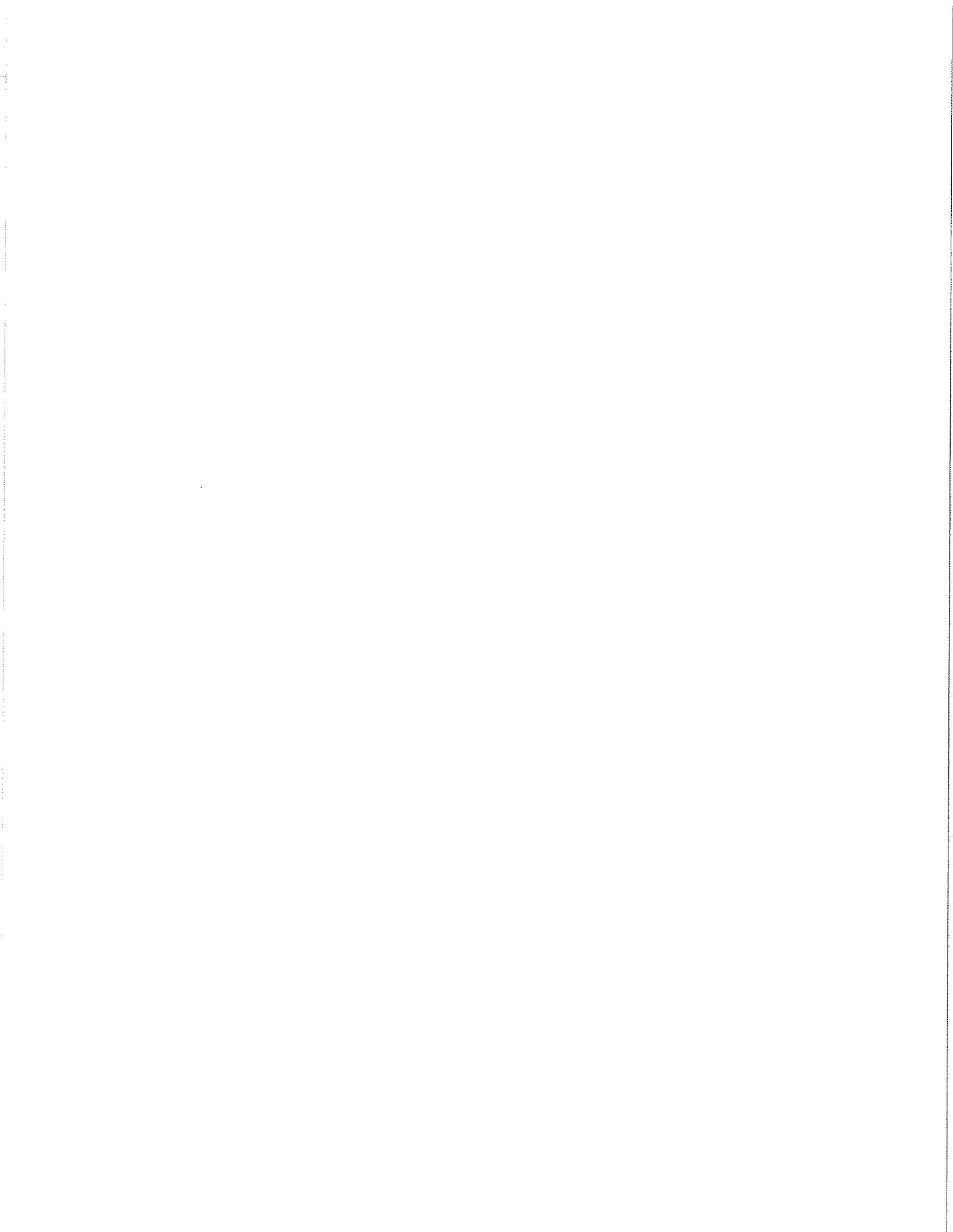


**Section II**

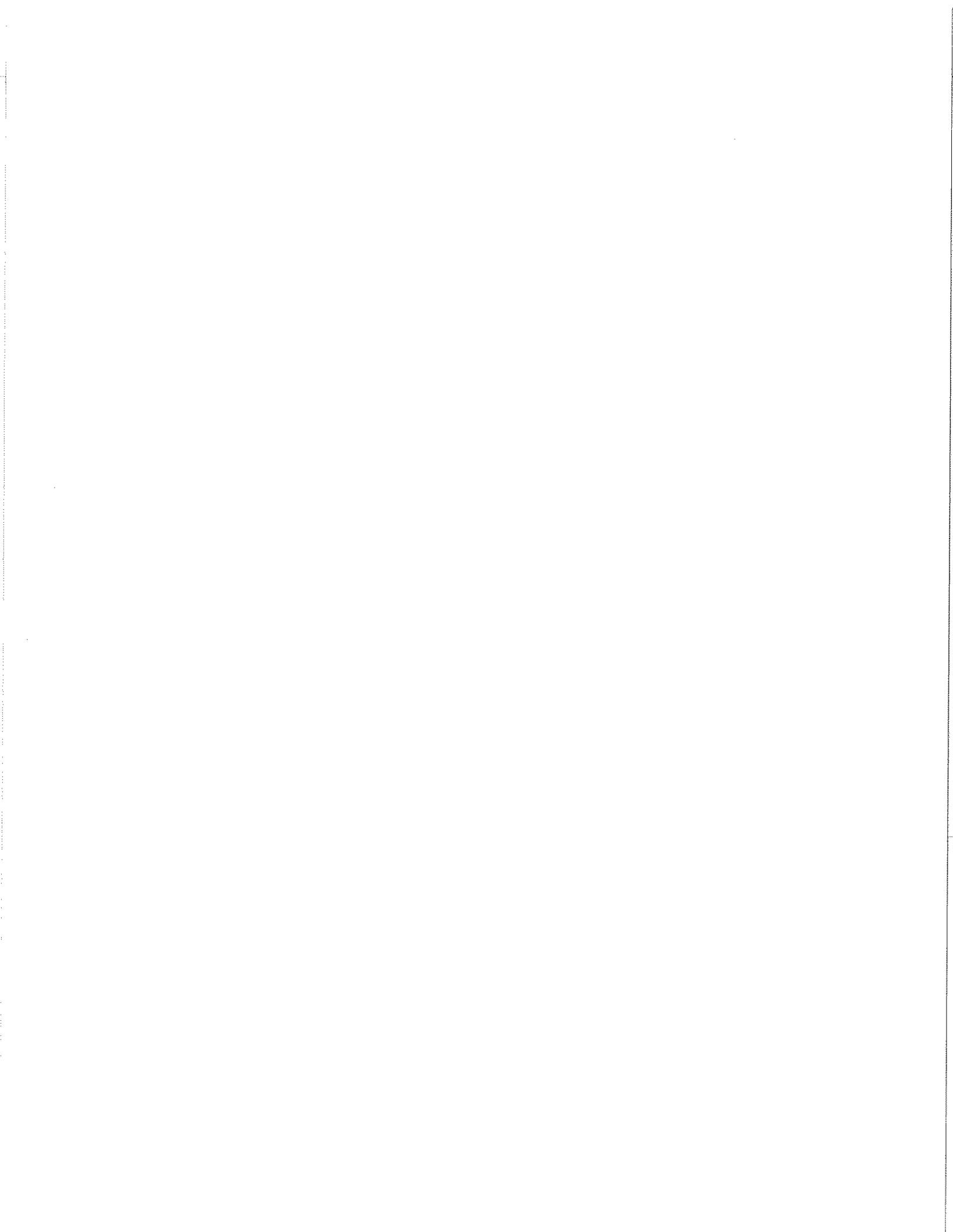
**AFFIRMATIVE ACTION PLAN**



## Affirmative Action Plan

### OYA Affirmative Action Policy Statement

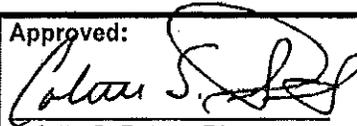
1. OYA is committed to establishing and maintaining a diverse workforce, reflective of the diverse population within the State of Oregon. OYA is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age, or disability.
2. It is also the policy of OYA to provide an environment for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, or disability.
3. **OYA's commitment toward affirmative action and diversity in the workplace is realized through a variety of programs and measures.**
  - OYA is an equal-opportunity employer that is committed to a pro-active role in the recruitment and selection process. OYA will use diverse recruitment strategies to identify and attract candidates, and establish interview panels that represent protected class groups.
  - OYA is committed to providing broad and culturally enriched training, career growth and developmental opportunities to all employees on an equal basis, enabling them to further advance and promote their knowledge, skills, and abilities, and their value of diversity.
4. **Affirmative Action Policy Statement for Individuals with Disabilities**
  - OYA will not discriminate, nor tolerate discrimination, against any applicant or employee because of physical or mental disability in regard to any position for which the known applicant for employment is qualified.
  - OYA agrees to take affirmative action to employ, advance in employment, and otherwise treat known qualified individuals with disabilities without regard to their physical or mental disabilities in all human resources selection and decision practices, such as: advertising, benefits, compensation, discipline (including probation, suspension, and/or termination for cause or layoff), employee facilities, performance evaluation, recruitment, social/recreational programs, and training. OYA will also continue to administer these practices without regard to race, color, religion, gender, sexual orientation, national origin, age or disability.
  - Additionally, all applicants and employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under this policy.
5. **Affirmative Action Policy for Members Uniform Services (ORS 659A.082)**
  - OYA will not discriminate or tolerate discrimination, against any employee because they are a member of, apply to be a member of, perform, has performed, applied to perform or have an obligation to perform service in a uniformed service.
6. **Harassment Policy and Complaint Procedure**
  - a. Discrimination policy and harassment-free workplace
  - b. Maintaining a professional workplace
  - c. Process intake of complaints or concerns
  - d. Investigating and resolving employee complaints
7. **ADA and Reasonable Accommodation in Employment and Workplace**
  - a. Interactive process





**OREGON YOUTH AUTHORITY**  
**Policy Statement**  
**Part 0 – Mission, Values, Principles**



<i>Subject</i> <b>Equal Employment Opportunity and Affirmative Action</b>				
<i>Section – Policy Number:</i> <b>0-3.1</b>		<i>Supersedes:</i> <b>1-D-1.0 (01/96) 0-3.1 (12/06)</b>	<i>Effective Date:</i> <b>07/15/2010</b>	<i>Date of Last Review/Revision:</i> <b>None</b>
<b>Related Standards and References:</b>	<ul style="list-style-type: none"> <li>▪ <u>U.S. Equal Employment Opportunity Commission</u></li> <li>▪ <u>Presidential Executive Order 11246, Affirmative Action (9/24/65)</u></li> <li>▪ <u>Presidential Executive Order 11478, EEO in Federal Government</u></li> <li>▪ <u>ORS 659A (Unlawful Discrimination in Employment, Public Accommodations)</u></li> <li>▪ <u>ORS 243.305 (Policy of affirmative action and fair and equal employment opportunities and advancement)</u></li> <li>▪ <u>OAR 105.040.001 (Equal Employment Opportunity and Affirmative Action)</u></li> <li>▪ <u>Governor's Executive Order No. EO-05-01, Affirmative Action: Review and Renewal (Affirmative Action: Review and Renewal)</u></li> <li>▪ <u>American Correctional Association, Standards for Juvenile Correctional Facilities; 3-JTS-1C-01 (Personnel Policy Manual); 3-JTS-1C-07 (Equal Employment Opportunity)</u></li> <li>▪ <u>OYA policy: 0-1.1 (Mission/Values Statement)</u></li> <li>▪ <u>0-3.0 (Harassment-free Workplace)</u></li> <li>▪ <u>1-D-1.3 (Disability and Reasonable Accommodation)</u></li> <li>▪ <u>OYA form: YA 8012 (Equal Employment Information Letter)</u></li> <li>▪ <u>Collective Bargaining Agreements (SEIU, AFSCME Local 191)</u></li> </ul>			
<b>Related Procedures:</b>	▪ None			
<b>Interpretation:</b>  Human Resources	<b>Approved:</b>  Colette S. Peters, Director			

**I. PURPOSE:**

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

## II. POLICY DEFINITIONS:

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

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

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

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

## III. POLICY:

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

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

## IV. GENERAL STANDARDS:

### A. Staff 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. (See OYA policy 0-3.0. Harassment-free Workplace).
4. 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.
5. It is each staff member's responsibility to promote a positive, affirming workplace environment free from intimidation, harassment and discrimination.
6. Training on affirmative action, nondiscrimination, and a harassment-free workplace will be provided to all staff as part of ongoing staff development and new employee orientation.
7. Absolutely no retaliation or adverse action in any form will be taken against a staff because he/she has filed a complaint alleging discrimination or harassment.
8. 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.
9. 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.
10. OYA will establish and maintain a process to review the appeals of individuals who believe they may have been subjected to 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 should be diverse and include, when possible, one male, one female and at least one member of color. This will facilitate a broader, more diverse perspective of the applicants, and provide the hiring supervisor/manager with a more comprehensive hiring recommendation.
3. OYA has the burden of proof as to the appropriateness of the selection process.
4. Unequal treatment of candidates during the interview process is an example of discrimination.

- a) All interview questions must be directly related to the position being filled.
- b) The interviewer must ask each candidate the same questions.

This does not prevent the interviewer from asking other questions in response to answers provided by the candidates.

- c) An interview documentation file must be maintained on every filled position.
  - (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 a copy of the certificate of eligibility as well as the information obtained from the reference checks.

#### C. Discrimination or Harassment Complaint Process

##### 1. Informal Complaint Process

A staff may notify Human Resources of a discrimination issue or concern in order to raise awareness or put OYA on alert without filing a formal complaint requiring an investigation in these situations:

- a) Staff may ask Human Resources to keep the matter and identity of the staff confidential.

OYA will comply with the request, if possible.

- b) Staff will be asked to sign documentation stating that he/she wishes his/her identity to remain confidential.
- c) The discussion will be documented.
- d) Human Resources will review the information and notify management at a level sufficient to maintain confidentiality of the staff's identity when it is determined that action is necessary to correct the problem or to prevent a reoccurrence in similar situations.
- e) Human Resources will offer suggestions to management on preventative actions such as training and changes in environment.

2. Internal Complaint Process

Any individual who believes he/she has been subjected to unlawful discriminatory actions by OYA may file a complaint within 30 calendar days of the alleged incident. Staff may contact the OYA Affirmative Action representative at (503) 378-3568.

- a) Represented staff may file a complaint either through the Collective Bargaining Agreement grievance procedure or by using the process described below.
- b) Staff may submit a written complaint to Human Resources that explains the basis for the complaint, identifies the alleged discriminating party or parties, the date the discriminatory action(s) occurred, and specifies the relief requested.
- c) Human Resources will review/investigate the complaint and provide the complainant written notification of the findings within 15 days.  
  
If additional time is needed for investigating the allegations or to issue a report of the findings, the complainant will be notified in writing of the need for additional time.
- d) If the investigation substantiates the complaint, appropriate corrective action will be initiated, including discipline if warranted.

3. External Complaint Process

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

- a) Governor's Affirmative Action Office;  
Telephone: (503) 378-3544; or

E-mail: [affirmative.action@state.or.us](mailto:affirmative.action@state.or.us)

- b) Civil Rights Division of the Bureau of Labor;
- c) Equal Employment Opportunity Commission; or
- d) U.S. Department of Justice/Civil Rights Division, for complaints under the Americans with Disabilities Act only.

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

# OREGON JUVENILE JUSTICE TRAINING ACADEMY

## ABOUT US

The Oregon Juvenile Justice Training Academy (OJJTA) is part of the Oregon Youth Authority's Training and Development Unit. OJJTA was established in 1994 and is located in Woodburn at the MacLaren Youth Correctional Facility.

OJJTA plays an integral role in Oregon's Juvenile Justice System and provides a range of training and orientation services for state and county juvenile justice system workers. Through staff training and development programs, new and veteran juvenile corrections workers learn important safety, security, treatment, and leadership skills for working with today's youth offender population. OJJTA also assists other state, county and local agencies with their training needs.

## AGENCY TRAINING PROGRAM

OYA recognizes that its staff are its greatest resources. Investing in staff development and enhancing staff knowledge, skills and abilities is one of the agency's highest priorities. To respond to this priority, OYA provides a planned, coordinated training program that considers prioritization of training requests, curriculum design/review, agency approval, evaluation and monitoring, and ongoing quality improvement.

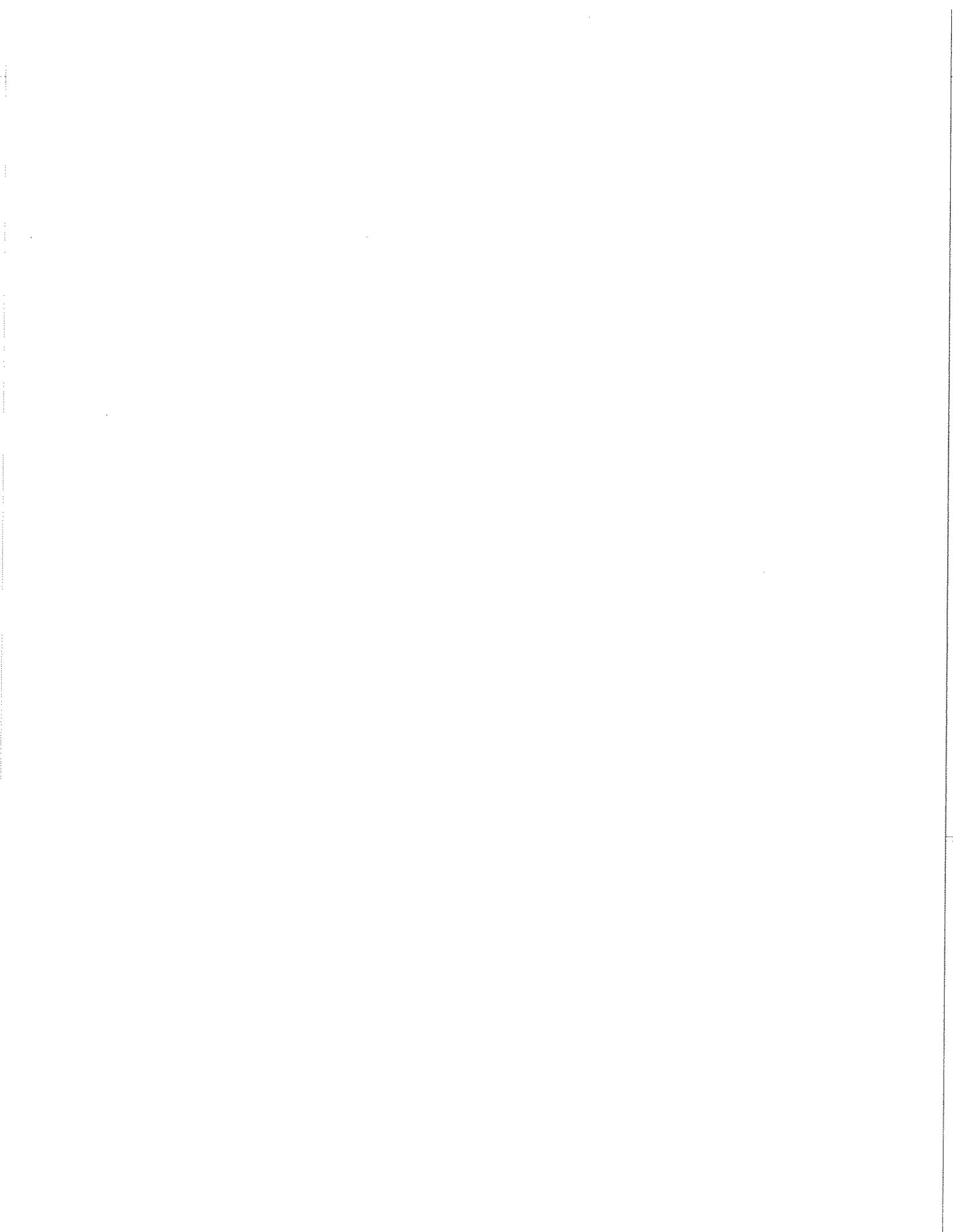
## STAFF TRAINING POLICY

OYA values a highly productive, well-motivated, and culturally diverse work force. Toward this goal, OYA coordinates a comprehensive system of staff development and training designed to:

- Help meet internal and external mandates by providing the training necessary to execute agency policies and procedures in a consistent and timely manner;
- Enhance staff knowledge, skills and abilities to perform jobs more effectively;
- Provide effective services to offenders by ensuring that staff have the basic competencies to carry out their job responsibilities; and
- Provide staff with opportunities for continued personal and professional development.

OJJTA coordinates the agency's training in an effort to ensure the training needs of local offices and facilities are met in a consistent manner reflective of the agency's mission and values.

In addition, OJJTA develops partnerships with county juvenile departments, community colleges, contracted residential treatment programs and other juvenile justice agencies in an effort to develop a consistent and competent continuum of services throughout the state of Oregon.



## OYA Training Provided

- **OYA Employees**

- Pre-service (mandated)

- All OYA staff attend a 32-hour New Employee Orientation (NEO) training
    - Direct care staff receive an additional 72 hours of Basic Training (BT) and 40 hours of "On-the-Job Training/Job Shadow". The list of training topics can be found at: [http://www.oregon.gov/OYA/OJJTA/docs/bt\\_wkly\\_sched\\_1108.pdf](http://www.oregon.gov/OYA/OJJTA/docs/bt_wkly_sched_1108.pdf)
    - Pre-service NEO-BT is provided seven times annually

- Annually (mandated)

- All staff receive approximately 6 hours of various policy update training per year
    - Direct care staff receive an additional 20 hours of refresher training per year:
      - Mandatory Child Abuse Reporting
      - Suicide Prevention
      - CPR/1<sup>st</sup> Aid
      - Personal Protection/Physical Refreshers
      - De-escalation refreshers

- Ongoing (optional)

- Treatment curriculum trainings (Changing Offender Behavior, Seeking Safety, etc.) are provided one to four times per year. Detail information on these training courses can be found at: <http://www.oiatrainingacademy.com/multimedia.shtml>
    - Supervisory/professional development (Contracts and Budget training, Instructor Development Course, etc.) trainings are provided on a quarterly schedule. Detailed information on training courses can be found at: [http://www.oregon.gov/OYA/OJJTA/course\\_catalog.pdf?ga=t](http://www.oregon.gov/OYA/OJJTA/course_catalog.pdf?ga=t)

- **Volunteers**

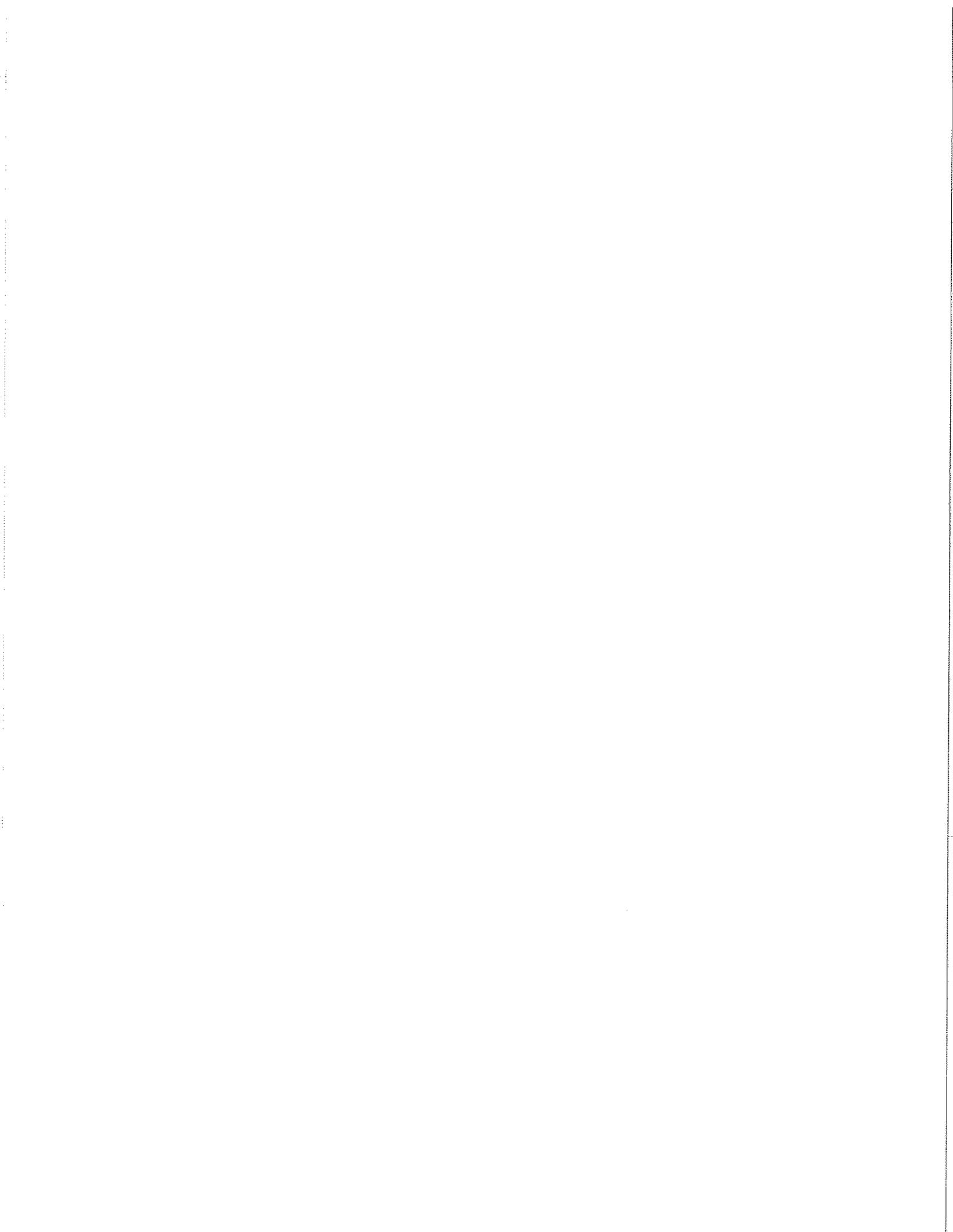
- Pre-service (mandated)

- A 4-hour training conducted by the facilities is required for volunteers. The facilities keep the records on how often this is offered and who has been trained.
    - The volunteer training covers the following topics:
      - The philosophy and purpose of volunteer services at OYA
      - Ethics and boundaries
      - Contraband awareness
      - Harassment-free workplace
      - Suicide prevention
      - Religious volunteers
      - Applicable OYA policies

- **Contractors/Vendors**

- Pre-service

- Typically, contractors and vendors who provide direct service to youth attend NEO and Basic training with OYA staff.



# OFFICE OF MINORITY SERVICES (OMS) for Youth Services

## ABOUT US

Oregon Youth Authority's (OYA) Office of Minority Services (OMS) is about recognizing diversity—the diversity that exists within OYA's youth population, and the diversity that exists within OYA's staff. One of the agency's key goals is to ensure a culturally competent workforce.

OMS helps guide OYA staff in addressing the array of personal and societal issues that face minority youth in the juvenile justice system.

## PURPOSE

The purpose of OMS is to support OYA's mission by providing leadership, advocacy, and guiding principles to assist OYA in its ongoing efforts to become a culturally competent organization and address the complex issues of a culturally and ethnically diverse agency. OMS supports OYA in embracing the values and strengths of all cultures and the implementation of culturally relevant gender-specific and language-appropriate treatment services that empower youth to make positive changes.

## SERVICES

OMS coordinates translations and interpretations to provide services to limited English-proficient youth and their families. Other services provided by OMS include: culturally specific treatment groups, multicultural support groups, Minority Youth Transition Program, and gang intervention/youth empowerment.

### Special Events

OMS helps coordinate a number of special ethnic events at OYA facilities. Special events include:

- Black History Month Assembly
- Cinco de Mayo Celebration
- Family Day
- Gospel Festival
- Sweatlodge/Pipe Ceremony and Native American Pow-Wow
- Asian Pacific/Islander Celebration
- Multi-Cultural Assembly

### Gang Tattoo Removal Program

The gang tattoo removal program is a program aimed at gang-affected youth. Youth in OYA physical custody may apply.

### Minority Youth Transition Program

The Minority Youth Transition Program assists minority youth leaving youth correctional facilities and reintegrating back to their communities. Services include:

- Mentorship

- Drug and alcohol treatment
- Mental health
- Family support
- Conflict resolution
- Gang intervention counseling
- Social interactions (pro-social development)
- 24-hour crisis response

## **PARTNERSHIPS**

### **Oregon Juvenile Justice Training Academy (OJJTA)**

The OJJTA coordinates with OMS to facilitate and provide training and technical assistance on cultural competency, diversity, and gang intervention to juvenile justice workers.

### **OYA Community Services**

OMS coordinates with OYA's Community Services to develop cultural competency guidelines for service providers and participates in evaluations of residential programs relating to program cultural competency.

### **Human Resources (HR)**

In coordination with OYA HR, OMS helps develop aggressive strategies to recruit and retain a diverse workforce. OMS also consults with OYA HR regarding Equal Employment Opportunity/Affirmative Action issues.

### **Senate Bill 770**

Senate Bill 770 between the State and Oregon's federally recognized tribes formalizes relations with tribes and outlines a process for communication and collaborative problem-solving.

### **Ethnic Advisory Committees**

OMS coordinates Native American, African American, and Hispanic Advisory Committees. The committees assist OYA in maintaining a level of cultural competency and sensitivity in programs and services.

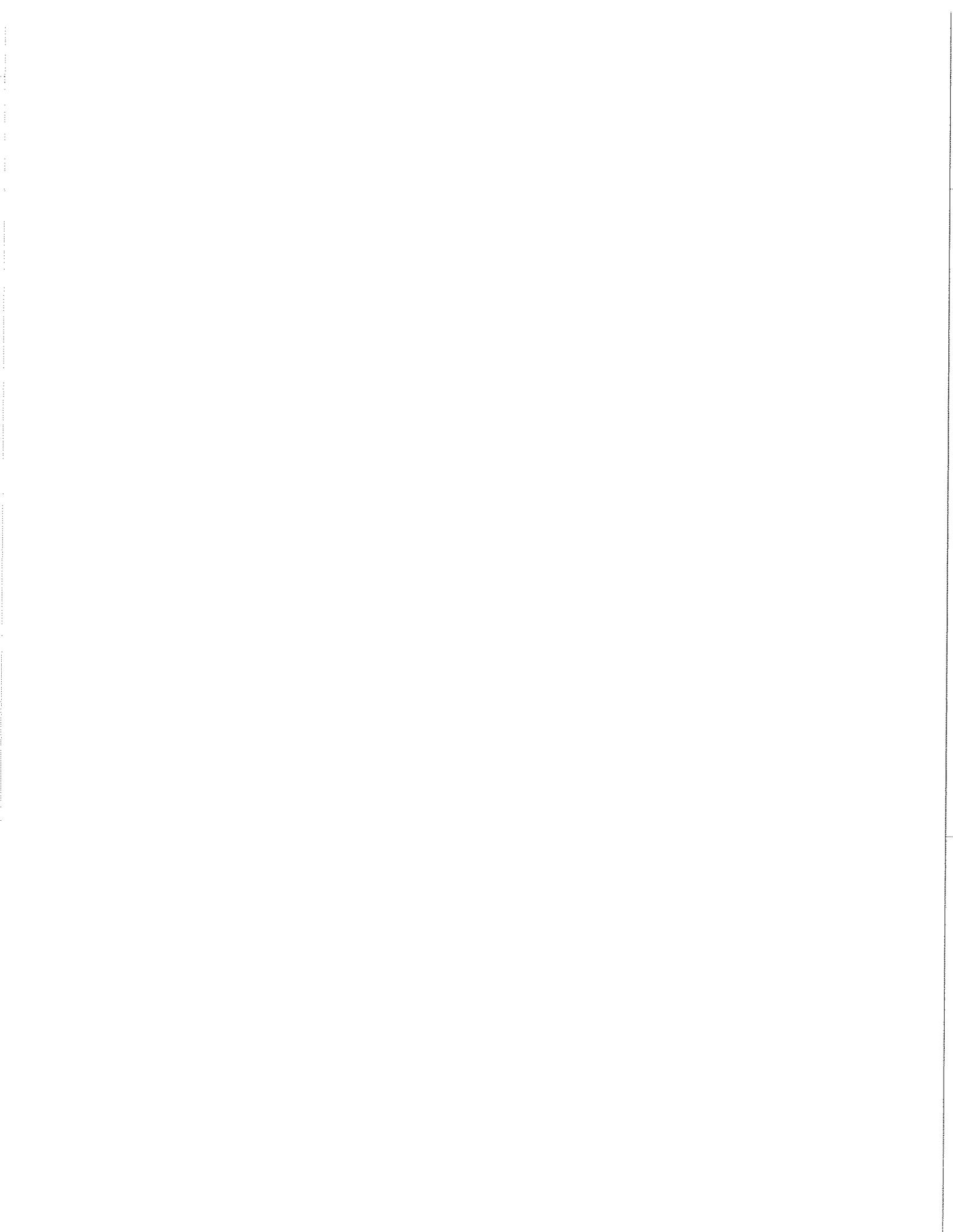
OMS represents OYA in communities by developing positive working relationships with groups including legislators, educators, law enforcement officials, youth services providers, and other state agencies.

### **Governor's Summit on Over-Representation of Minorities in the Juvenile Justice System**

The Governor's Summit allows for state and local government workers, nonprofit groups, educators, law enforcement officers and others to come together to discuss the issue of over-representation of minorities in the juvenile justice system and disproportionate minority contact. Attendees make commitments for change within different disciplines and regions of the state.

OMS provides key support and leadership in helping plan and coordinate the summits.

OMS provides consultation, training, and technical assistance for the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and National Institute of Corrections (NIC) on cultural competency/diversity, disproportionate minority contact (DMC), intensive aftercare programs (IAP), and elements of transition.





**EXECUTIVE ORDER 08-18**

**AMENDING EXECUTIVE ORDER 05-01 RELATING TO AFFIRMATIVE ACTION**

On January 26, 2005, I issued Executive Order 05-01, relating to affirmative action. That Executive Order directs Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, to include affirmative action responsibilities in key job descriptions and to conduct Cultural Competency Assessment and Training.

Since the issuance of Executive Order 05-01, many state agencies have met with the Governor's Affirmative Action Office (GAAO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has concluded an audit of position descriptions for the inclusion of affirmative action duties and has shared audit results with GAAO. In addition, a number of state agencies have completed Cultural Competency Assessment and Training.

Despite these gains, much more can be accomplished. The State of Oregon remains committed to the right of all persons to work and advance on the basis of merit, ability and potential. In order to clarify the provisions of Executive Order No. 05-01, I amend that order as follows.

**NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:**

1. The GAAO and each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to identify resources for improving the hiring and developmental opportunities of underrepresented persons.
2. To continue the State of Oregon's progress in the elimination of the effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:
  - a. Provide ongoing leadership in implementing agency's affirmative action plan;
  - b. Include affirmative action and diversity responsibilities in executive and/or management job descriptions, as appropriate, on or before January 31, 2009;
  - c. Ensure that Affirmative Action Representatives attend GAAO's informational trainings to assist Representatives in fulfilling their affirmative action responsibilities;



EXECUTIVE ORDER NO. 08-18  
PAGE TWO

- d. Post each agency's affirmative action policy statement in a visible area. The policy statement shall include contact information for the agency's Affirmative Action Representative;
- e. Communicate to all employees about the Affirmative Action resources available within each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion and career development;
- f. Evaluate and assess any trends showing an increase or decrease in discrimination and/or harassment claims; and
- g. Work to improve implementation of the agency's affirmative action plan through the use of performance assessments and/or performance evaluations.

3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to GAAO.

4. GAAO will continue to coordinate with DAS in the development and presentation of training designed to improve employees' skills and competency in managing affirmative action and diversity issues.

5. GAAO will continue to monitor agencies' implementation of Cultural Competency Assessment and Implementation Services. Agency Directors and Administrators are strongly encouraged to utilize Cultural Competency Assessment and Implementation Services within their agencies if, in the opinion of GAAO and the Agency Director or Administrator, it is beneficial and appropriate for the agencies to do so.

6. DAS, in conjunction with GAAO and the Oregon Department of Justice, has developed a confidential web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to utilize state equipment to access the Exit Interview survey and shall encourage all employees to complete the survey prior to their transfer or departure.

**Office of the Governor  
State of Oregon**



**EXECUTIVE ORDER NO. 08-18  
PAGE THREE**

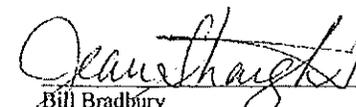
7. This Executive Order and Executive Order 05-01 expire on December 31, 2014.

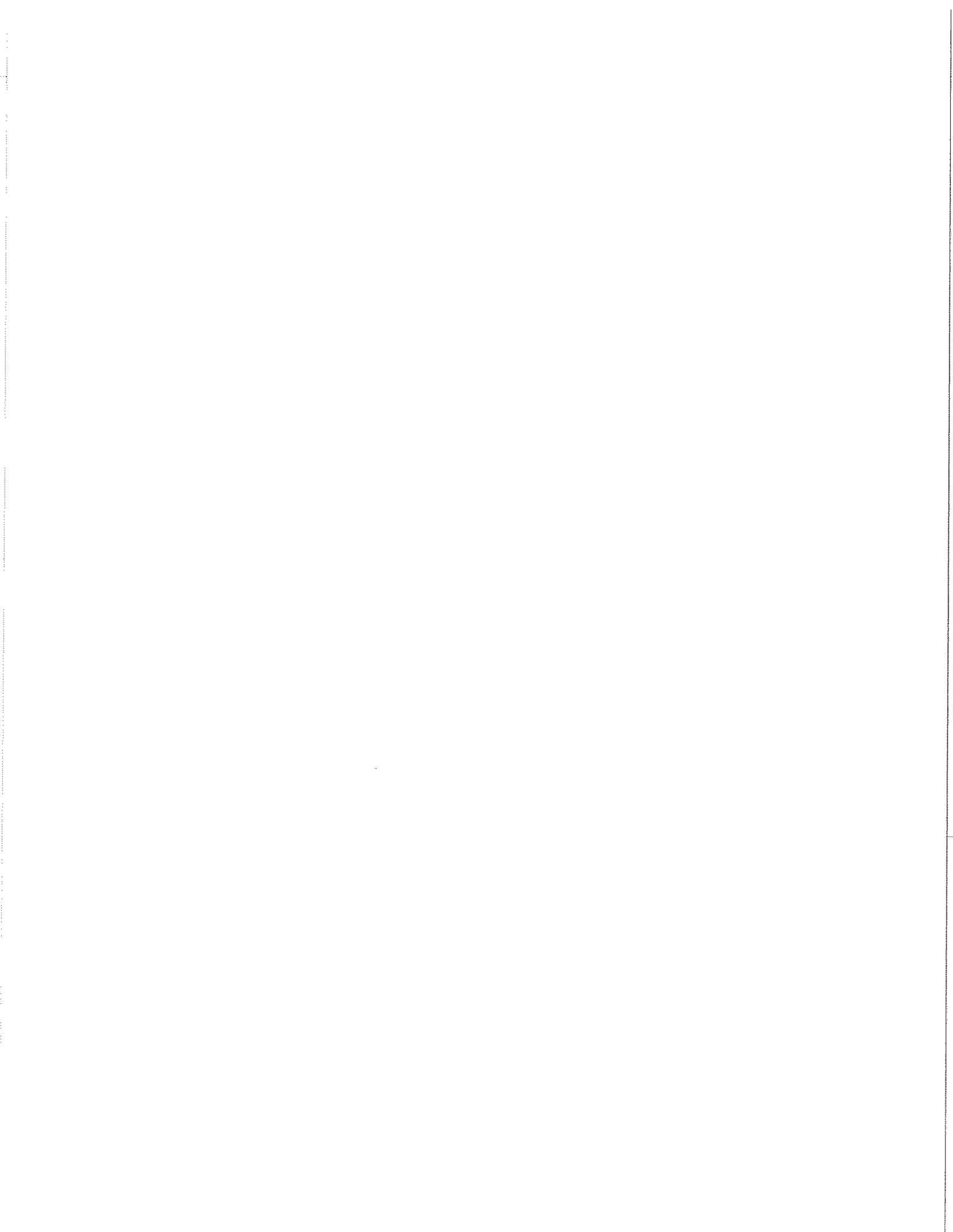
Done at Salem, Oregon, this 17 day of August, 2008.



  
Theodore R. Kulongoski  
GOVERNOR

ATTEST:

  
Bill Bradbury  
SECRETARY OF STATE



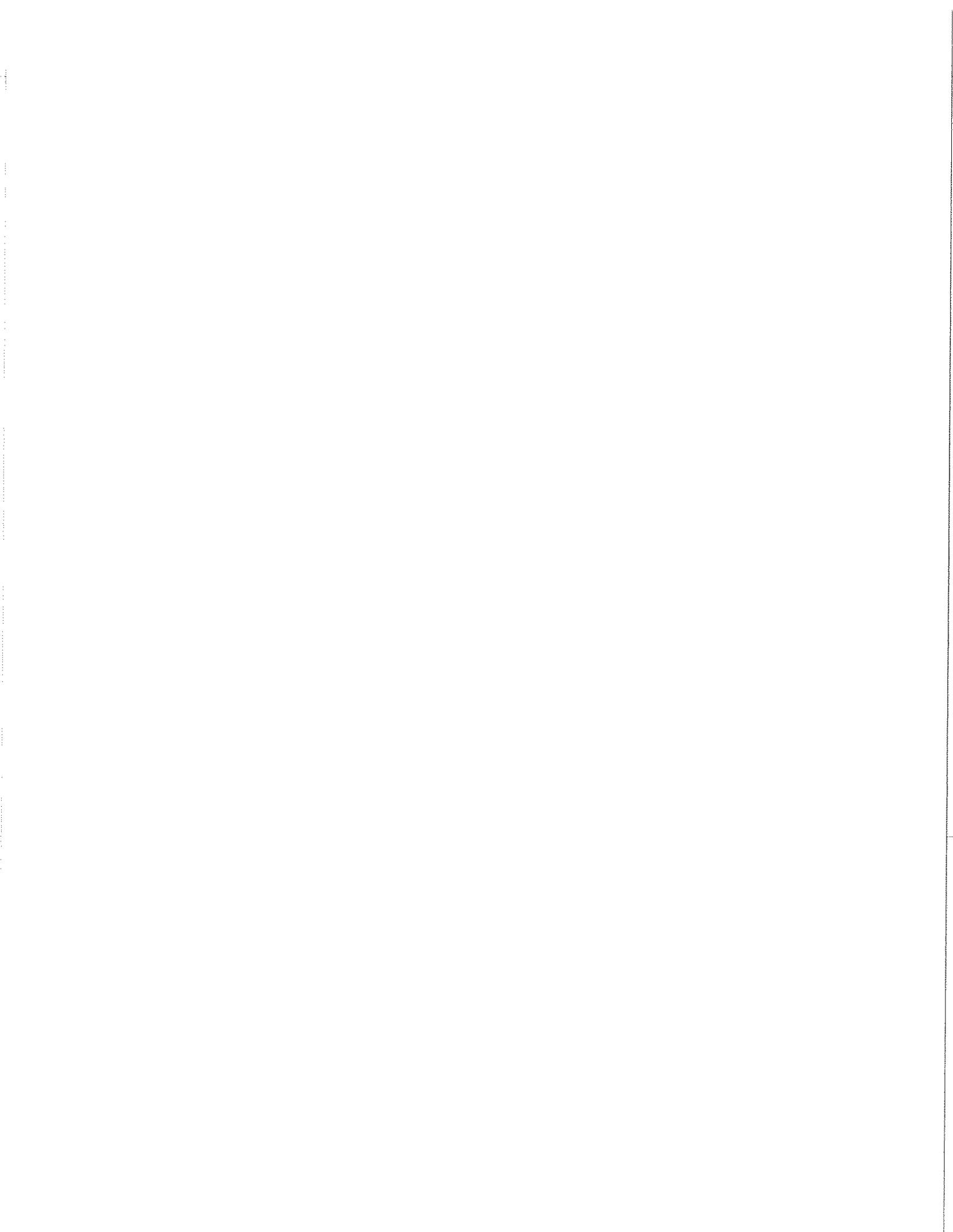
## STATUS OF CULTURAL COMPETENCY ASSESSMENT/IMPLEMENTATION

The Oregon Youth Authority contracted in 2005 with Portillo Consulting, International, to conduct Cultural Climate Assessments at two of OYA's largest youth correctional facilities, Hillcrest and MacLaren. Before the assessments began, a meeting of staff, management and administrators was held to determine the goals, the format and the types of questions that would be asked. It was decided that there would be an attempt to obtain a representative of people from different cottages/units, jobs and cultural representation to participate in the process. Union Representatives, along with the Superintendents at each facility and a representative from OYA would accompany the consultant who would be collecting the information during the facility visits. The purpose would be twofold: (1) to give Portillo Consulting, International a chance to see the facility and gain some understanding of how it works; and (2) to announce to staff the upcoming assessment and invite people to participate. From there dates were set and announced in a newsletter or email about the project as well as a welcoming letter from Portillo Consulting, International and OYA.

The assessment intake process took three (3) days to complete at Hillcrest and seven (7) days at MacLaren. Each day, time was set aside for people to come in and talk up to fifteen minutes. In addition, there was a slot of time each day for a focus group. A sign up sheet was set up for people to sign up for either a one-on-one slot or a focus group slot. At the beginning of each interview it was stated that all information would be reported in a way that would to the extent possible allow the participant to remain anonymous. A copy of the questions as well as a copy of *The Oregon Youth Authority Organizational Cultural Competency Principles* was given to participants to refer to or use as a guide in their responses. The questions asked in the interview and focus groups were the same. They were:

1. Based on your understanding of culture, what is working that makes Hillcrest or MacLaren feel like a positive place to work and why?
2. What is not working to make Hillcrest or MacLaren feel like a positive place to work and why?
3. How could Hillcrest or MacLaren benefit from outside training? Coaching? Consulting?
4. What resources does Hillcrest or MacLaren have within the staff to contribute to training, coaching and consulting?
5. How closely does the everyday working of Hillcrest or MacLaren reflect the Cultural Competency Principles? In what way? Where they do not reflect the competencies, how could they be improved?

A review of all the responses from both facilities was compiled into individual assessment reports, which included suggestions and/or recommendations. Each Labor/Management Committee at the facilities reviewed their reports and developed and implemented strategies to address those areas for improvement. The agency continues to monitor progress on an on-going basis. This is a collaborative effort between Human Resources, Minority Services, and Facility Operations.



## The Oregon Youth Authority Organizational Cultural Competency Principles

---

---

The Oregon Youth Authority Mission, Policies, and Cultural Competency Principles provide the framework that supports a culturally competent organization.

All OYA employees, contractors, and partners understand these principles and the value of culturally competent efforts.

The OYA values a culturally diverse work force, which reflects the diversity in our youth offender population.

Support from OYA administration and management continues and is a key ingredient in implementing our competency goals and plans.

Resources and funding are made available to support OYA Cultural Competency Goals and Plans.

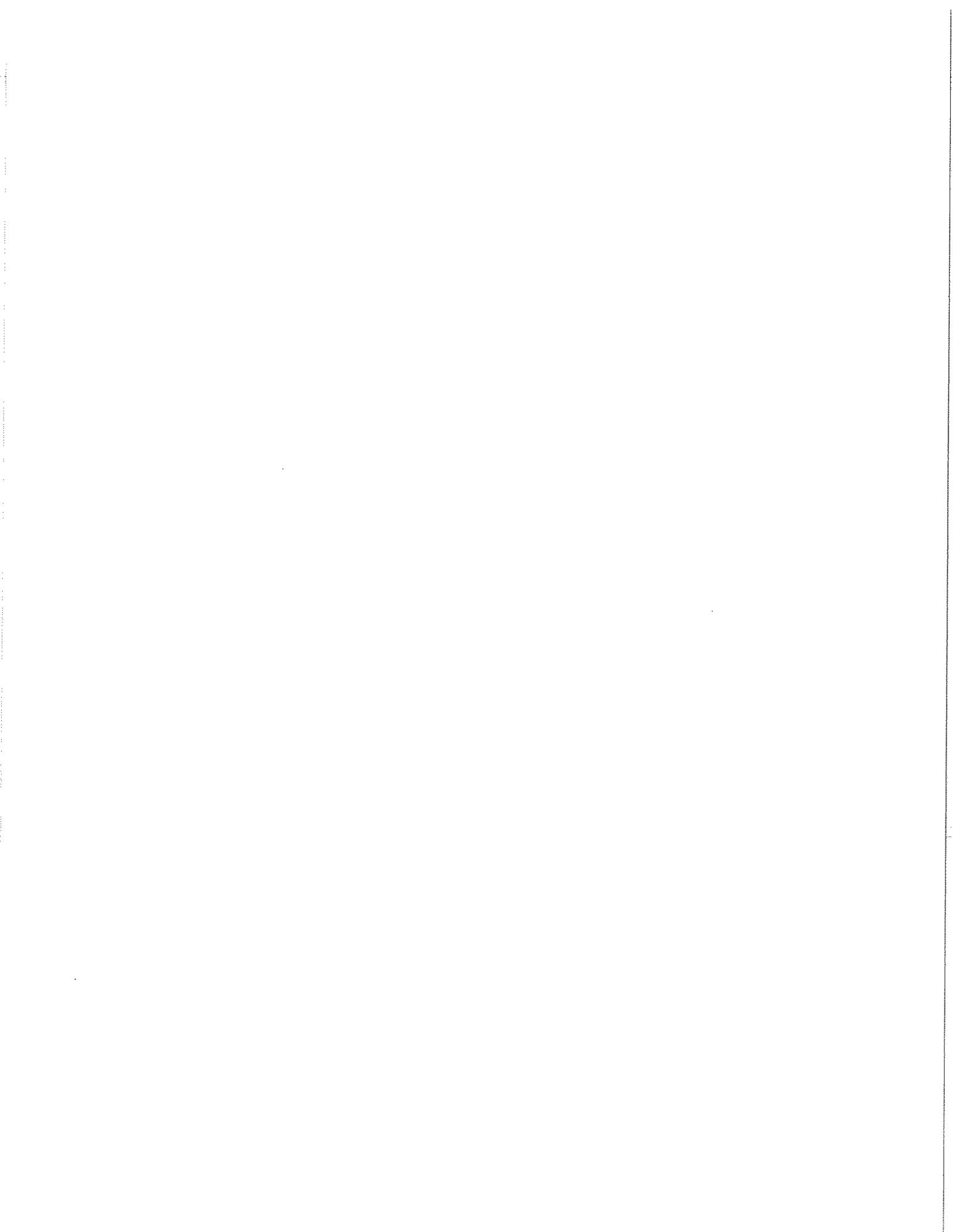
OYA strives to create an environment and work site that is welcoming, safe, free of discrimination, and is supportive of all cultures, race, ethnic groups, religious affiliations, sexual orientations, and persons with disabilities.

OYA implements and reinforces Civil Rights mandates in all aspects of the organization.

Equal access and equal services benefit all OYA youth and staff.

Changes in population and new trends are evaluated and incorporated into the way Oregon Youth Authority does business.

Best practices in cultural competency and treatment services are adopted to benefit youth in the OYA system.



## STATEWIDE EXIT INTERVIEW SURVEY

In our goal to continue to make Oregon Youth Authority the "Employer of Choice", the Exit Interview Survey will allow the employee to share their honest opinions regarding their work experience with the agency. As employees change agencies or depart from state employment, Oregon Youth Authority is interested in how employees view their tenure and what information and suggestions they can provide related to their experience. The survey covers issues such as: benefits; working conditions; opportunities for career advancement; and relationships with co-workers and supervisors.

Oregon Youth Authority will run periodic reports to review the results collected and perform a data analysis. The data analysis will provide an understanding of how much of the voluntary turnover is preventable and how much is non-preventable. This data represents an essential piece of information that is fundamental in the data analysis. If the analysis identifies a negative opinion regarding the agency's workplace environment, Oregon Youth Authority will use this information as an opportunity to make changes to improve the work environment for the current employees, and improve job satisfaction.

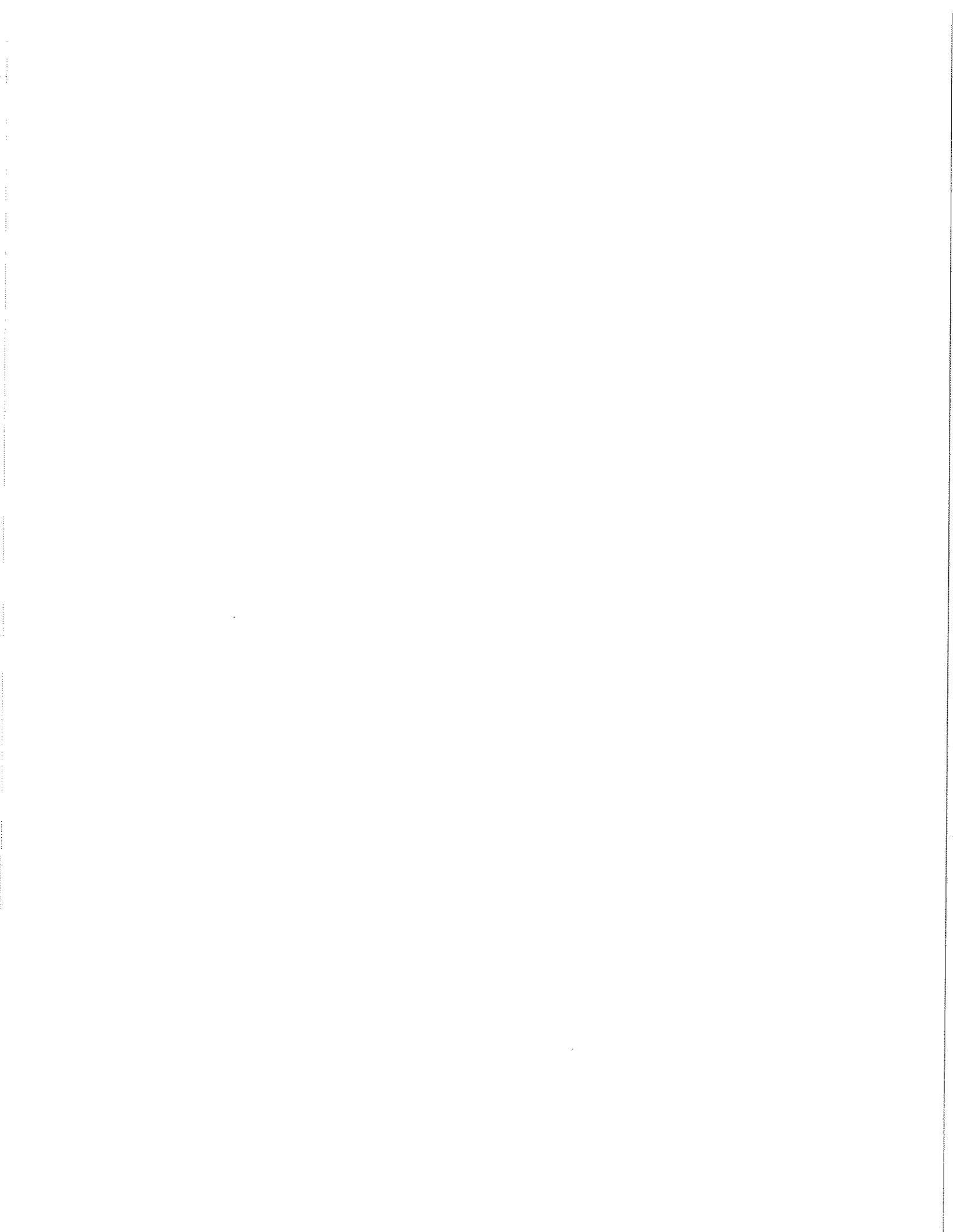
Data obtained from employees leaving the agency provides information critical to:

1. Assess workplace deficiencies;
2. Enhance the work place
3. Improve employee retention; and
4. Achieve a diverse workforce through workforce planning.
5. Improve any negative feedback from the survey.

The result of the data analysis will be reviewed with the agency Director/Administrator for any corrective action and approve program strategies to implement that will help retention of skilled and valued employees.

### **Reference: OYA Policy I-D-3.5**

The OYA is concerned with the occupational satisfaction of its staff and in retaining well-qualified and capable staff. In order to ensure a working climate conducive to productivity and job satisfaction, it is essential management at all levels of the agency are aware of staff perception of the agency and concerns that may contribute to a staff's departure. This policy provides a tool by which supervisors/managers become apprised of significant information as to why staff leave employment with the OYA.



## PERFORMANCE EVALUATION OF PERSONNEL MANAGEMENT

**Oregon Youth Authority** has incorporated affirmative action objectives as a key consideration for the manager's or supervisor's performance evaluation. Specific examples of the managers and supervisors affirmative action objectives and diversity successes and achievement are described below. Management personnel will receive an annual performance evaluation to assess whether they are meeting its affirmative action objectives. Any goals or work plans for future performance will be outline in the evaluation along with any necessary training.

### **Affirmative action duty descriptions:**

- A. Understand Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Cultural Competency principles, and the agency's AA Plan goals and objectives. Develop and implement strategies to meet goals and objectives; and report annual efforts, successes and/or accomplishments during the period.
- B. Review hiring, transfers, promotional, developmental/rotational or training practices and procedures to identify and remove barriers in the attainment of the agency's affirmative action goals and objectives.
- C. Make hiring, transfer and promotional decisions in support of agency's affirmative action goals and objectives. Engage in appropriate recruitment efforts designed to reach agency's affirmative action goals and objectives.
- D. Promote and foster a positive work environment within Agency programs concerning EEO, AA, Diversity and Cultural Competencies by ensuring employees are aware and follow agency policies and procedures, and address work-related issues and/or concerns immediately and take appropriate action if necessary.
- E. Attend EEO, AA, and other diversity-related training to provide leadership to staff by being aware of diversity and cultural issues. This also includes supporting employees to attend such programs for further professional development.
- F. Ensure information regarding EEO, AA and Americans with Disabilities (ADA) information is properly displayed on the appropriate boards at the worksites(s).

**Ref: 659A.012 State agencies to carry out policy against discrimination in employment; evaluation of supervisors; affirmative action reports.** (1) To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance.

(2) To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, age or disability, every state agency shall be required to present the affirmative action objectives and performance of that agency of the current biennium and those for the following biennium to the Governor of the State of Oregon and to the Legislative Assembly. These plans shall be reviewed as part of the budget review process.



All Active Personal Services Contracts with Minority-Owned Businesses as of June 30, 2010

#	PROVIDER NAME	CONTRACT NUMBER	CONTRACT START DATE	CONTRACT END DATE	CONTRACT NTE AMOUNT	CONTRACT PROVIDER SINCE (YEAR)
1	American Research Institute, Inc.	11672	04/01/2010	03/31/2012	\$15,000	2003
2	Ann Wright, LLC	11652	04/01/2010	03/31/2012	\$20,000	2008
3	Bogdanovich, Elena E. Ph.D.	11210A	10/10/2008	06/30/2010	\$5,000	2002
4	Brothers & Sisters Keepers	11196A	09/12/2008	06/30/2010	\$40,000	2008
5	Buck, Angela	11360B	04/02/2009	03/31/2011	\$2,380	2009
6	Caesar, Andrew L.	11674	04/01/2010	03/31/2012	\$20,000	2006
7	Cavanaugh, Kristine	11350	04/01/2009	03/31/2011	\$10,000	2007
8	Center for Human Development, Inc.	10978B	12/01/2007	11/30/2010	\$51,264	2002
9	Christensen, Pamela Sue	11349	04/01/2009	03/31/2011	\$20,000	2007
10	Cohen, Sandra, Ph.D., LMFT	11372	04/22/2009	03/31/2011	\$10,000	2009
11	Diokson, Mina	11310	02/09/2009	03/31/2011	\$20,000	2009
12	Dreike, Khuelien N.	10977D	12/01/2007	01/30/2011	\$35,200	2002
13	Edwards, Wende dba W.E. Consulting	11228C	10/01/2008	09/30/2010	\$90,000	2004
14	Eheler, Terry L., LCSW	11268	11/18/2008	09/30/2010	\$10,000	2000
15	Eriksson, Amber MS, PMHNP	10960C	11/13/2007	05/31/2011	\$94,500	2007
16	Ethel-King, Patrick E., Ph.D.	11557	10/01/2009	09/30/2011	\$10,000	2005
17	Ferguson-Wilcox, Patricia	10870B	09/20/2007	04/30/2011	\$266,800	2007
18	Francisco Vargas Cortez Sr. abn Volver	11048C	04/22/2008	06/30/2010	\$92,500	2008
19	Girls Inc of Northwest Oregon	10963A	11/27/2007	06/30/2010	\$10,000	2005
20	Herran, Fernando	11679	04/06/2010	09/30/2010	\$800	2010
21	Hoffman, Nancy LCSW	11660	04/01/2010	03/31/2012	\$10,000	2008
22	Karen Wahl, LCSW, Limited Liability Company	11233A	10/01/2008	09/30/2010	\$10,000	2008
23	Lehmann, Margaret MSW, LCSW	11587	11/06/2009	10/31/2011	\$15,000	2001
24	Lorraine, Kay MA	11671	04/01/2010	03/31/2012	\$20,000	1999
25	Lucinda Kolo M.D., P.C.	11298A	01/01/2009	12/31/2010	\$140,400	2008
26	Lucinda Kolo M.D., P.C.	11478	06/04/2009	05/30/2011	\$166,335	2008
27	Maekay, William A. "Dusty"	10039F	05/06/2005	11/30/2010	\$87,200	2004
28	Mangum, Lynn	10850D	08/08/2007	06/30/2010	\$52,000	2007
29	Markovich, Anna LMFT	11690	06/02/2010	06/30/2012	\$20,000	2010
30	Mind Body Connection, Inc.	11291B	12/30/2008	09/30/2010	\$20,000	2004
31	Motion Forward LLC	11710	06/01/2010	04/30/2012	\$20,000	2010
32	Munger, Mary Jane	11558A	10/26/2009	09/30/2011	\$10,000	1999
33	Nehalem Valley Psychological, LLC	10633A	02/05/2007	01/31/2011	\$51,360	1999
34	Nordahl, Kathy L LCSW	11217	10/01/2008	09/30/2010	\$20,000	2001
35	North Valley Medical Staffing, Inc.	10284L	10/26/2005	06/30/2010	\$620,000	2005
36	Nunez, Antonio L. dba Metro Streets Reintegration	11644	03/01/2010	06/30/2012	\$30,000	2010
37	Ondrusek, Inc.	11662	04/01/2010	03/31/2012	\$20,000	1999
38	Peters, Camille	8884J	01/01/2004	07/31/2010	\$163,000	2004
39	Poplin, Debra Kay	11328	07/01/2009	06/30/2011	\$25,000	1999

10/6/2010

21 Status of Contracts to Minority-owned Businesses

All Active Personal Services Contracts with Minority-Owned Businesses as of June 30, 2010

#	PROVIDER NAME	CONTRACT NUMBER	CONTRACT START DATE	CONTRACT END DATE	CONTRACT NTE AMOUNT	CONTRACT PROVIDER SINCE (YEAR)
40	Portland Dialectical Behavior Therapy Program, PC	11010D	01/14/2008	06/30/2010	\$79,840	2008
41	Reaching in Serving Kids	11222	10/01/2008	09/30/2010	\$50,000	2008
42	Reaching in Serving Kids	11022A	01/01/2008	06/30/2010	\$40,000	2008
43	Rebecca Anderson, LPC, CADC III, Counseling Services, LLC	11299	01/06/2009	10/31/2010	\$30,000	2009
44	Reed, Aleyna PMHNP	11300A	01/14/2009	12/31/2010	\$69,120	2009
45	Services For Humanity, Inc.	10543E	09/01/2006	06/30/2010	\$439,000	2004
46	Siloam International, Inc.	10066I	05/02/2005	03/31/2011	\$339,000	1999
47	Siloam International, Inc.	10545D	09/01/2006	06/30/2010	\$160,000	1999
48	Susan Kolb, Inc.	11659	04/01/2010	03/31/2012	\$10,000	2006
49	The Immigrant and Refugee Community Organization	9625E	04/01/2004	06/30/2010	\$12,000	2004
50	The Upper Circle, Inc.	11246A	11/05/2008	09/30/2010	\$20,000	2003
51	Torres, Antonio	11647	03/01/2010	06/30/2012	\$50,000	2009
52	Vail, Whitney PsyD	11581	11/12/2009	09/30/2011	\$143,000	2009
53	Verser, Janet E.	11242F	10/13/2008	03/31/2011	\$95,000	2003

Total Amount of All Active Personal Services Contracts of Minority-Owned Businesses \$3,860,699

Total percentage of contracts with Minority-Owned Businesses as of 6/30/10 28.04%

This information was pulled from JJIS Report #279; run date 6/5/10