



The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT



Insights into Action

Our Data Culture Framework



Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



Transparency Builds Trust

Sharing successes and struggles strengthens our collective effectiveness.



Can't Manage a Secret

No one has to carry the issues alone.

Open communication enables accountability and shared solutions.



Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

We turn data into direction — not just to report, but to refine, learn, and improve



Definitions

Term	Definition
Retention rate	<p>The proportion/percentage of staff who remain with an organization over a specified period. The focus here is on staff stability. Retention can be used as an indicator of organizational health and employee satisfaction.</p> $R_{t_2} = ((\text{Total Staff}_{t_2} - \text{New Staff}_{t_2}) / \text{Total Staff}_{t_1}) * 100$
Turnover rate	<p>The inverse of retention: The proportion/percentage of staff who separate (voluntarily or involuntarily) from an organization over a specified period. Turnover can be used as an indicator of employee dissatisfaction and an organizations hiring needs.</p> $T_{t_2} = (\text{Total Staff Separations}_{t_1-t_2} / \text{Average Number of Staff}_{t_1-t_2}) * 100$
Recruiter	<p>Technical analysts who focus on ensuring job postings meet DAS requirements, verifying applicant information, ensuring Workday information is up-to-date, and supporting hiring managers. Our recruitment team has been involved with retention planning and OYA's affirmative action plan. You can see the impact of their work in the diversity of the applicant pool, time-to-fill, and retention metrics.</p>
Safety & Wellness Manager	<p>Acts as the primary contact between SAIF and OYA, administers worker's compensation claims and safety training, completes accident investigations, and administers OYA's return-to-work program. You can see the impact of his work in the DAS Risk Assessment Metrics</p>
Human Resources	<p>The organizational function that supports, develops, and manages employees throughout their entire work experience to help the organization meet its mission and goals.</p>

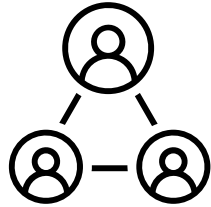


What We Do

HR Vision

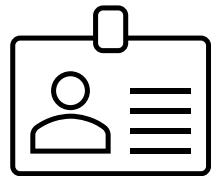
HR is a trusted partner providing guidance, resources, and support that shape an ever-changing workplace culture that is equitable, diverse, safe, developmental, and inclusive.

HR engages and empowers employees at all levels to help the organization achieve its mission and goals.



Human Resources manages, administers, and supports all human resources activities for the agency including:

- Recruitment
- Classification and compensation
- Labor and employee relations
- Guidance on federal and state laws, rules, policies, and collective Bargaining agreements
- Safety and workers' compensation
- Personnel administration



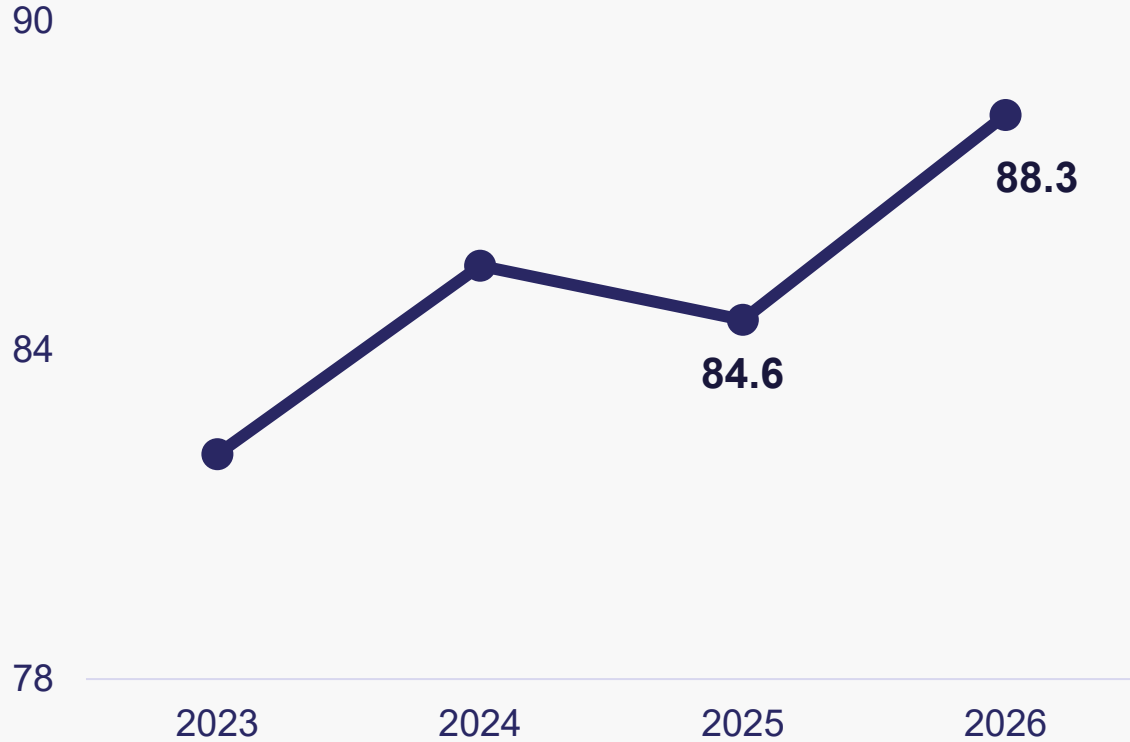
Two main positions that carry out HR functions:

- Technical Analyst Roles
- Generalists (8 total)



Retention Explained

Action Item 2.1



The 2026 retention rate (88.30%) is the proportion/percentage of staff from January 1st, 2025, who remained employed by OYA on January 1st, 2026.

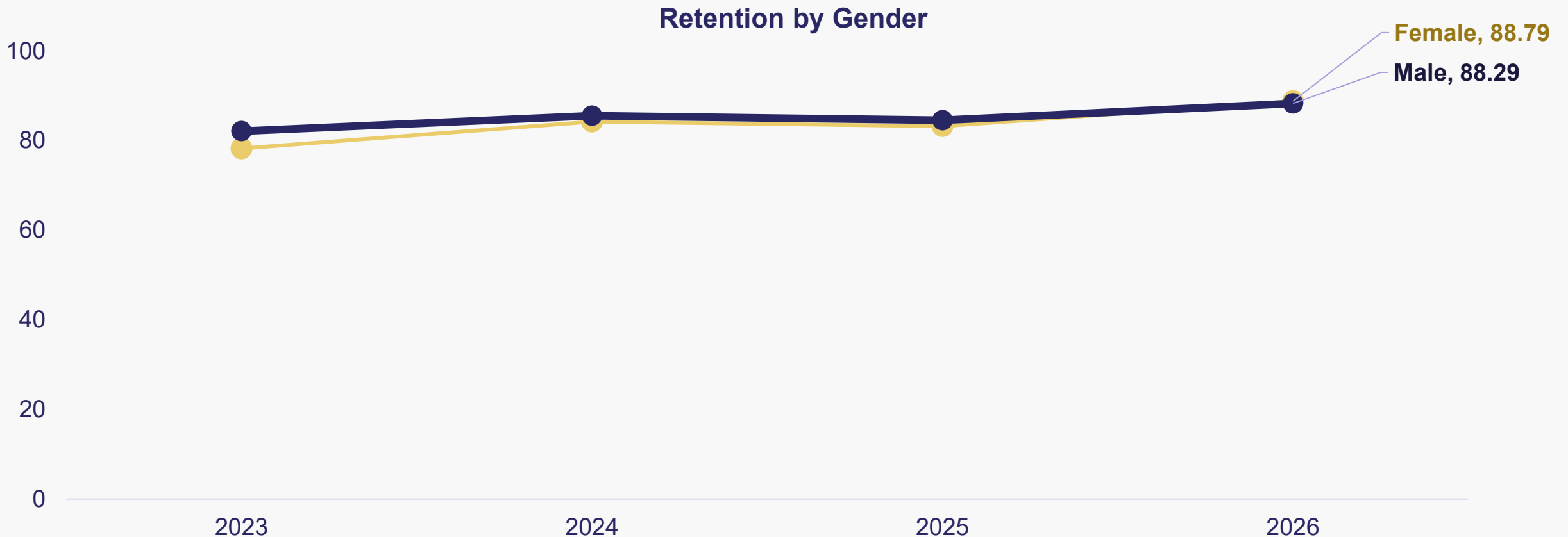
$$2026 \text{ Retention} = ((\text{Total Staff}_{2026} - \text{New Staff}_{2025}) / \text{Total Staff}_{2025}) * 100$$



Retention Gender

Action Item 2.1

Approximately 89% of active staff on January 1st, 2025, were still employed on January 1st, 2026.



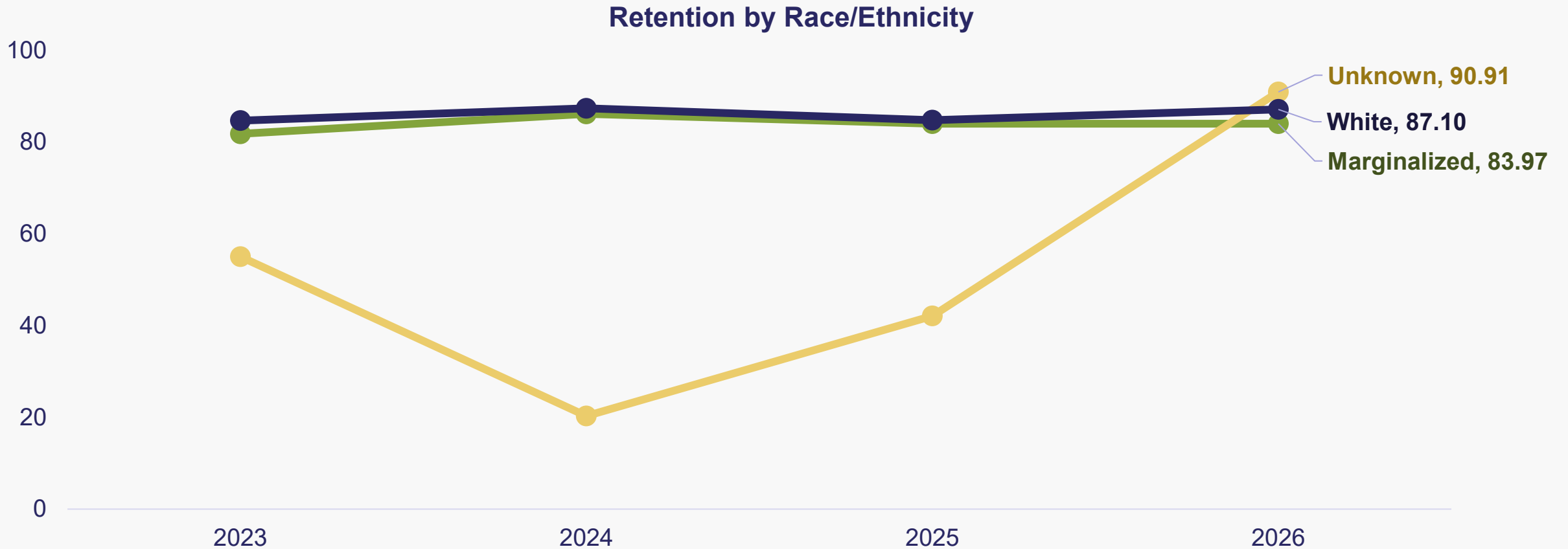
* Excludes one unidentified case



Retention Race/Ethnicity

Action Item 2.1

Retention is relatively high and similar among staff who report their race/ethnicity.

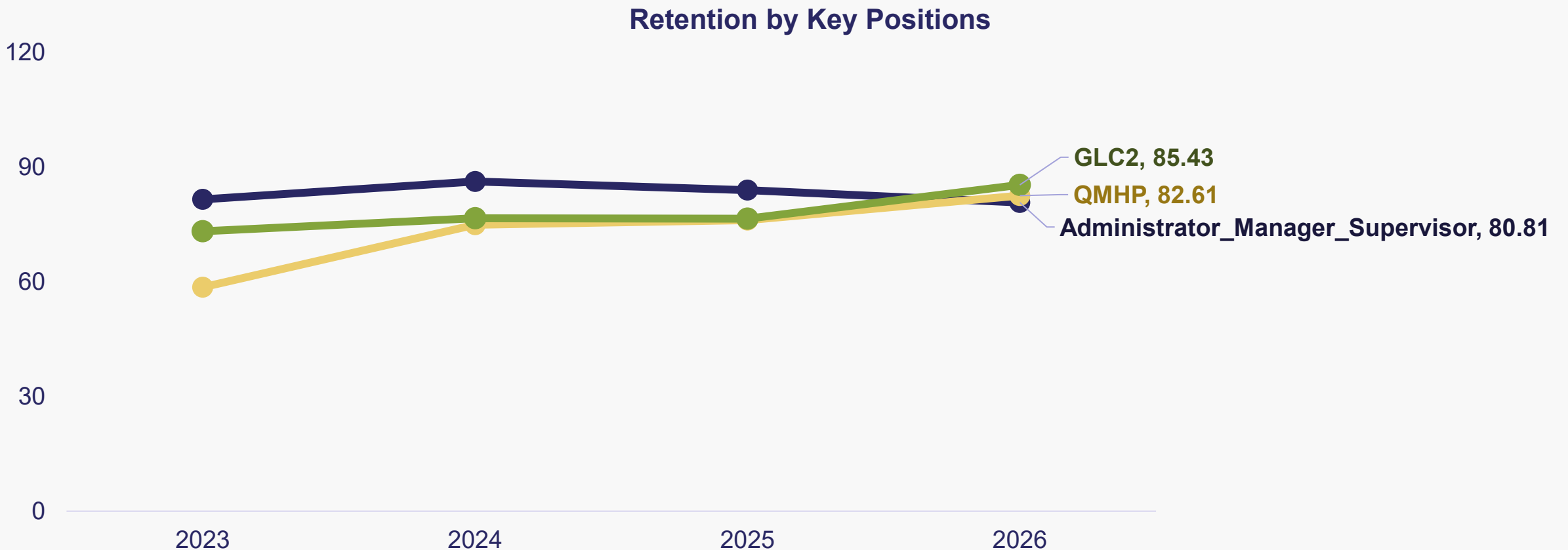




Retention Key Positions

Action Item 2.1

QMHP retention has significantly increase since 2023.

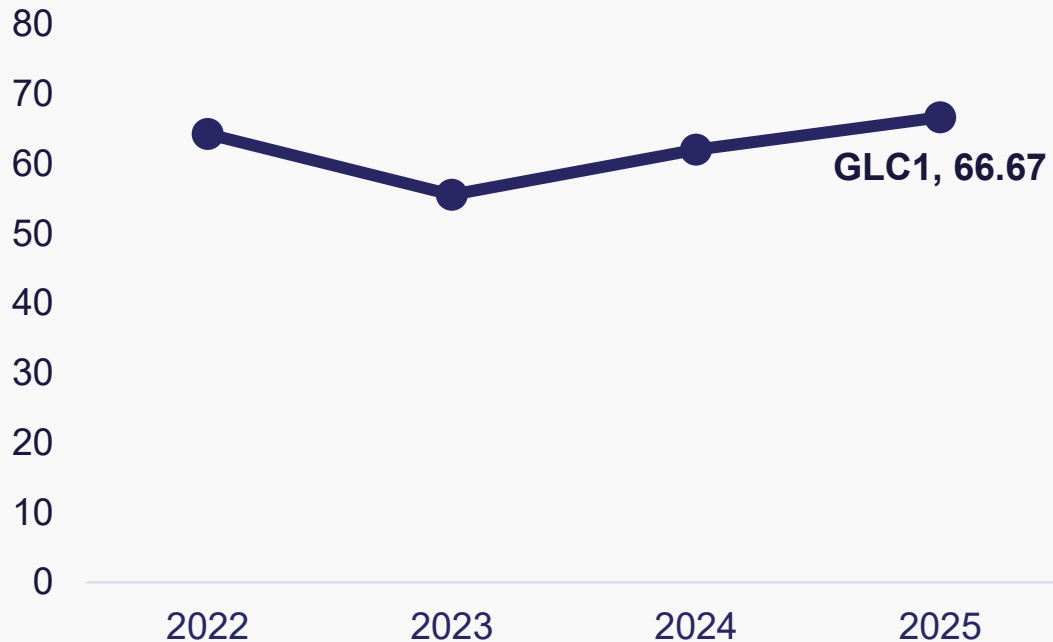




Cohort Retention Explanation

Action Item 2.1

Cohort Retention Example



- “Cohort retention” looks at new employees.
- Here we are asking “How many employees in a given year are still employed the first day of the subsequent year?”

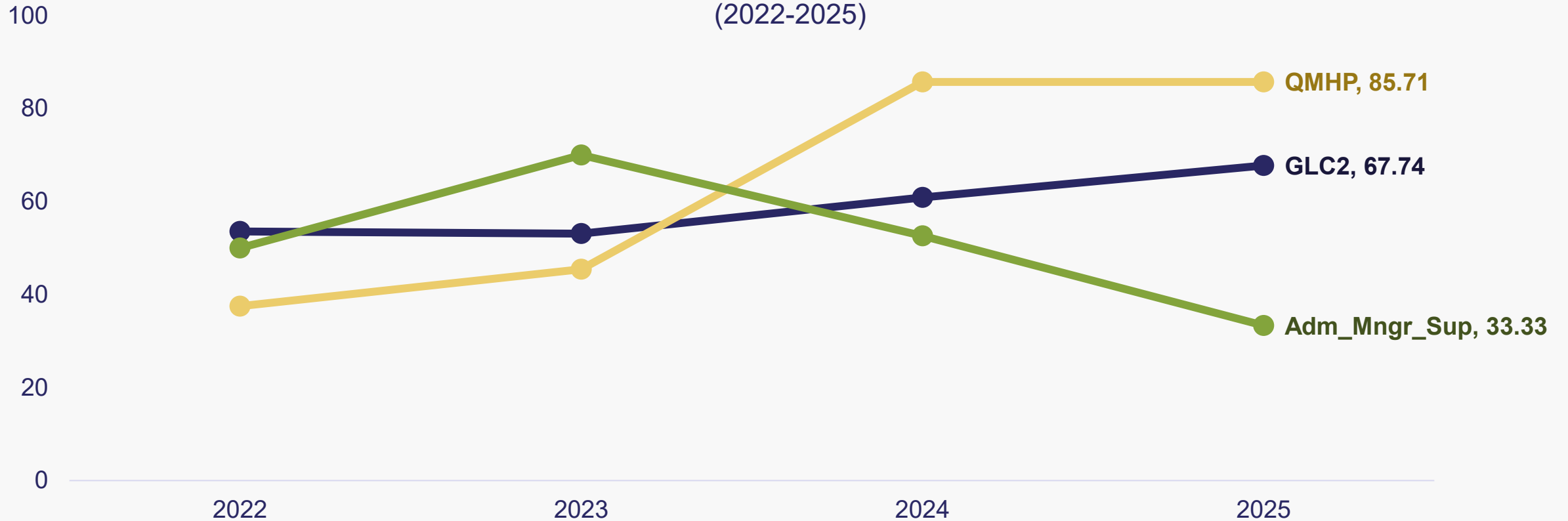


Cohort Retention Key Positions

Action Item 2.1

Cohort retention among new GLC2s and QMHPs has improved, while it has declined among new leadership.

Proportion of Key Positions Hired Annually Who Were Still in their Position the Following January (2022-2025)





GLC1 Self-Select Out Prior to Training

Action
Item
4.1

What can be done on the front end to help new GLC1 applicants select out or determine the position is not for them before sending them to new employee training?

Prescreening process

- Professional Psychological Evaluations for Public Safety Candidates
 - Helps agencies ensure that every candidate meets the emotional stability, judgment, and behavioral standards required to perform effectively and safely in high-stress roles.
 - [Pre-Hire Psychological Evaluations - National Testing Network](#)

Update job postings

- Superintendents feedback
 - Update certain areas of job posting to ensure candidate have a clear understanding of roles and responsibilities
 - Reorganizing postings
 - Highlight preferred candidate attributes

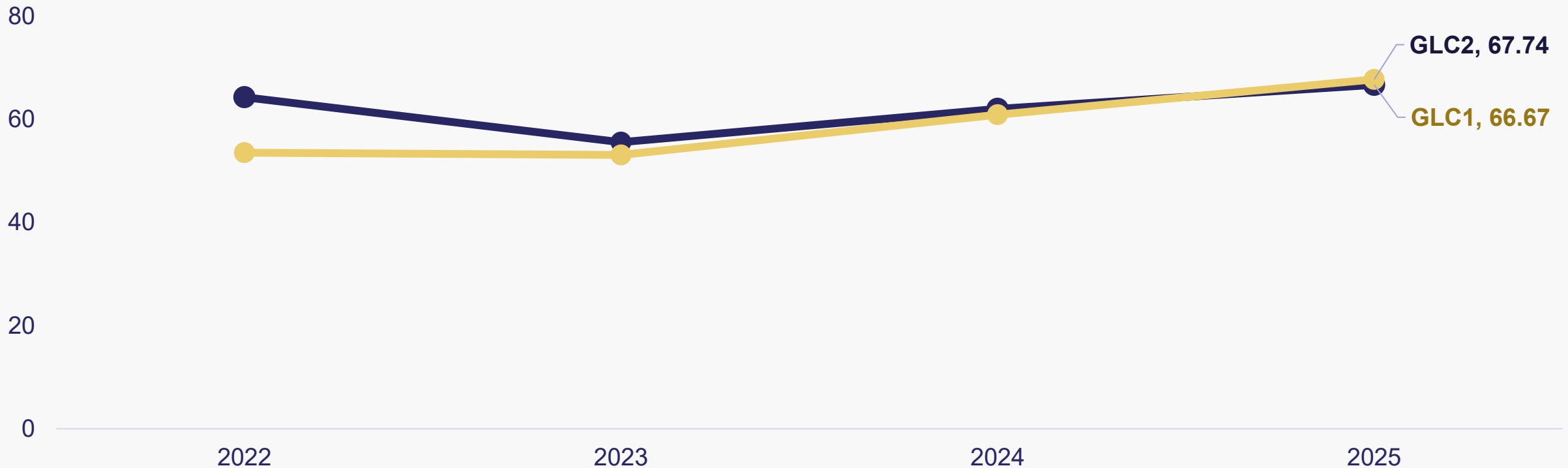


New GLC Cohort Retention

Action Item 4.2

Retention of New GLC1s and GLC2s is very similar and trending up!

Proportion of GLC1s and GLC2s Hired Annually Who Were Still in their Position the Following January (2022-2025)



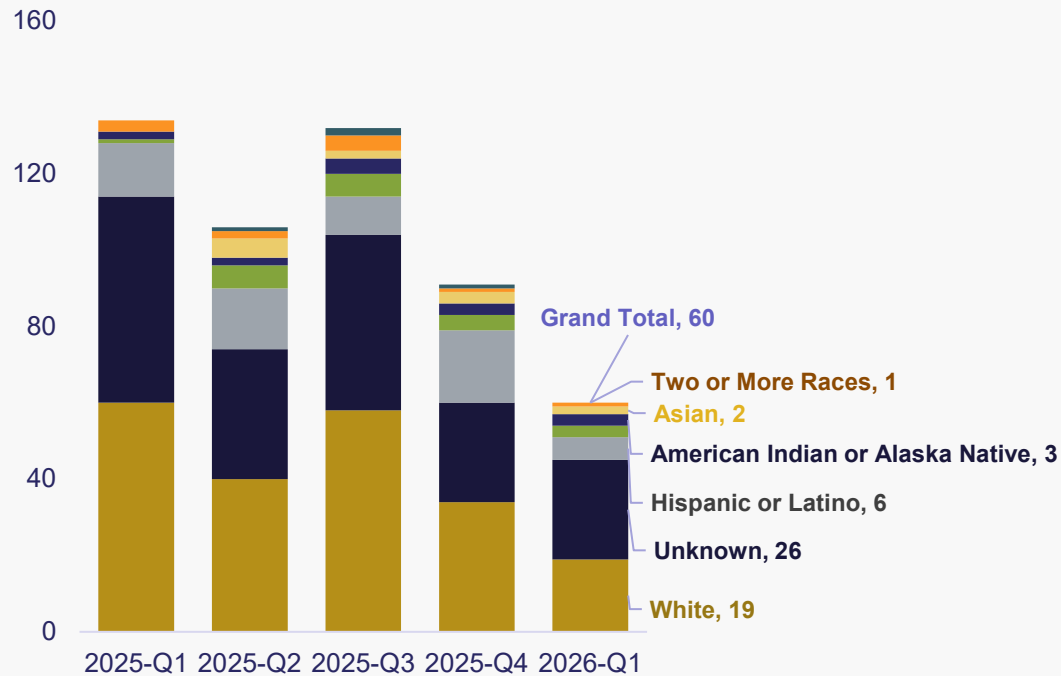


Hired and Applicant Pool Demographic Comparison

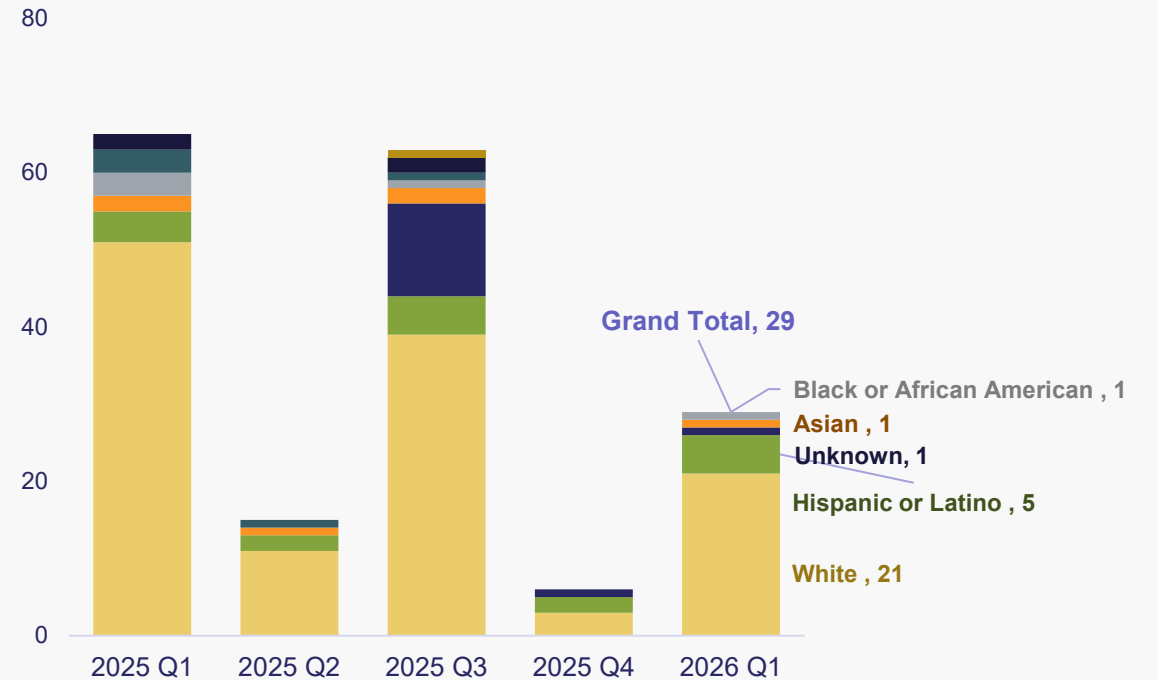
Action Item 6.1/6.2

Include comparison of applicant pool to who gets hired...demographic break outs of this.

"Ready to Hire" Application Pool Diversity



Employee's Hired by Race/Ethnicity



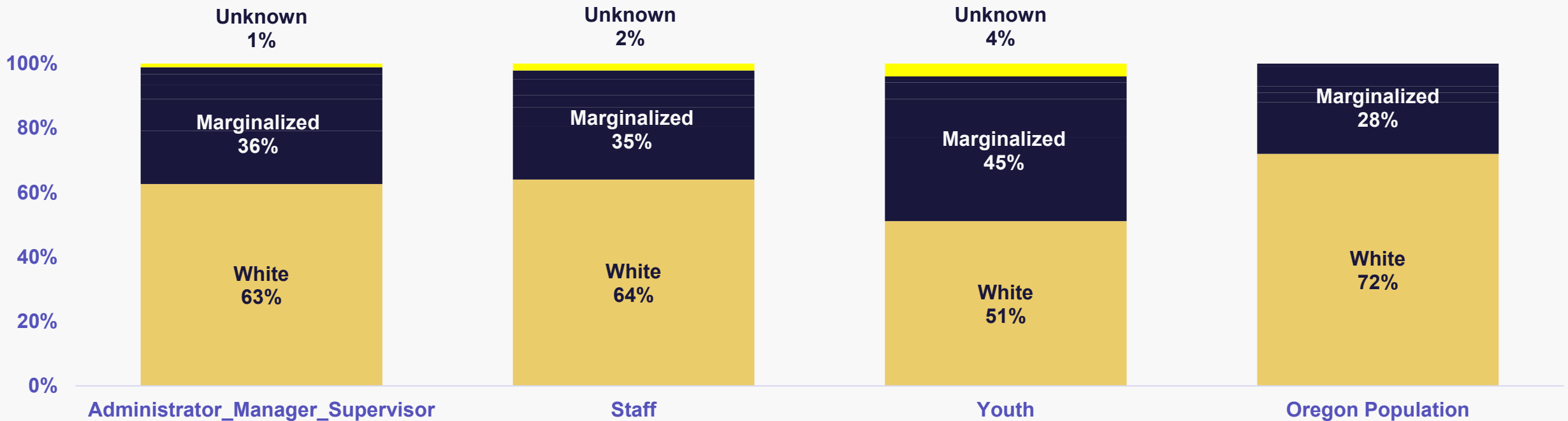


OYA Workforce Diversity

Action Item 7.1

The OYA workforce is less diverse than the youth population we serve but more diverse than the population in Oregon.

Employee and Youth Population
(as of 4/2/2026)



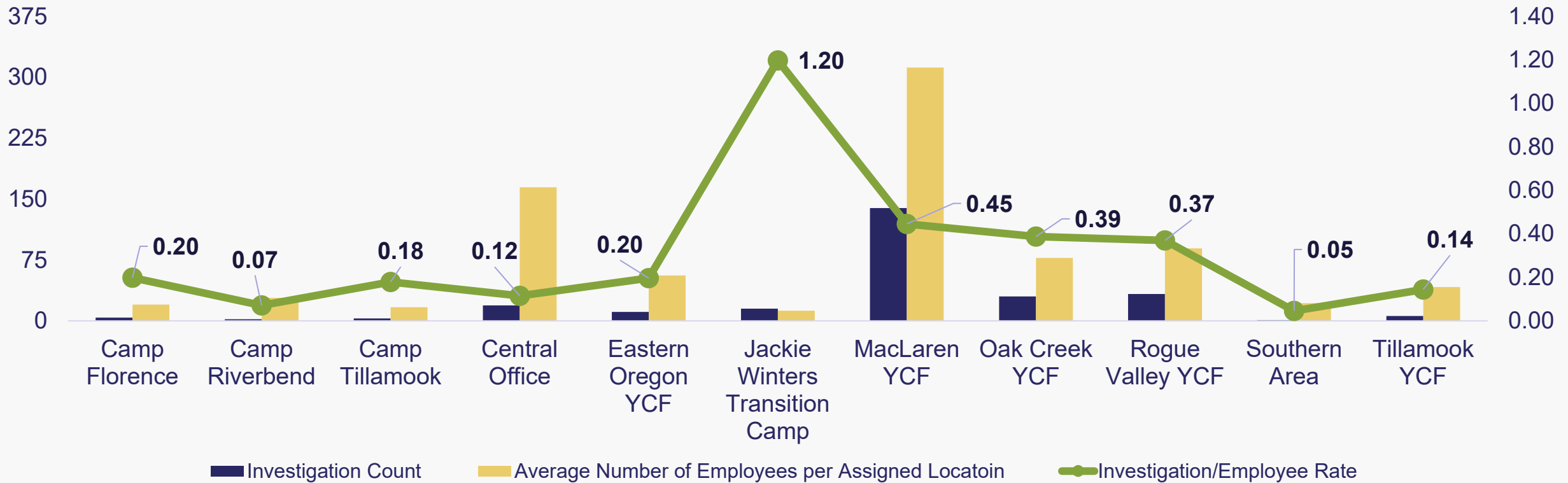


Investigations

Action Item 8.1

While MacLaren accounts for most cases, JWTP has the highest rate of employee investigations.

Investigation Rate by Average Number of Employee per Location





Investigations

For the investigations that are still in progress and reported over 180 days ago, provide details on why these have not yet been resolved. Also clarify why some cases that are policy violations are on holds.

Investigations Briefing with Director (4/7/2026)



Investigation Result Categories

Action
Item
8.3

Case Category Descriptions: 196 reduced to 13 with Copilot

- **Attendance & Timekeeping**
 - Absences, tardiness, call-outs, LWOP, leave reporting, extended breaks, sleeping on duty, timekeeping issues, unauthorized leave, no call/no show.
- **Supervision & Safety of Youth**
 - Inadequate or lack of supervision, failure to ensure youth safety, procedural safety lapses, riot/incident supervision concerns.
- **Boundaries & Interactions with Youth**
 - Boundary violations, inappropriate communication, improper relationships or interactions, accessing youth media or personal info.
- **Security & Contraband**
 - Contraband introduction or possession, improper searches, unauthorized devices, missing tools, youth electronics violations.
- **Use of Force & Physical Aggression**
 - Use or excessive use of force, unauthorized physical intervention, assault incidents involving staff and youth.
- **Harassment, Discrimination & Inappropriate Language**
 - Harassment, discrimination, racial slurs, inappropriate workplace comments, bullying, hostile communication.
- **PREA / Sexual Misconduct**
 - PREA violations, sexually inappropriate conduct, failure to follow PREA response protocols.
- **Professional Conduct & Workplace Behavior**
 - General professionalism concerns, workplace behavior issues, favoritism, performance issues, inappropriate conduct not involving youth.
- **Insubordination & Policy Non-Compliance**
 - Refusal to follow directives, mandate refusal, non-compliance with established policies or procedures.
- **Integrity & Reporting**
 - Dishonesty, falsification, inaccurate reporting, failure to report required incidents or arrests.
- **Information Security & Confidentiality**
 - LEADS violations, improper access to systems, sharing passwords, breaches of confidentiality, misuse of agency systems.
- **Clinical / Health Services / Medication**
 - Medication errors, health services workflow issues, clinical process concerns including QMHP-related matters.
- **Driving, Transport & Impairment**
 - Unsafe or improper vehicle operation, DUII, suspended license, transport count errors, impairment while on duty.

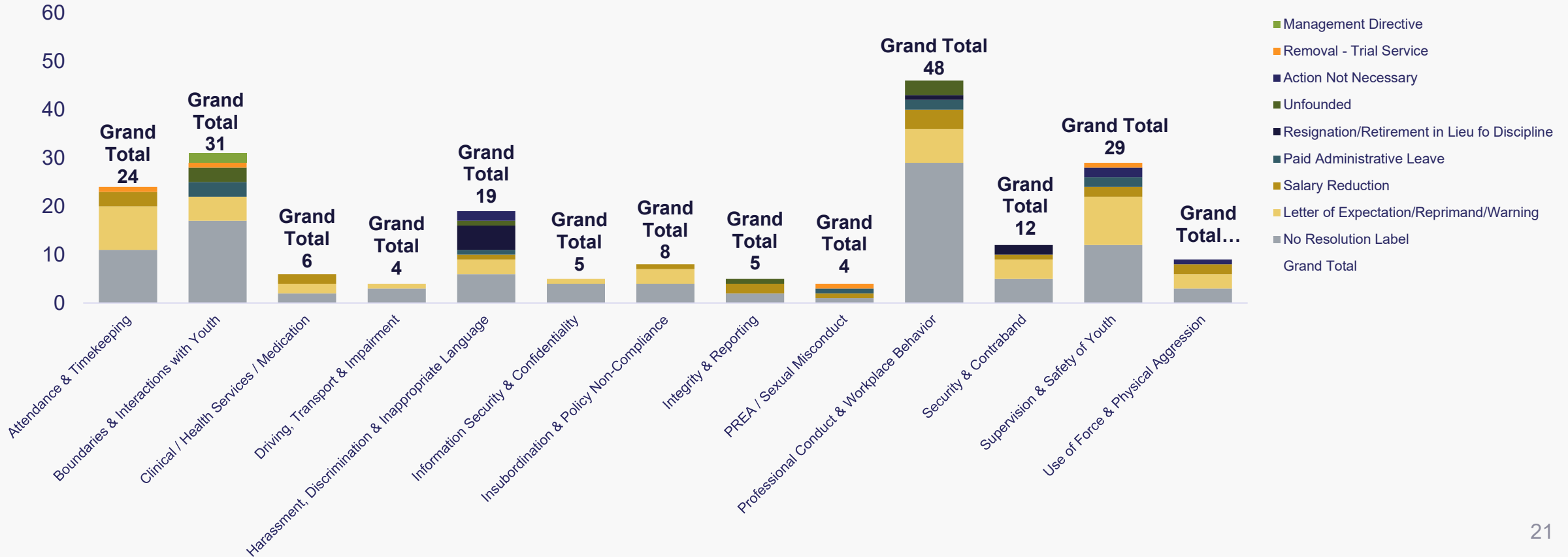


Investigation Results

Action Item 8.3

Most cases did not have an accompanied resolution label. A letter of expectation, reprimand or warning was the most common resolution

Resolved Investigations by Category and Outcome (March 2025 - March 2026)





Explore factors that may be driving the outliers of cases that are taking a while to resolve. Add timeframe to slide as well.

Every case is unique....

Examples discussed during Director briefing (4/7/2026)



How do we reduce timeline for investigations for both paid leave and as a whole?

Fully staffed....

- Short HRA3 position
- Short Deputy position

Administrative leave

- Recent increase in Paid Administrative Leave – “Duty Station”
- External partners
 - OSP
 - OTIS
 - Etc.



Gallup One-to-Ones

Action
Item
1.1

Cause of angst; what is helping staff

- Workload





Why did they leave?

Survey Recently Distributed

- One response so far....





Strategic Recruiting Work Group

Action
Item
5.1

Creating a group to work on strategic ways to network, advertise positions, and leverage LinkedIn





IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

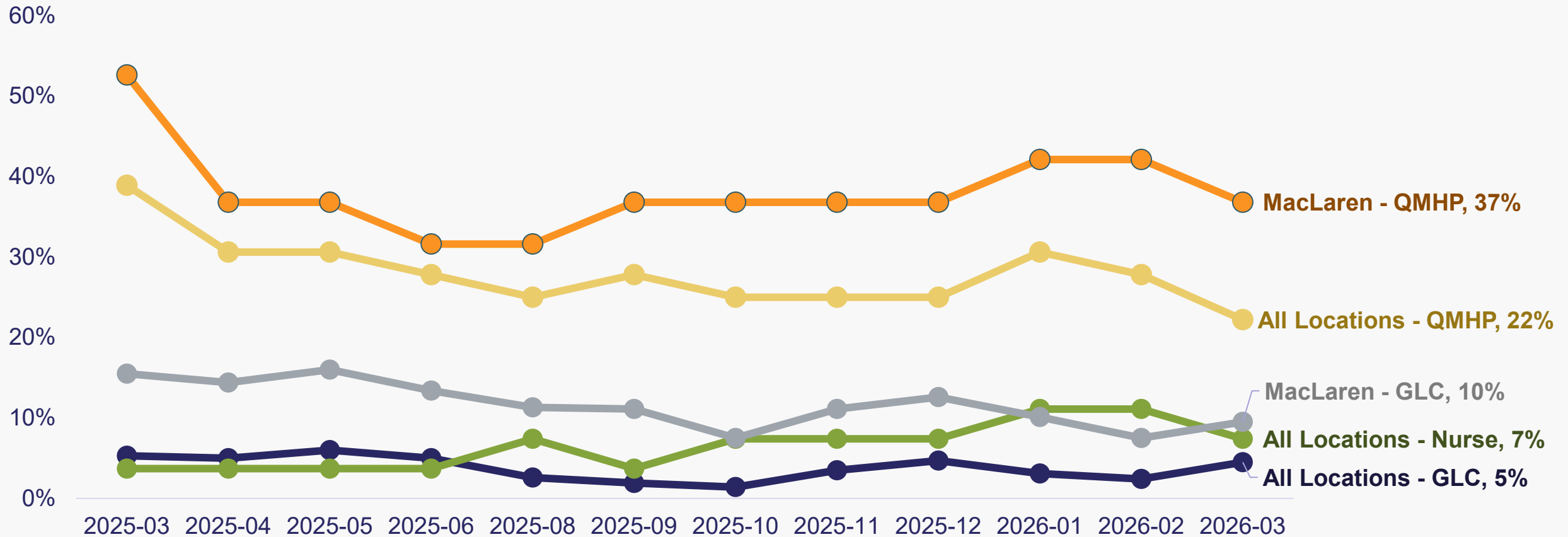


Performance Metrics



Evergreen Vacancies

Vacancy rates are highest among QMHPs at MacLaren.

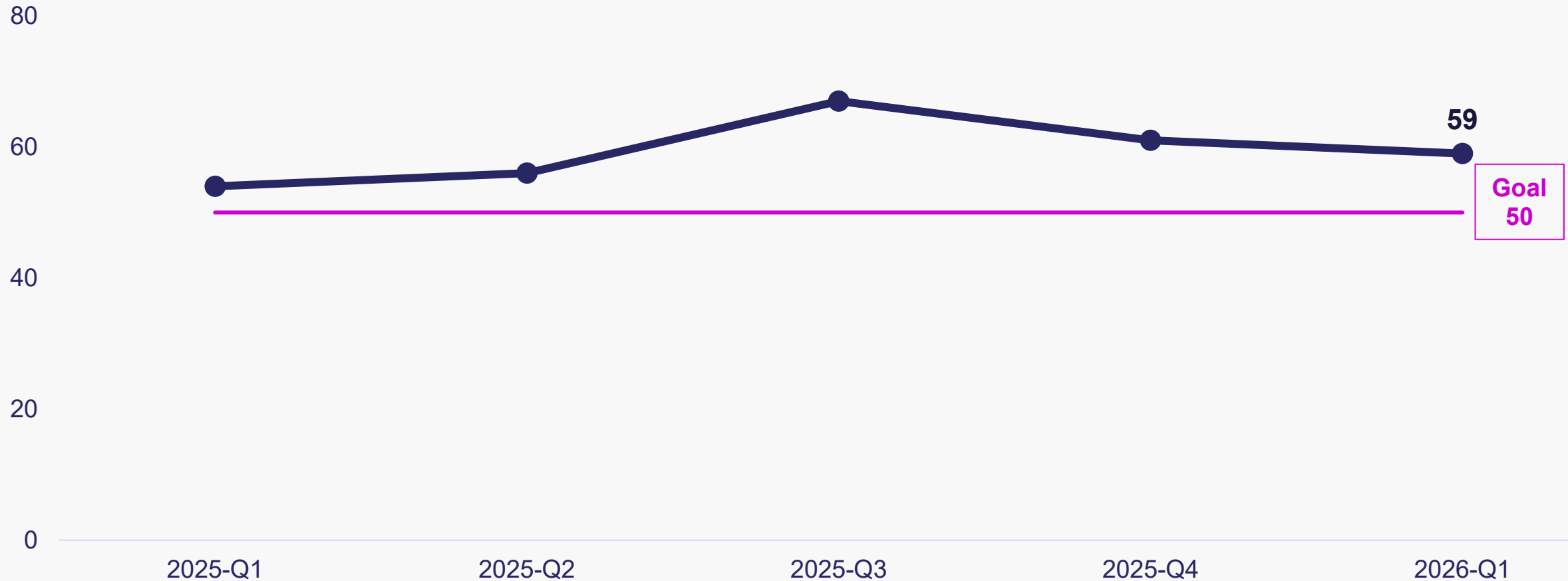




Time to Fill Vacant Positions

Quarterly time to fill vacant positions consistently exceeds our goal of 50 days or less

Average Days to Fill Positions by Quarter

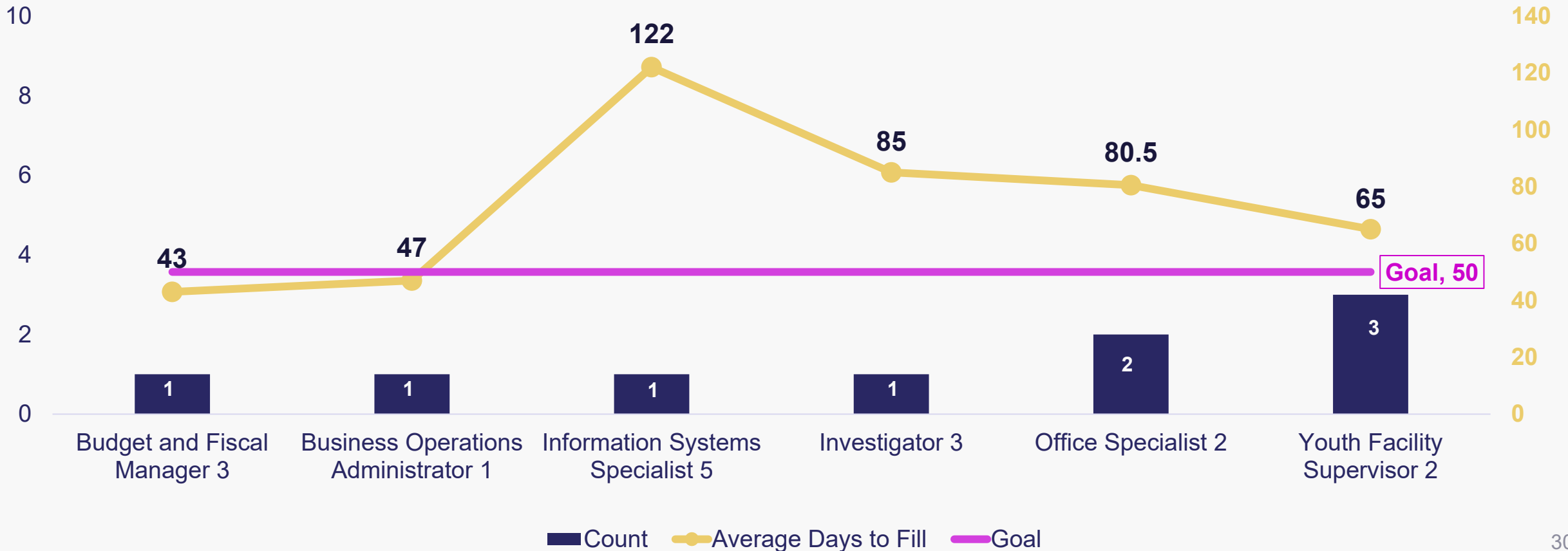




Time to Fill Vacant Positions

Some positions fill quicker than others.

2026-Q1 Days to Fill by Position

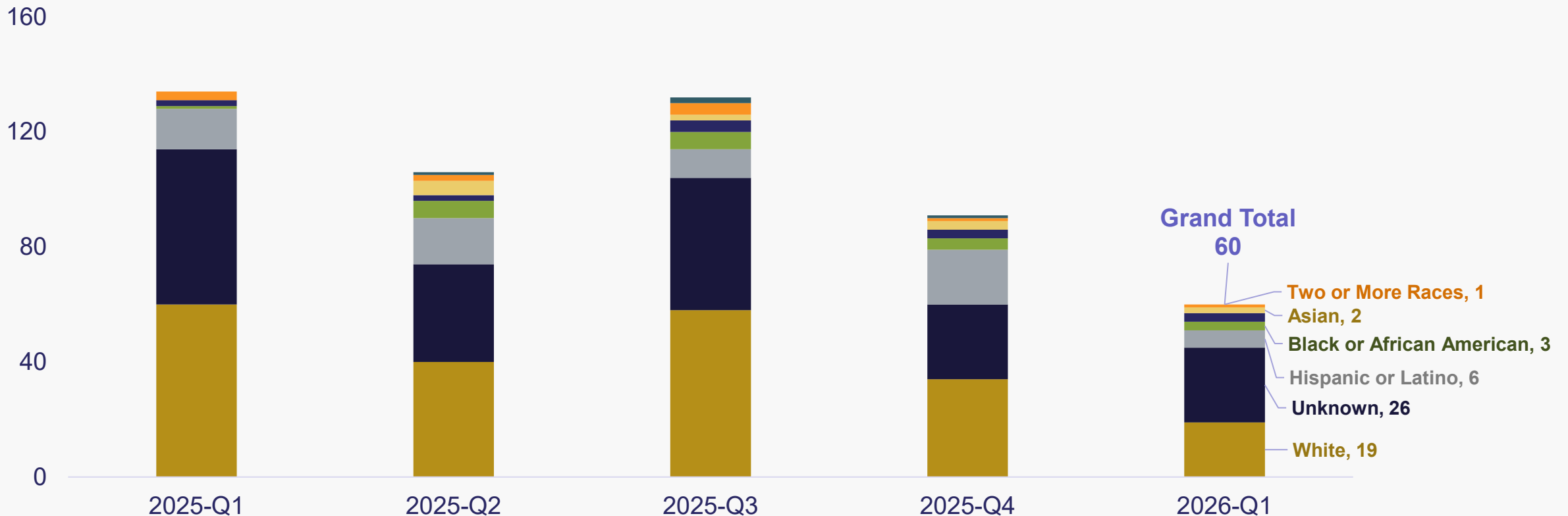




Diversity of Applicant Pool

Ready to hire pool is still quite diverse, although individuals with unknown race/ethnicity is quite high..

"Ready to Hire" Application Pool Diversity

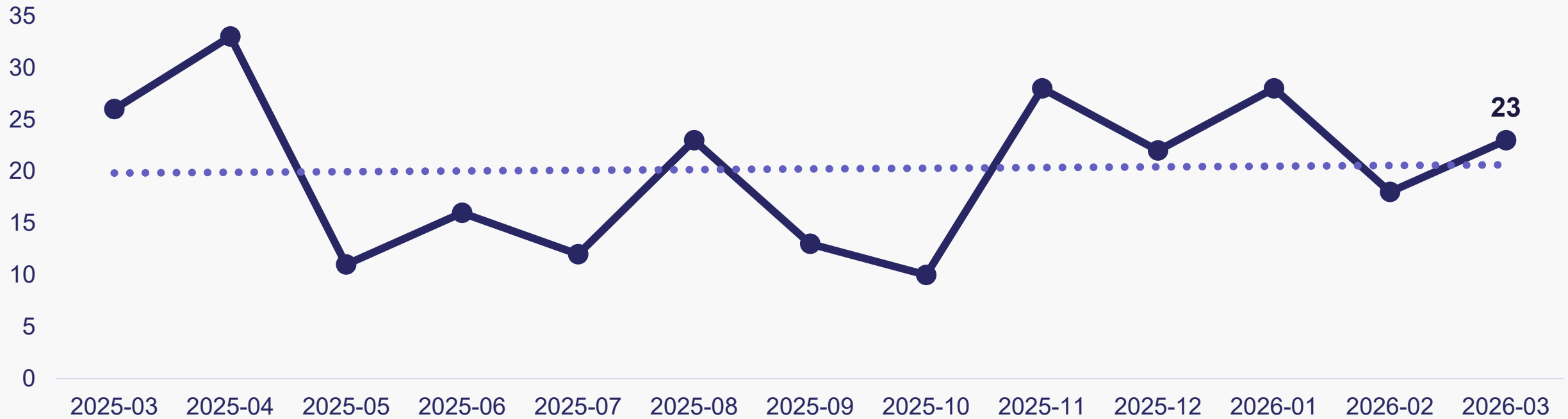




Investigations

23 HR investigations commenced during March 2026

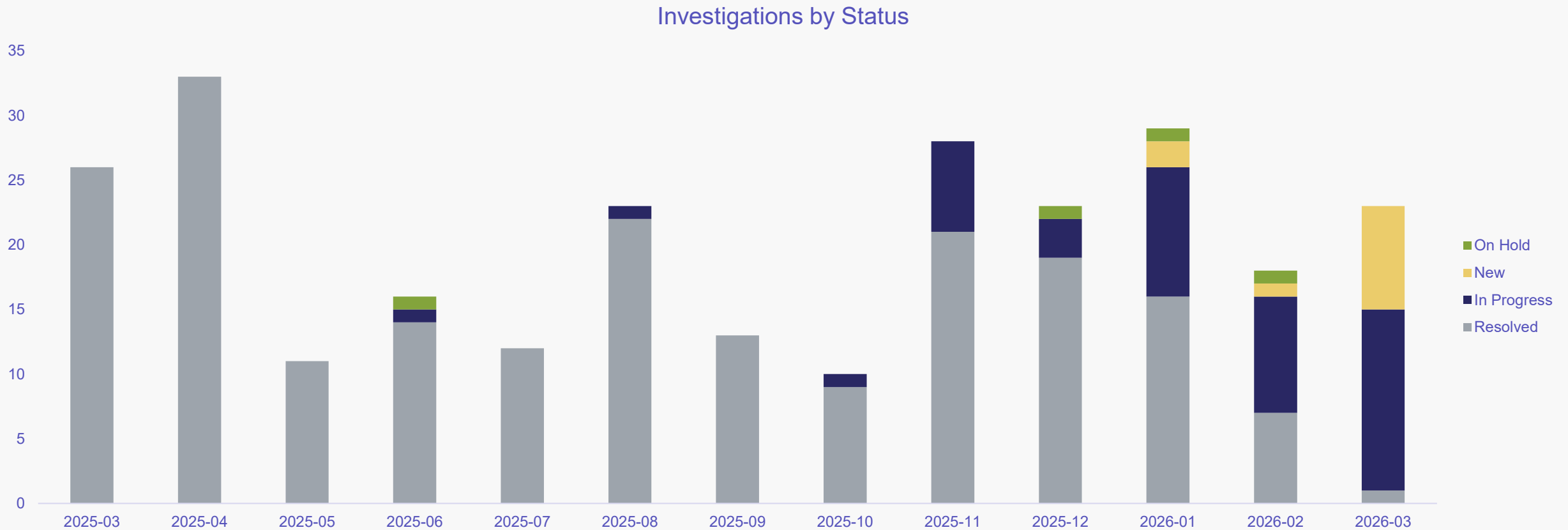
Commenced HR Investigation by Month





Investigations

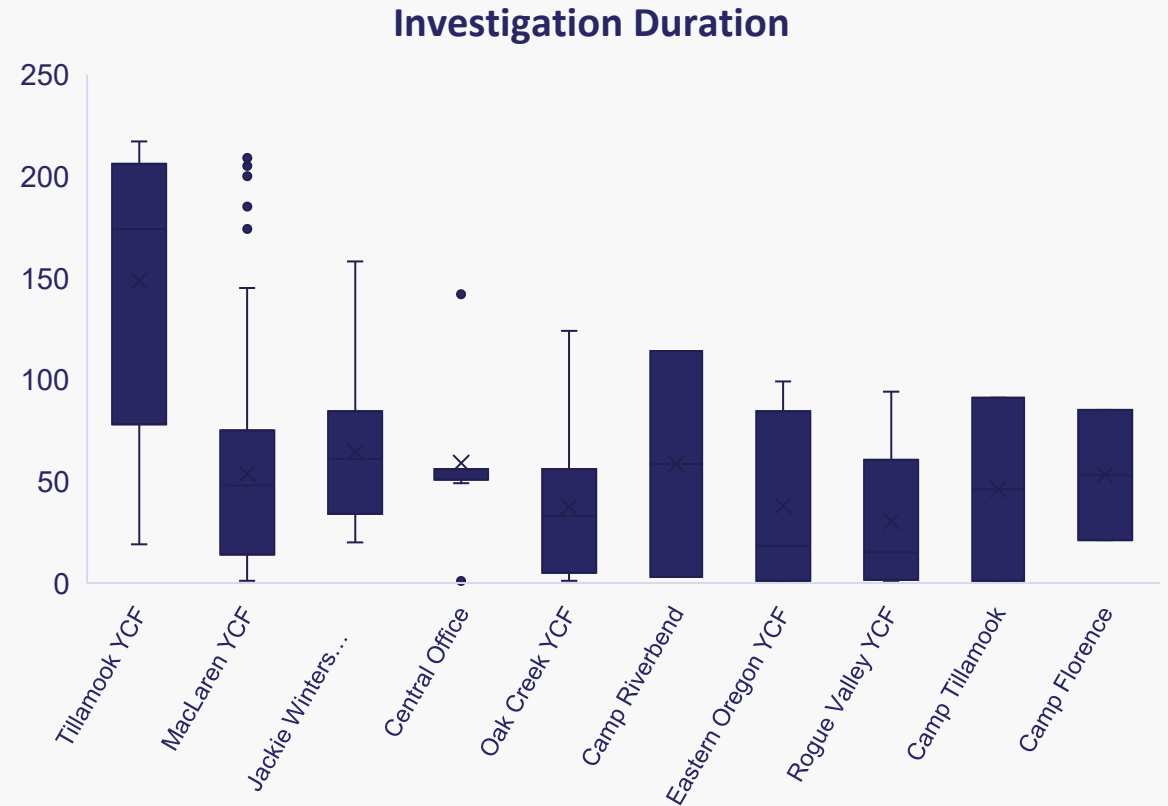
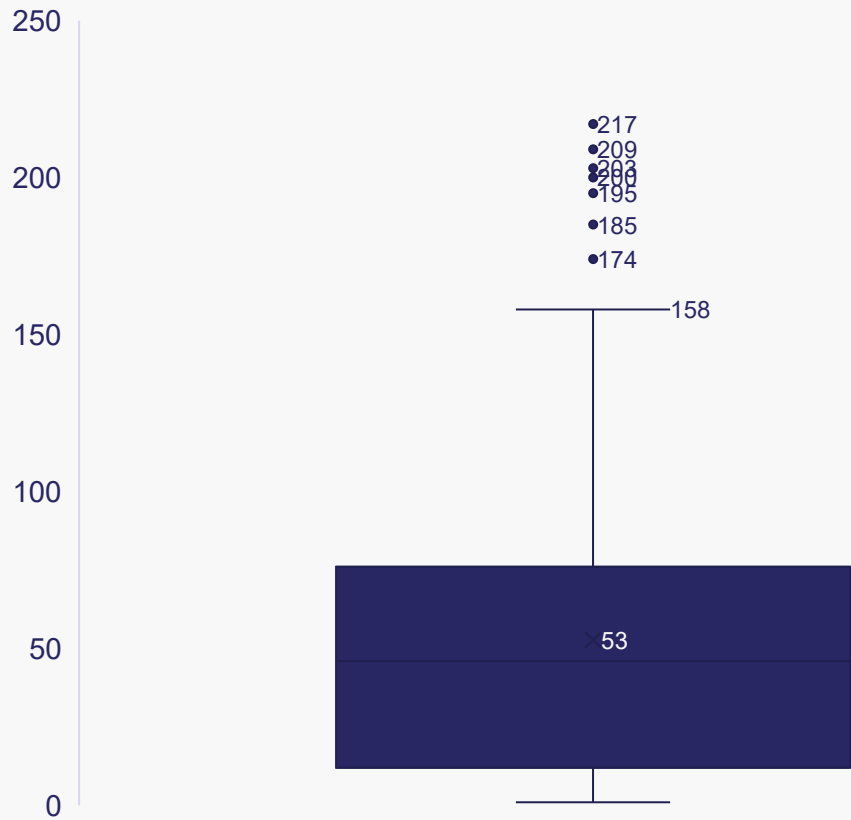
March saw 23 cases commence, 18 of which are in progress.





Resolved Investigations Duration

Investigations typically resolve in 53 days, however there is variability across location.



(March 2025 – March 2026)



Paid Administrative Leave

Messy Data!





Customer Service





Workforce Comp & Safety





Closing Updates



High Priority Work

Is there any high-priority work happening in your department that we don't see reflected in some way in these slides?

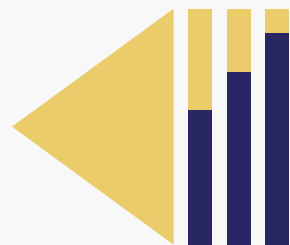


Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback



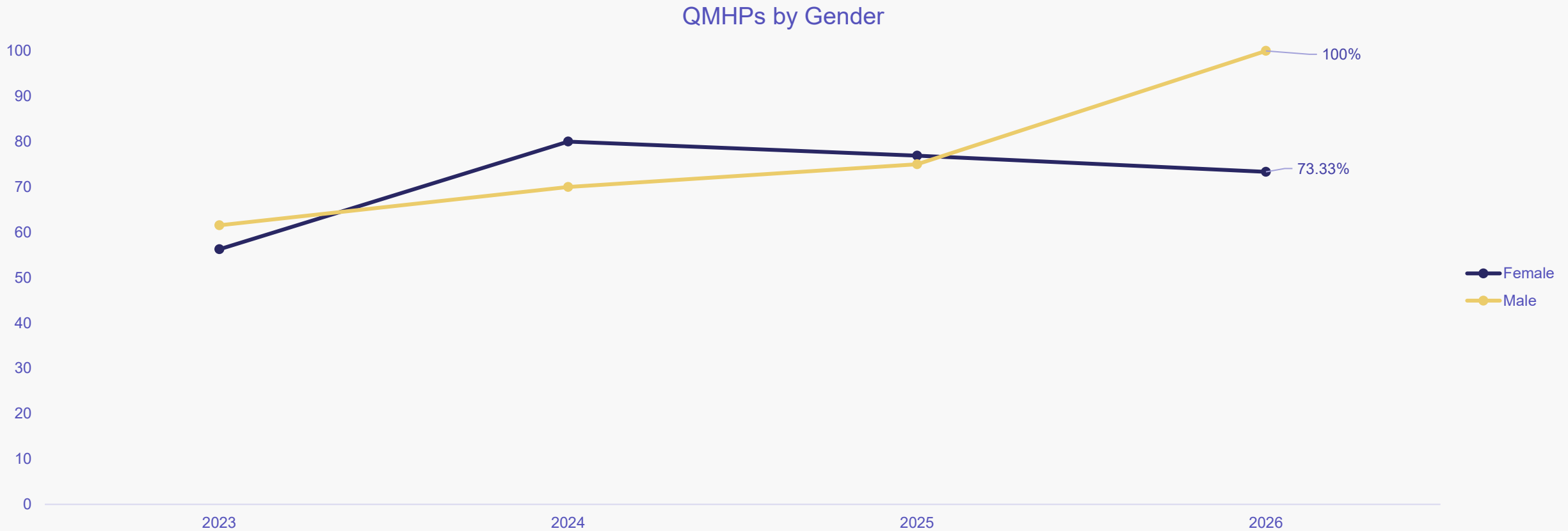
Supplemental Slides



QMHP by Gender

Action Item 2.1

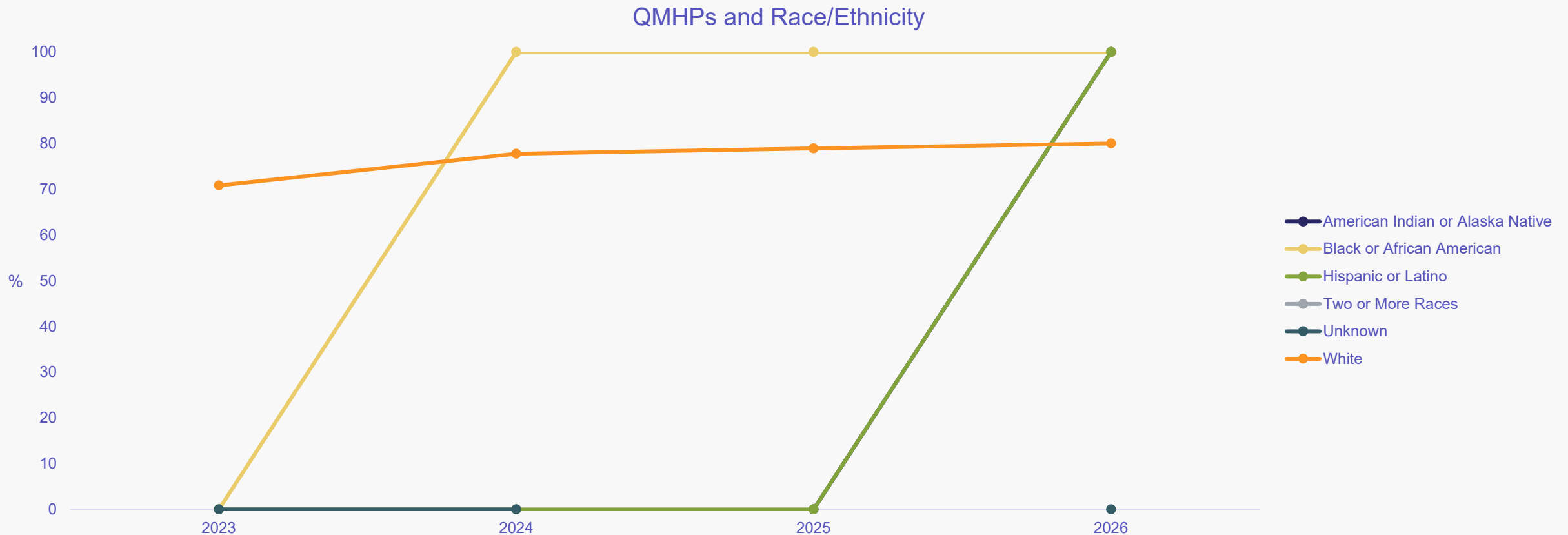
Retention appears steady among Females; sharp increase among





QMHP Race/Ethnicity

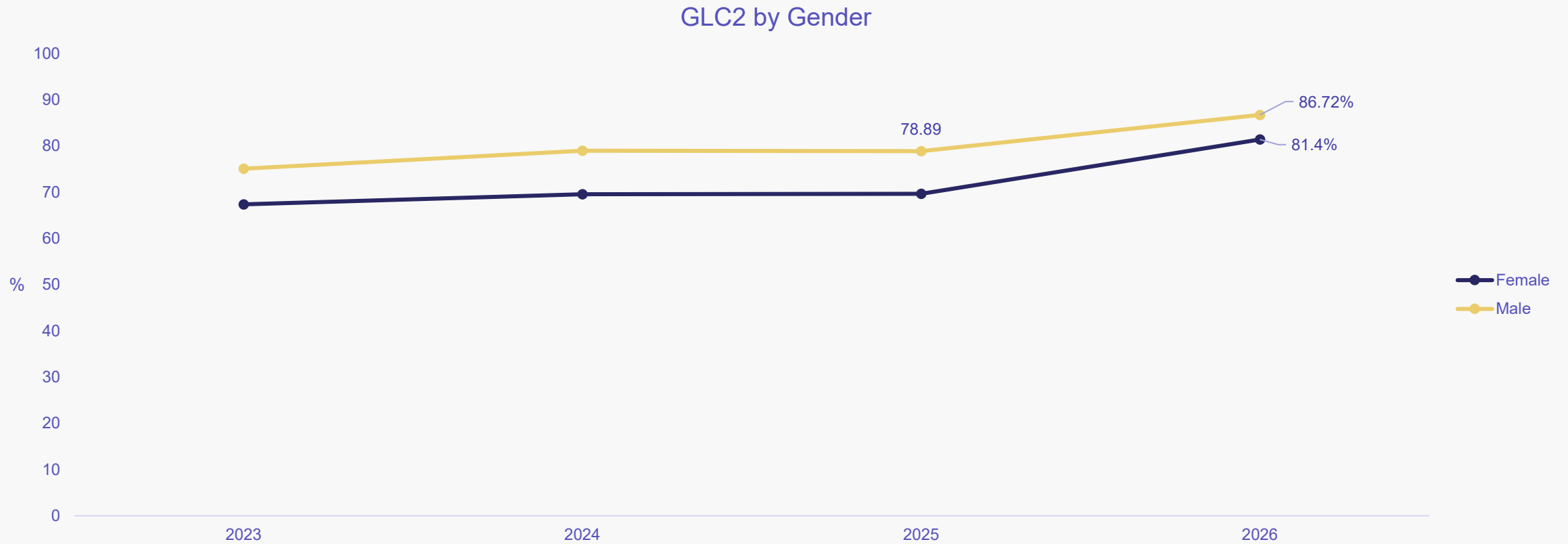
Retention variable by Race





GLC2 by Gender

GLC2 retention is on the rise; male retention is consistently higher than female retention.





GLC2 by Race/Ethnicity

2026 GLC2 retention trends relatively similar across Race/Ethnicity.

