grounded in their core values of equity, collaboration, youth-centeredness, and cultural competence.

To ensure youth receive culturally appropriate services, OIIR collaborates with youth, their families, staff, contractors, and volunteers to develop and deliver a range of programs. Additionally, OIIR provides interpretation and translation assistance to youth and families, supports youth empowerment programs, and coordinates speakers, educational presentations, and special events at OYA's close-custody facilities to celebrate diversity and enhance cross-cultural awareness. OIIR works with state, local, tribal, and foreign national governments, as well as community partners throughout the state. OIIR provides leadership, advocacy, and guiding principles to assist Oregon Youth Authority in its ongoing efforts to become a culturally responsive organization.

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.

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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 (36 beds)
- MacLaren Youth Correctional Facility, Woodburn (187 beds)
- Oak Creek Youth Correctional Facility, Albany (40 beds)
- Rogue Valley Youth Correctional Facility, Grants Pass (48 beds)
- Tillamook Youth Correctional Facility, Tillamook (36 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 (16 beds)
- Camp Tillamook Youth Transitional Facility, Tillamook (16 beds)
- Camp Riverbend Youth Transitional Facility, La Grande (16 beds)
- Jackie Winters Transition Program, Albany (14 beds)

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Health Services

Health Services recognizes that youth from underserved and marginalized populations may require more health care services in order to restore health due to lack of access to health care services while living in the community. We periodically survey youth, especially youth from marginalized populations, to ensure that health care services are being delivered in a respectful, culturally appropriate, and equitable manner. Health Services provides age-appropriate medical, nursing, dental, psychiatric, and psychological care for all youth in eight of OYA's nine, statewide, close-custody facilities statewide in alignment with community standards of care.

Other services provided includes:

- Management of acute and chronic medical illnesses and injuries;
- Mental health services;
- Dental services;
- Educating youth about how to manage their health;
- Oral hygiene instruction;
- Promoting healthy lifestyles and habits;
- Conducting health assessments of all youth upon intake to OYA;
- Providing medications for youth's health care conditions;
- Providing ongoing nursing and preventative care services; 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.

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- 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

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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.

- Comprehensive DEI Training Program: We offer 11 core and foundational Diversity, Equity, and Inclusion (DEI) trainings designed to build a robust understanding of DEI principles across our organization. (See Appendix C)
- Implicit Bias: OYA managers across the state received a training on implicit bias as part of OYA's Positive Human Development culture change efforts.
- LGBTQ+ 101: In recent years, we have done trainings for youth and staff statewide on LGBTQ+ issues. We are working with advocacy groups to develop and deliver a new LGBTQ+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 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.

Volunteer Training

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

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- 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 Teacher Training

Contractors and vendors who provide direct service to youth attend NET 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.

OIIR Programs

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 diverse marginalized populations including, but not limited to, Black, African American, Asian American and Native Hawaiian/Pacific Islander (AANHPI), Native American, Latino/a/x, and LGBTQ+.
- 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, human-trafficking related, 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.

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- Co-chairing several advisory committees such as the Family Advisory Council, African American Advisory Committee, Latino Advisory Committee, Native American Advisory Committee, AANHPI, and LGBTQ+ 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 diverse marginalized communities.
- Recruiting volunteers from diverse 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), Martin Luther King Jr. 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 Jun. 19).
- Events for the Native American community such as Indigenous Peoples' Day (a holiday celebrated as a counter-celebration to Columbus Day), Native American Heritage Month (celebrated every November), 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), smudging ceremonies (traditional ceremony aimed at purifying or cleansing the soul or negative thoughts of a person or place), and sacred sweat lodge ceremonies (a purifying ritual that uses intense heat to stimulate vision and insight).

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- 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), ANAHUAC (traditional agricultural, culinary, cultural arts and wellness education program, facilitated by CAPACES Institute), 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 and Native Hawaiian/Pacific Islander Heritage Month (celebrated in May).
- Celebrations for the LGBTQ+ community through National Coming Out Day (Oct 11) and Pride Month (June).
- Women's History Month (celebrated in March with ties to all cultures).
- Arab American Heritage Month (celebrated for the first time at Oak Creek Correctional Facility).

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.

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- Spirit of Two Feathers and Colors Group: 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) 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. Youth are introduced to African American/Black community members that can become resources once released.
- 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.

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- 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.
- Spanish 101: Where youth can learn basics of the Spanish language.
- Multicultural and Sankofa Groups: focusing on multicultural learning and connecting with cultural roots.

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 Black, African American, Native American, Hispanic and Latino/a, and LGBTQ+ 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 LGBTQ+ 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.

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- 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.

The DEI Team is part of the OYA Director's Office. This team provides specialized systemic oversight and guidance across the agency by:

- Supporting the Agency's goals for equitable programming and improved outcomes for youth of color; and all marginalized identities;
- Working collaboratively with Human Resources to diversify our workforce; and
- Infusing the equity lens guide into all new and existing processes, policies, and practices.

They provide strategic equity planning, engagement strategies, and DEI coordination to ensure alignment across the agency. The DEI Teams' work impacts the entire agency as they apply and embed the Equity Lens within all OYA's work.

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

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diverse 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 are 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.

The DEI team also creates facilitation guides for leaders to take on DEI conversations and gain competency to facilitate DEI topics with their teams. Resources that also include equity action planning processes, manager consultations, 11 team trainings (see Appendix C), and a train-the-trainer curriculum is currently underway so that we can work towards a strategic plan to enhance cultural competency across the agency and systemically engrain change champions into each area of the agency. All resources are created off this internal equity lens guide to make it accessible and customizable to each need that arises.

Roles for Implementation

Director and Assistant Directors

Director Joe O'Leary and administration 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

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will be evaluated based on their affirmative action efforts and results, in conjunction with other managerial responsibilities.

OYA's director, chief operating officer, and assistant directors frequently participate in events within OYA and within state government. They attend multicultural events at OYA facilities, whether it is a LGBTQ+ 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.

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In 2023 Managers were provided with equitable hiring practice expectations including the requirement to ensure all applicant pools represent the racial diversity of OYA youth before moving to the interview phase (47%), diverse hiring panels, embedding DEI within the interview questions, and all interview panel members must complete interview panelist training, and the equity lens guide used in hiring decisions.

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.

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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.

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2019*

	Community Youth						Close Custody Youth						All Youth	
	Parole		Probation		Total		Juvenile		DOC		Total		Total	
	336	100%	381	100%	717	100%	275	100%	209	100%	484	100%	1,201	100%
Race/Ethnicity²														
African American	50	15%	28	7%	78	11%	34	12%	33	16%	67	14%	145	12%
Asian	2	1%	6	2%	8	1%	8	3%	6	3%	14	3%	22	2%
White	192	57%	244	64%	436	61%	165	60%	88	42%	253	52%	689	57%
Hispanic	69	21%	64	17%	133	19%	48	17%	73	35%	121	25%	254	21%
Native American	21	6%	16	4%	37	5%	16	6%	7	3%	23	5%	60	5%
Other/Unreported	2	1%	23	6%	25	3%	4	1%	2	1%	6	1%	31	3%

Diversity Profile of Full-Time Staff

Dec 31, 2018

	People of		
	Color	Female	Disabled
Overall	22.7%	36.2%	0.9%
Management	14.3%	45.7%	1.4%
Represented	24.1%	34.7%	0.8%

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%	—

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2024*

Race/Ethnicity	All Oregon Youth	OYA Youth		OYA Staff
		Community Supervision	Close-Custody Facilities	
African American	4%	12%	12%	6%
Asian/Pacific Islander	6%	2%	2%	6%
Hispanic	23%	23%	24%	15%
Native American	1%	3%	6%	4%
White	66%	55%	51%	66%
Other/Unreported	—	4%	4%	3%

* The data in these tables are sourced from the OYA Yearly July Quick Facts, publicly available on the OYA website.

Racial Disparities in the Juvenile Justice System

OYA is dedicated to addressing these disparities by centering race in all of our work.

Our goals are to:

- Improve outcomes for marginalized youth
- Diversify and support the agency's workforce
- Address systemic inequities and embed equity in our business operations

Progress Report

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.

OYA Employees Reporting Disabilities in GLC Job Profiles **			
	2022	2023	2024
Total # GLC Reporting Disability	3	3	2
Total # GLC	402	396	382
Percent GLC Reporting Disability	0.75%	0.76%	0.52%
Total # Employees Reporting Disability	9 (1.0%)	10 (1.1%)	9 (1.0%)

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

** The data above provides a snapshot as of June 30th for each year.

Strategy

- Establish equitable hiring practices guide for hiring managers.

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- 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.

Progress

- OYA has a Recruitment and Hiring Guide for supervisors accessible on our intranet. Additionally, our recruitment team regularly disseminates resources throughout the recruitment process.
- Human Resources (HR) utilizes 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.
- Interview questions weave in agency goals of DEI.
- HR ensures that all agency job announcements include a statement and commitment to DEI values.

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)

OYA Employees Identifying as Women**			
	2022	2023	2024
Total # Women	332	339	350
Total # Employees	909	923	911
Percent Reporting Women	36.5%	36.7%	38.4%
OYA Employees Identifying as Women and as People of Color**			

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	2022	2023	2024
Total # Women of Color	95	104	106
Total # Women	332	339	350
Percent Reporting Women of Color	28.6%	30.7%	30.3%

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

** The data above provides a snapshot as of June 30th for each year.

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 2024 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.

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- Network with diversity groups and associations to promote the agency.
- Conduct national outreach.
- Additional outreach and networking require additional time for positions to be posted. On average, OYA posts positions for approximately three weeks to achieve the diverse applicant pool standards OYA has set.

Measurement

- Monitor applicant pools and hiring patterns in Workday.

Progress

- Every quarter, the agency reports on active measures, one of which is applicant diversity. This measure helps us actively work towards our goal of consistently leading with inclusive hiring practices, ensuring that our workforce reflects a wide range of perspectives and backgrounds. By prioritizing diversity in our recruitment and retention strategies, we aim to foster an environment where innovation thrives, and every team member feels valued and empowered.

OYA Agency-Wide - Active Measures: 2024-Q2

Data collection through June 30, 2024

SP 5.0 Developing human resources																				
ID	Measure	Definition	Current Performance Criteria				2021- Q2	2021- Q3	2021- Q4	2022- Q1	2022- Q2	2022- Q3	2022- Q4	2023- Q1	2023- Q2	2023- Q3	2023- Q4	2024- Q1	2024- Q2	
			Red	Yellow	Green	Better														
SP 5.2	Applicant diversity	Total number of disclosed affirmative action designations divided by total number of applicants.	< 26	26 to 38	>= 38	▲	32	33	40	39	41	47	44	48	43	50	44	49	43	
<i>Empty</i>	<i>Note:</i>		Updated: Q1 Q2 Q3 Q4				Target:	40	40	40*	40	40*	40*	40*	40*	40*	40*	40*	40*	40*

- All agency recruitments are open and competitive. Any internal-only recruitments must have Assistant Director approval to proceed.
- 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 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.
- Recruiters encourage hiring managers to share job postings on job boards devoted to diverse hiring pools and for hiring managers to tap into their own community connections.

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- OYA continues to advertise job announcements on job boards devoted to diverse hiring pools, including:
 - Indeed
 - LinkedIn
 - Partners in Diversity
 - Diversityjobs.com
 - MACLIST
 - Urban League of Portland
 - Handshake
 - WorkSource Oregon
 - Hirelatinos.org
- Increased in-person attendance at diversity fairs, career fairs, veteran fairs, school fairs, and events across Oregon.

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.

Progress

- The Affirmative Action Plan is a key component of the DEI and Strategic Plan, supporting the implementation and achievement of both DEI and Affirmative Action objectives.
- In alignment with the Governor's Expectations for State Government Commitment to DEI, there is an overlap between the goals of Human Resources and the DEI Office plans. We have worked closely with our DEI Strategic Manager, Jennifer Puentes, to ensure that these goals are continuously coordinated and effectively integrated.
- OYA will continue working to merge the plans, as their current goals both support and align with each other and further our workforce diversity objectives and support OYA in achieving its mission.

2025-27 Biennium Goals

Goal 1: Diversify and retain the OYA workforce.

Phase 1: We will maintain our highly diverse applicant pool as the DEI and Affirmative Action Plan will be merged, job descriptions will continue to be revised to be more inclusive, and HR will support targeted outreach to diverse applicant pools.

Barriers

- Where Are We Losing Diverse Applicants in the Process? Identifying and addressing specific stages in our recruitment process where diverse candidates may be dropping out is crucial. This could include the application stage, initial screenings, or pre-interview assessments. Understanding these pain points will help us refine our processes to better support and retain diverse applicants throughout their journey.
- The high-demand and fast-paced nature of the OYA's work environment.
- Current outreach efforts may not fully penetrate diverse communities or reach potential candidates who are not already engaged with our organization.
- Retaining a diverse workforce can be challenging if the workplace environment or culture does not fully support or address the needs of diverse employees.

Strategy

- Begin peer-learning meetings to discuss both successful hiring practices and retention practices.
- Continue building upon training programs for HR and hiring managers on best practices for inclusive hiring and effective retention strategies.
- Foster a workplace environment that supports the needs and development of diverse employees to improve retention.

Measurement

- Measure the retention rates in Workday of diverse employees and identify any patterns or issues that may affect their longevity with the organization.
- Track trends on where we are declining candidates and candidate withdrawals, specifically diverse candidates.

Goal 2: Maintain Our Benchmark: Ensuring 47% of Candidates are People of Color Prior to the Interview Stage

Phase 1: This benchmark is designed to increase racial and ethnic diversity in all OYA positions. (see Appendix F for job profiles). **If this benchmark is not met within the candidate pool, Assistant Director approval is needed to move forward.**

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.

Barriers to employment can be structural or systemic obstacles that can hinder diverse candidates from successfully entering or advancing in our organization. Examples might include a lack of accessibility in our application system, requirements that disproportionately affect certain groups, or gaps in our outreach efforts to underrepresented communities. Addressing these barriers involves revising our policies and practices to ensure they are equitable and inclusive.

Strategy

- Thinking outside the box and expanding beyond our current pools and communities, actively seeking out diverse talent even in the most remote or overlooked areas.
- Use open competitive job announcements.
- Enhanced job visibility: Post job announcements on job boards that target diverse groups.

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- Provide training for hiring managers and recruiters to recognize and mitigate unconscious bias in the selection process.
- Network with diversity groups and associations to promote the agency.
- Conduct local in person outreach.
- Connect with communities with lived experience in the legal system.

Measurement

- Continue tracking our diversity metric for each open position.
- Monitor applicant pools, application sources, and hiring patterns in Workday.

Goal 3: Expand HR Outreach to Diverse Communities

Phase 1: Enhance HR's engagement with diverse communities through strategic outreach efforts to build symbiotic relationships, laying the groundwork for a robust talent pipeline.

Barriers

- Limited Awareness: Diverse communities may have limited awareness of job opportunities and OYA's mission.
- Trust Issues: Building trust with diverse communities can be challenging due to historical and systemic issues, particularly given the historical racial injustice in communities of color and the legal system.
- Resource Constraints: Limited resources may hinder the ability to effectively engage and maintain outreach efforts.
- Mismatch of Needs: The needs and interests of diverse communities might not align perfectly with available positions or organizational goals.

Strategy

- Partner with community organizations, educational institutions, and professional associations that serve diverse populations.
- Participate in Community Events: Pushing past traditional job fairs, participation in diversity fairs, local cultural festivals or fairs, community workshops & seminars, guest lectures & panels, charity events, meetups, and networking groups.
- Work on establishing mentorship or internship programs with diverse organizations to provide pathways into the organization.

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Measurement

- Diversity Metrics: Evaluate changes in the diversity of applicants and hires to determine the effectiveness of outreach efforts.
- Track the number and quality of partnerships with community organizations and institutions.

Contracting

In alignment with our commitment to fostering diversity, equity, and inclusion within our procurement practices, [Your Organization's Name] is dedicated to ensuring compliance with the guidelines and requirements set forth by the Certification Office for Business Inclusion and Diversity (COBID). Our COBID Contract Reporting Plan is designed to outline our strategies for engaging with, tracking, and reporting on diverse business entities, including minority-owned, women-owned, and emerging small businesses.

OYA COBID Certified Contracts & Procurements (July 2017 – June 2022)		
Contract Type	COBID Certified	Non COBID Certified
Construction	11	154
Professional Services	30	186
Goods & Non-Professional Services	39	222

Provided by the Procurement Equity Disparity Study Data Dashboard

Appendices

Appendix A: Agency Diversity and Inclusion Statement - 2020



Oregon

Kate Brown, Governor

Oregon Youth Authority
Director's Office
530 Center Street NE, Suite 500
Salem, OR 97301-3777
Voice: 503-373-7205
Fax: 503-373-7622
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,

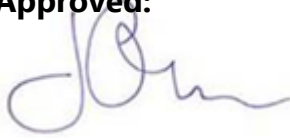
Joe O'Leary

Director

Appendix B: OYA Equal Employment Opportunity and Affirmative Action Policy

 <p style="text-align: center;">OREGON YOUTH AUTHORITY</p>  <p style="text-align: center;">Policy Statement</p>			
Subject: Equal Employment Opportunity and Affirmative Action			
Section – Policy Number: 0: Mission, Values, Principles -3.1	Supersedes: 0-3.1 (12/18) 0-3.1 (01/13) 0-3.1 (07/10) 0-3.1 (12/06) I-D-1.0 (01/96)	Effective Date: 02/01/2021	Date of Last Revision/Review: None

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<p>Related Standards and References:</p>	<ul style="list-style-type: none"> □ U.S. Equal Employment Opportunity Commission □ ORS 659A (Unlawful Discrimination in Employment, Public Accommodations) □ ORS 243.305 (Policy of affirmative action and fair and equal employment opportunities and advancement) □ OAR 105-040-0001 (Equal Employment Opportunity and Affirmative Action) □ Governor’s Executive Order No. EO-05-01, Affirmative Action: Review and Renewal (Affirmative Action: Review and Renewal) □ American Correctional Association, Standards for Juvenile Correctional Facilities; 4-JFC-6C-02 (Equal Employment); 4-JCF-6D-07 (Reasonable Accommodation) □ Department of Administrative Services (DAS) statewide policy: 50.020.10 ADA and Reasonable Accommodation in Employment, 50.010.01 Discrimination and Harassment Free Workplace □ OYA policy: 0-3.0 (Harassment-free Workplace) □ OYA form: YA 8012 (Equal Opportunity Statistical Information) YA 8600 (Complaint Form) □ Collective Bargaining Agreements (SEIU, AFSCME Local 191)
<p>Related Procedures:</p>	<p>□ None</p>
<p>Policy Owner:</p> <p>Human Resources Manager</p>	<p>Approved:</p>  <hr style="width: 150px; margin-left: 0;"/> <p>Joseph O’Leary, Director</p>

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

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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

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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).

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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

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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

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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;
- b) Civil Rights Division of the Bureau of Labor and Industries
Telephone: (971) 673-0761
Website: www.oregon.gov/boli;
- c) U.S. Equal Employment Opportunity Commission
Telephone: (206) 220-6883
Website: 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.

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](#)
4. [OYA DEI Plan 2023-25](#)
5. [OYA DEI Trainings](#)

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

Professional Job Profiles

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

Accountant 1 – SR21 – Non-Exempt	Procurement & Contract Specialist 2 - SR27 - Non Exempt
Accountant 1 – SR23 – Non Exempt	Procurement & Contract Specialist 3 - SR29 - Exempt
Accountant 2 – SR23 – Non Exempt	Program Analyst 1 - SR23 - Non Exempt
Accountant 2 – SR27 – Non Exempt	Program Analyst 2 - SR27 - Non Exempt
Accountant 3 – SR27 – Non Exempt	Program Analyst 3 - SR29 - Exempt
Accountant 3 – SR30 – Non Exempt	Human Resource Analyst 2 - SR26 - Exempt
Accountant 4 – SR30 – Non Exempt	Human Resource Analyst 3 - SR29 - Exempt
Behavioral Health Specialist 2 - SR27 - Non Exempt	Human Resource Assistant - SR18 - Non Exempt
Chaplain - SR24 - Exempt	Information Systems Specialist 2 - SR21 – Non Exempt
Dentist - SR47 - Exempt	Information Systems Specialist 3 - SR24 - Non Exempt
Disability Analyst 1 - SR23 - Non Exempt	Information Systems Specialist 4 - SR25 - Non Exempt
Executive Assistant - SR25 - Exempt	Information Systems Specialist 5 - SR28 - Non Exempt
Fiscal Analyst 2 - SR27 - Exempt	Information Systems Specialist 6 - SR29 - Exempt
Fiscal Analyst 3 - SR30 - Exempt	Information Systems Specialist 7 - SR30 - Non Exempt
Fiscal Analyst 3 - SR30 - Non Exempt	Information Systems Specialist 7 - SR31 - Exempt
Human Resource Analyst 1 - SR23 - Non Exempt	Information Systems Specialist 8 - SR33 - Exempt
Nurse Manager - SR36 - Exempt	Institution Registered Nurse - SR28 - Exempt
Nutrition Consultant - SR29 - Exempt	Institution Registered Nurse - SR28 – Non Exempt
Operations & Policy Analyst 1 - SR23 - Non Exempt	Internal Auditor 3 - SR31 - Exempt
Operations & Policy Analyst 2 - SR27 - Non Exempt	Investigator 3 - SR26 - 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	

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

Exempt

Training & Development Specialist 2 - SR27 - Non
Exempt

Job Profiles Working with Youth

Behavioral Health Policy Manager 1 - SR31 -
Exempt

Custodian – SR10 – Non Exempt

Behavioral Health Specialist 2 - SR27 - Non Exempt

Food Service Manager 1 - SR20 - Exempt

Business Operations Manager 1 - SR31 - Exempt

Food Service Manager 2 - SR24 - Exempt

Chaplain - SR24 - Exempt

Group Life Coordinator 1 - SR15 - Non Exempt

Clinical Psychologist 1 - SR33 - Exempt

Group Life Coordinator 1 - SR16 - Non Exempt

Community Corrections Manager 1 - SR31 -
Exempt

Group Life Coordinator 2 - SR19 - Non Exempt

Program Analyst 3 – SR29 – Non Exempt

Juvenile Parole/Probation Assistant – SR22 – Non
Exempt

Program Analyst 4 – SR31 – Exempt

Juvenile Parole/Probation Officer - SR28 - Non
Exempt

Project Manager 1 – SR27 – Non Exempt

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

Project Manager 3 – SR32 - Exempt

Operations & Policy Analyst 2 - SR27 - Non Exempt

Public Affairs Specialist 1 - SR25 - Non Exempt

Operations & Policy Analyst 3 - SR30 - Exempt

Public Affairs Specialist 3 - SR31 - Exempt

Research Analyst 2 - SR23 - Non Exempt

Principal Executive/Manager A - SR24 - Exempt

Research Analyst 3 – SR26 – Non Exempt

Principal Executive/Manager A - SR24 - Non
Exempt

Research Analyst 4 - SR30 - Non Exempt

Principal Executive/Manager B - SR26 - Exempt

Safety Specialist 2 – SR7 – Exempt

Principal Executive/Manager C - SR28 - Exempt

Social Service Specialist 1 – SR25 – Non Exempt

Program Analyst 1 - SR23 - Non Exempt

Supervising Food Service Worker 1 - SR20 -
Exempt

Supervising Food Service Worker 2 - SR24 -
Exempt

Program Analyst 2 - SR27 - Non Exempt

Supervising Physician - SR50 - Exempt

Program Analyst 3 - SR29 - Exempt

Supervising Registered Nurse - SR32 - Exempt

Program Analyst 3 - SR29 - Non Exempt

Training & Development Specialist 1 - SR23 - Non

Program Analyst 4 - SR31 - Exempt

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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