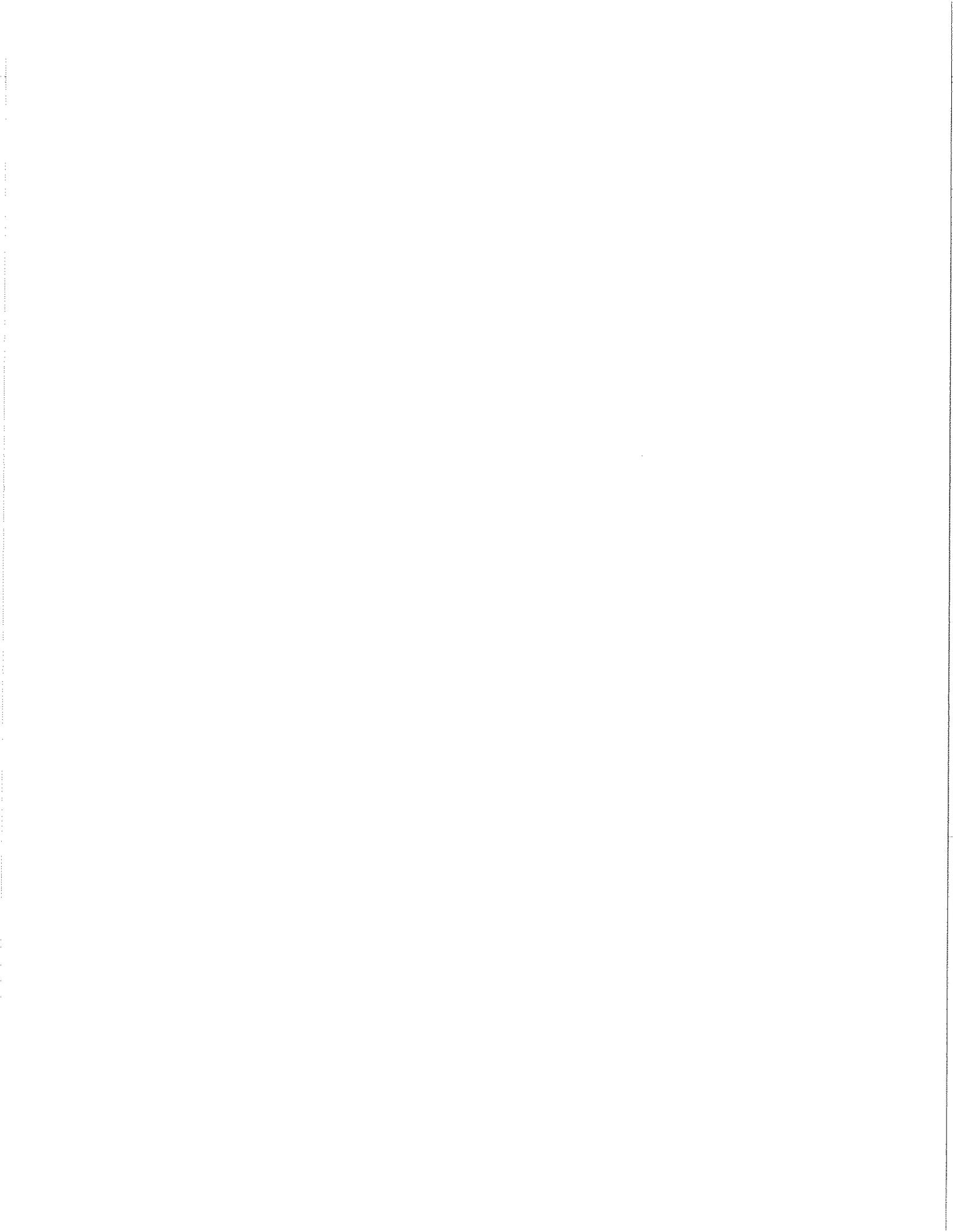


**Section III**

**ROLES FOR IMPLEMENTATION OF AFFIRMATION  
ACTION PLAN**



## ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

Individual/Office	Action/Function/Task
Director/ Deputy Director	<ul style="list-style-type: none"> <li>• Set policy</li> <li>• Establish agency expectations for Equal Opportunity (EEO), Affirmative Action (AA) and Diversity</li> </ul>
Operations Management Group	<ul style="list-style-type: none"> <li>• Review and develop policy</li> <li>• Review and approve Affirmative Action goals</li> </ul>
Assistant Directors	<ul style="list-style-type: none"> <li>• Review hiring, promotion, succession planning and retention rates of women, people of color and people with disabilities.</li> <li>• Hold hiring managers accountable for results</li> </ul>
Manager, Human Resources (HR)	<ul style="list-style-type: none"> <li>• Publish monthly statistics on workforce composition</li> <li>• Circulate statistical reports to Assistant Directors, Managers and Supervisors</li> <li>• Develop, publish and distribute Affirmative Action Plan</li> <li>• Recommend Affirmative Action goals</li> <li>• Develop recruitment and/or outreach Strategies</li> <li>• Prepare Affirmative Action reports for Legislature and Governor's Office of Affirmative Action</li> <li>• Analyze and evaluate results</li> </ul>
Affirmative Action Representative	<ul style="list-style-type: none"> <li>• Represent the agency at the Governor's Affirmative Action meetings and share information at HR and other agency staff meetings</li> <li>• Assist in recruitment and/or outreach strategies to attract and retain diverse workforce</li> <li>• Assist in analyzing employment data, identifying problem areas, and/or developing implementation strategies</li> <li>• Assist in preparing Affirmative Action reports and the Agency's Affirmative Action Plan</li> <li>• Inform management of law and rule changes in the EEO/AA area</li> <li>• Contact with minority / women organizations and/or community groups</li> </ul>
Human Resource Analysts	<ul style="list-style-type: none"> <li>• Assist management with developing recruitment and/or outreach strategies to attract and retain a diverse workforce</li> <li>• Investigate internal and external discrimination and harassment complaints (e.g. Bureau of Labor</li> </ul>

	and Industries (BOLI), EEOC, etc.) and grievances alleging discrimination filed under labor agreements; recommend appropriate action.
Manager, Minority Services (OMS)	<ul style="list-style-type: none"> <li>• Assist in outreach efforts to attract and retain diverse individuals for OYA positions</li> <li>• Contact with minority organizations and community groups</li> </ul>
All Managers/Supervisors	<ul style="list-style-type: none"> <li>• Review Affirmative Action Plan</li> <li>• Make hire, transfer, and promotion selection decisions based on EEO and, where underrepresentation exists, consider Affirmative Action goals</li> <li>• Ensure offices and facilities provide access for people with disabilities</li> </ul>
Director, Juvenile Justice Training Academy (OJTA)	<ul style="list-style-type: none"> <li>• Conduct Harassment Awareness classes</li> <li>• Conduct training on diversity and/or cultural competencies</li> </ul>
Facilities Manager	<ul style="list-style-type: none"> <li>• Review facilities and offices for compatibility with Americans with Disabilities Act (ADA) standards on access for people with disabilities</li> </ul>

## IMPLEMENTATION RESPONSIBILITIES

### Director and Deputy Director

- Foster and promote to all employees the importance of a diverse, discrimination- and harassment- free workplace.
- 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.
- Ensure Assistant Directors, Superintendents, Camp Directors, Parole/Probation Supervisors, and Program Managers understand they are responsible for participating in and promoting Affirmative Action activities and for communicating this same responsibility to their subordinate managers and supervisors. The effectiveness of managers and supervisors will be evaluated based on their AA efforts and results, in conjunction with other managerial responsibilities.
- Participate with, and ensure agency managers receive training in AA concepts and apply such philosophy in their day-to-day work, discuss during staff meetings, and publicize AA activities to both employees and the general public.
- Attend EEO/AA and other diversity-related training to stay informed about current issues.
- Continue to focus on efforts and activities to support OYA's workforce diversity goals.
- Continue to focus on efforts to support OYA's Cultural Competency Principles.

### Assistant Directors

- Foster and promote to all employees the importance of a diverse, discrimination- and harassment- free workplace.
- Promote and foster a positive non-discrimination climate and a work environment where employee's rights are respected.
- Promote a positive climate within their programs concerning AA, EEO and diversity.
- Participate with, and ensure that all subordinate managers/supervisors receive an orientation on the Agency's AA goals and responsibilities, and understand their own responsibilities for helping promote the AA goals and objectives in their area, apply such philosophy in their day-to-day work, and publicize AA activities to both employees and the general public.
- Discuss the work climate with employees to be certain the Agency's policies are active and operational.

- Periodically review training programs, hiring, succession planning and promotion patterns in their responsible areas to remove barriers in the attainment of goals and objectives.
- Review program practices and procedures to ensure employees, including women, people of color, and people with disabilities, have full opportunities for transfer and promotion.
- Ensure Superintendents, Camp Directors, Parole/Probation Supervisors and Program Managers understand they are responsible for participating in and promoting AA activities, and for communicating this same responsibility to their subordinate managers and supervisors. The effectiveness of managers and supervisors will be evaluated based on their AA efforts and results, in conjunction with other managerial responsibilities.
- Attend EEO/AA and other diversity-related training to stay informed about current issues.
- Continue to focus on efforts and activities to support OYA's workforce diversity goals.
- Continue to focus on efforts to support OYA's Cultural Competency Principles.

<b>All Managers / Supervisors</b>
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- Promote and foster a positive non-discrimination climate and a work environment where employee's rights are respected.
- Participate with, and ensure that all subordinate managers/supervisors receive an orientation on the Agency's AA goals and responsibilities, and understand their own responsibilities for helping promote the AA goals and objectives in their area, apply such philosophy in their day-to-day work, and publicize AA activities to both employees and the general public.
- Ensure all new employees are aware of the Agency's Affirmative Action Plan and their role in supporting the plan.
- Periodically review training programs, hiring, succession planning and promotional patterns to remove impediments to the attainment of goals and objectives.
- Discuss regularly the Affirmative Action policy with work teams during staff meetings to be certain policies are active and operational.
- Conduct periodic reviews to ensure:
  1. Affirmative Action (AA), Equal Employment Opportunity (EEO) and Americans with Disabilities Act Amendments Act (ADAAA) information is properly displayed on appropriate boards;
  2. All facilities for the use and benefit of employees and youth are in fact accessible both in policy and use; and

3. Women, people of color, persons with disabilities and older employees are afforded a full opportunity and are encouraged to participate in education, training, recreational, and social activities sponsored by the Agency.

- Accommodate requests for alternate formats made by applicants, employees, or clients.
- Identify problem areas in practices and procedures, and work to find solutions to those problems.
- Attend EEO/AA and other diversity-related training to stay informed about current issues
- Continue to focus on efforts and activities to support OYA's workforce diversity goals.
- Continue to focus on efforts to support OYA's Cultural Competency Principles.

#### **Human Resources /Human Resource Analysts**

- Work with all directors, superintendents, camp directors, programs managers and supervisors to make sure they understand their responsibilities for promoting a diverse workforce environment and helping attain the Agency's goals. Assist them with ways to achieve success through the recruitment process (composed of applicant, examination, and certification) to meet AA plan goals.
- Ensure recruitment includes contacting recruitment sources such as minority and women-specific Web sites, community agencies, community leaders and schools for the recruitment of people of color, people with disabilities and women. Emphasize the Agency's support of EEO, AA and a diverse workforce.
- Ensure all newspapers advertisements and announcements of employment opportunities contain the notice "The Oregon Youth Authority is an Equal Opportunity, Affirmative Action Employer, committed to selecting, training, supporting and empowering a competent and diverse workforce."
- Include Agency employees who are people of color, people with disabilities, or are women when recruiting at job fairs, conventions, college, universities, and other venues.
- Continue to provide inter- and intra-agency upward mobility opportunities through job rotations and developmental opportunities. Inform all employees of career ladders and career development opportunities and explain any options employees may have for meeting the minimum requirements for promotional job classifications through education and/or experience to aid in succession planning efforts.
- Train managers to have diverse interview panels including, when possible, one member who works outside the hiring unit, one man, one women and one person of color.

- Have hard copies and/or electronic copies of the Agency's Affirmative Action Policy Statement and Plan available for review by all Agency administrators, managers, supervisors and employees. Make hard or electronic copies available to applicants for employment on request.
- Contact administrators and managers to schedule time to discuss Affirmative Action and Equal Employment Opportunity at their management staff meetings. Solicit comment from the administrators and managers as to how Human Resources and the Office of Minority Services, in joint effort, can assist them in promoting Affirmative Action activities, and a diverse workforce, which will assist the Agency in meeting the goals and responsibilities under the Affirmative Action Plan.
- Discuss the State of Oregon Affirmative Action Plan and Policy in New Employee Orientation. Include in the discussion:
  - a. A general overview of the relevant state and federal laws and regulations.
  - b. The role the Agency and its programs play in providing Equal Employment Opportunity.
  - c. The location of the OYA a copy of the OYA Affirmative Action Plan can be located.
- Train and inform 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 any harassment based on race, sex, age, religion, sexual orientation or disability.
- Present quarterly to Agency administrators, managers and supervisors the Workforce Representation Report.
- Identify specific classifications where disparity exists. Meet with administrators, managers and supervisors to develop Affirmative Action strategies to overcome the disparity. Review quarterly workforce representation to determine effectiveness of strategies and adjust the plan as necessary.
- Promptly and thoroughly investigate internal and external (BOLI, EEOC, etc.) complaints of employment discrimination and harassment, and recommend appropriate corrective action. This includes grievances alleging discrimination / harassment filed under labor agreements.
- Review all exit interviews received. If it appears that discrimination or harassment was a factor in employee separation, conduct an investigation and take appropriate action.
- Evaluate revised and new policies for possible adverse impact on the Agency's commitment to Affirmative Action and Equal Employment Opportunity.

- Serve as a liaison between the Agency and the state and federal agencies that protect civil rights.

### **Affirmative Action Representative**

- Represent the agency at the Governor's Affirmative Action meetings. Share information at HR and other staff meetings.
- Assist in analyzing employment data, identifying problem areas, and/or developing implementation strategies.
- Assist in developing strategies and outreach efforts to attract and retain a diverse workforce.
- Assist in preparing Affirmative Action reports and the agency's Affirmative Action Plan. Include AA plan results in performance evaluation.
- Inform management of law and rule changes in the Equal Employment Opportunity (EEO), Affirmative Action (AA) and Americans with Disabilities Act Amendments Act (ADAAA) areas.
- Maintain contact with minority / women organizations and/or community groups.
- Promptly and thoroughly investigate internal and external (BOLI, EEOC, etc.) complaints of employment discrimination and harassment.
- Train and inform 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 any harassment based on race, sex, age, religion, sexual orientation or disability.

## **MONITORING RESPONSIBILITIES**

All managers and supervisors shall monitor their Affirmative Action program on an ongoing basis. Monitoring shall include, but not be limited to:

- Review of applicant flow and hiring data for all recruitments.
- An analysis of new hires, promotions, terminations and protected group members' participation in employee training opportunities.
- A procedure by which internal reports identifying problem areas and recommended corrective measures are reviewed by top management.
- Establishment of a procedure for evaluating each supervisor's progress toward achieving the goals of the Agency's Affirmative Action Plan.

- Review of implementation of programs developed to achieve goals.
- Review composition of interview panel members.
- Review composition of exit interviews that include questions about work climate and AA issues.
- Receive and investigate discrimination complaints filed either internally or externally and make recommendations for appropriate action.
- Serve as the Agency's liaison with governmental agencies responsible for the enforcement of civil rights laws.
- Assist special efforts to recruit, appoint, retain and upgrade qualified women, people of color, and people with disabilities.
- Coordinate or facilitate training in diversity, harassment, AA, EE and ADAAA to all employees.
- Serve as a resource to Agency committees.
- Ensure regular staff meetings are conducted, and that the AAP is reviewed as appropriate.

## Human Resources

- Monitor recruitment and hiring procedures and practices for compliance with the AAP.
- Ensure compliance with reasonable accommodation requests.
- Accommodate requests for alternate format made by applicants, employees or clients.
- Compile, review and revise the Agency's AAP for management's approval.
- Measure effectiveness of the Agency's AAP by determining the degree of which the Agency's goals and objectives have been achieved and/or the degree to which progress toward achieving goals and objectives is occurring. This includes recommending the need for remedial action where appropriate.
- Develop internal and external communications to ensure AAP goals are understood by all staff and are brought to the attention of organizations representing people from protected classes.
- Participate in development of procedures related to AA/EEO and the ADAAA.
- Assist in finding solutions to identified problem areas in practices and procedures.

- Facilitate the Agency's participation with community action groups to address concerns about people from the protected class groups.
- Become thoroughly familiar with the AAP; keep all team members apprised of progress under the plan; exert special effort to further the Agency's goals.
- Participate with and ensure that supervisors and managers receive training in AAP concepts, apply such philosophy in their day-to-day work, and publicize AAP activities to both employees and the general public.
- Identify problem areas in practices and procedures, and work to find solutions to those problems.

### **Training Academy**

- Ensure Agency training opportunities are afforded to employees, volunteers, and vendors/contractors without regard to race, religion, national origin, age, sex, sexual orientation, marital status, or a physical or mental disability.
- Ensure all training opportunities are barrier-free and have accessible physical facilities.
- Establish and maintain training record-keeping and review systems to assist in the fulfillment of these responsibilities.

### **Facilities**

- Ensure facilities used by visitors and members of the general public are accessible to people with disabilities.
- Modify dormitories and facilities regularly used by resident youth offenders who have a disability to ensure ease of access.
- Ensure the Agency's offices, parking lots and facilities conform to Section II of the Americans With Disabilities Act Amendment Act (AADAA).

