



OYA Human Resources

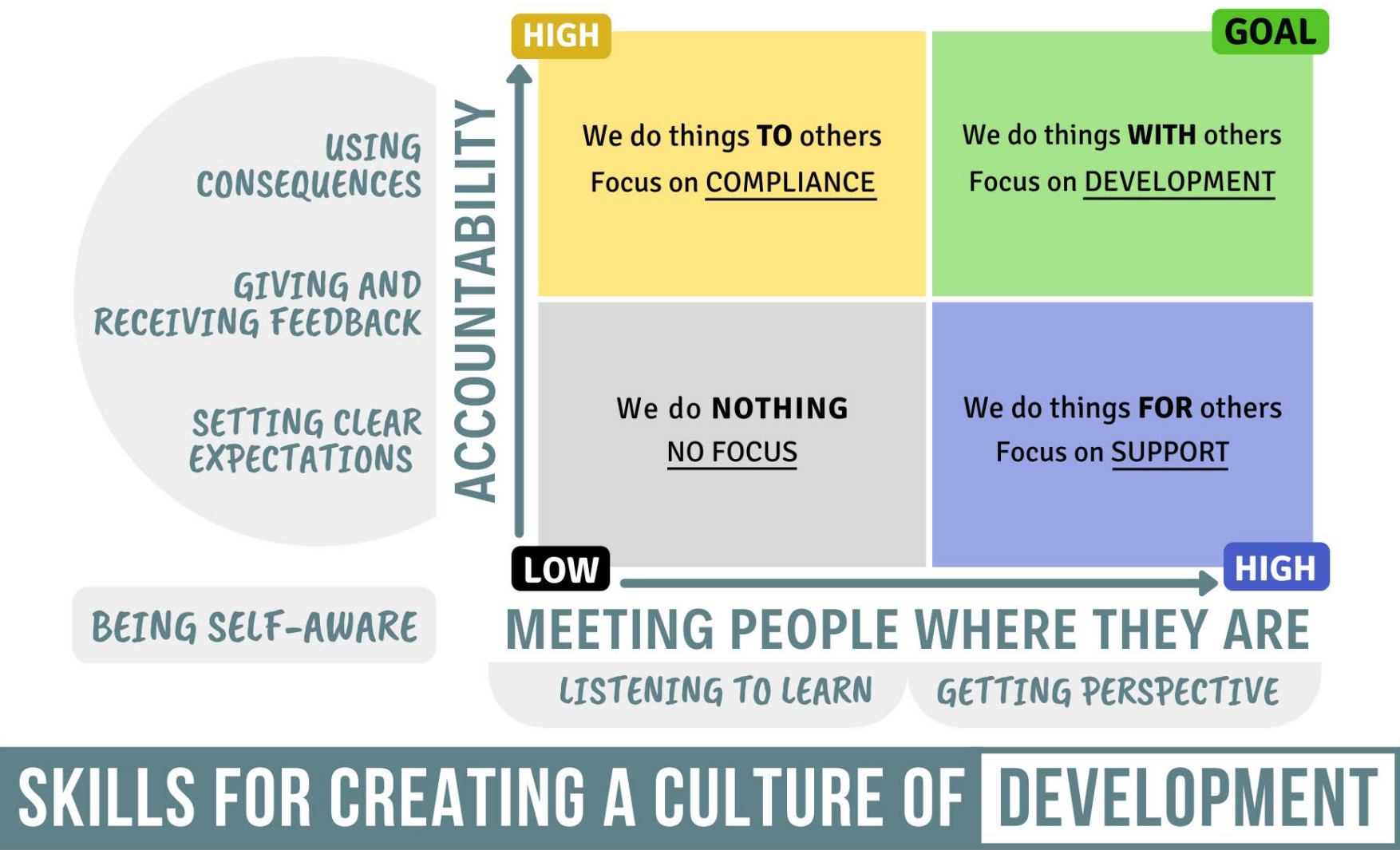
IMPACT Follow-up

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07/15/2026



The Developmental Approach





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	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. $R_{t2} = ((\text{Total Staff}_{t2} - \text{New Staff}_{t2}) / \text{Total Staff}_{t1}) * 100$
Turnover rate	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. $T_{t2} = (\text{Total Staff Separations}_{t1-t2} / \text{Average Number of Staff}_{t1-t2}) * 100$
Recruiter	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.
Safety & Wellness Manager	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
Human Resources	The organizational function that supports, develops, and manages employees throughout their entire work experience to help the organization meet its mission and goals.

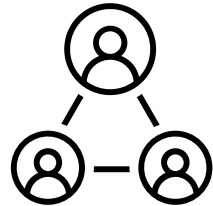


What We Do

HR Vision

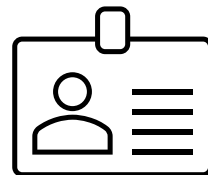
HR is a trusted partner providing guidance, resources, and support that shape an ever-changing workplace culture that is equitable, diverse, safe, developmental, and inclusive.

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

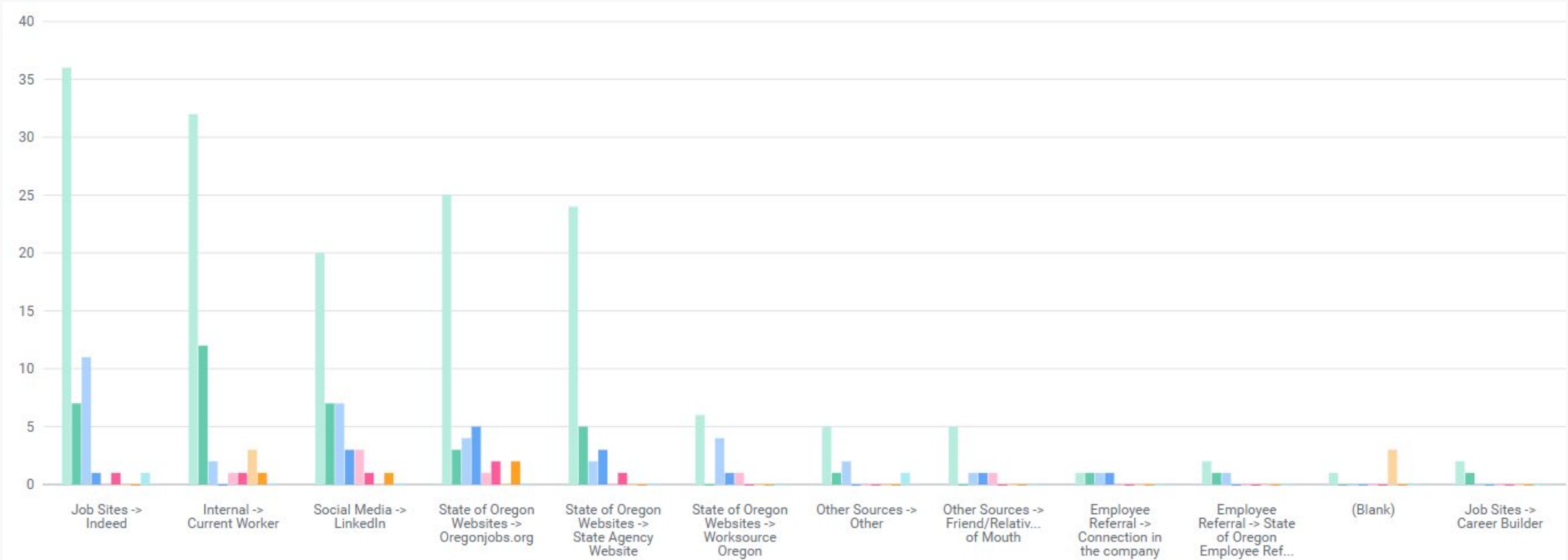


Two main positions that carry out HR functions:

- Technical Analyst Roles
- Generalists (8 total)



Indeed and LinkedIn – Top Outside Sources for Diversity





Posting Times

Are we tracking exceptions to posting time frames or how often exceptions are being given?

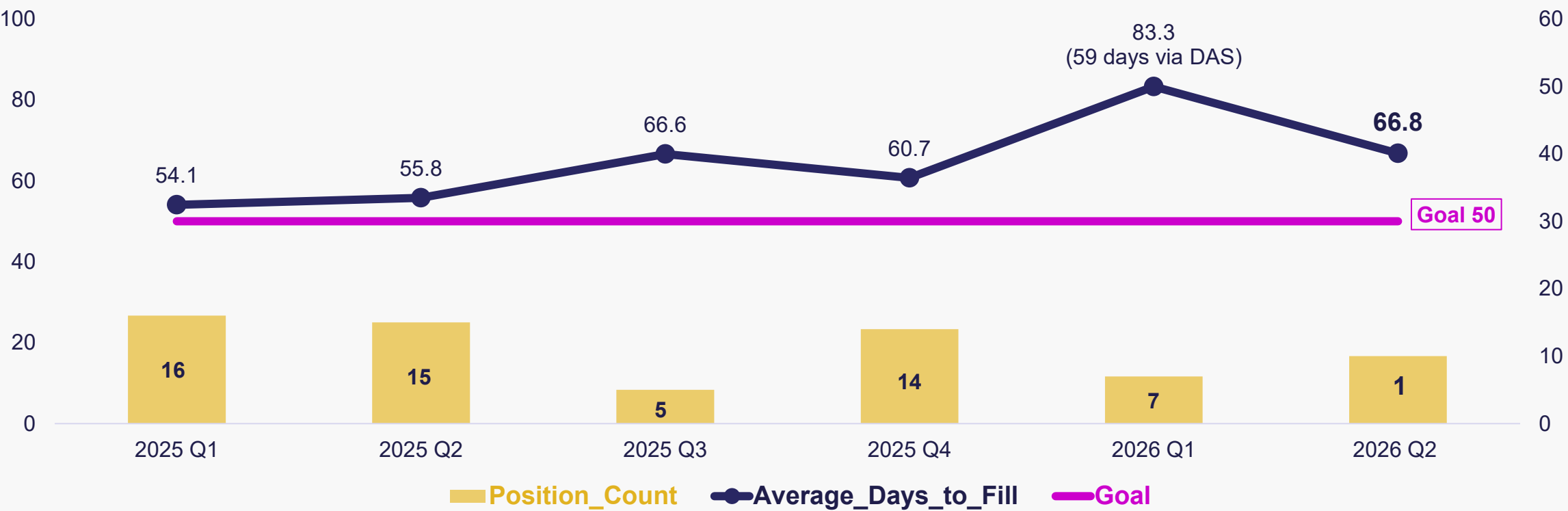
- All exceptions are tracked.
 - Diversity Exceptions
 - Diversity Extensions
 - Final Diversity Metrics
- Most positions follow the standard process, and extensions have proven to increase diversity metrics in some positions and not in others.



Time to Fill Vacant Positions

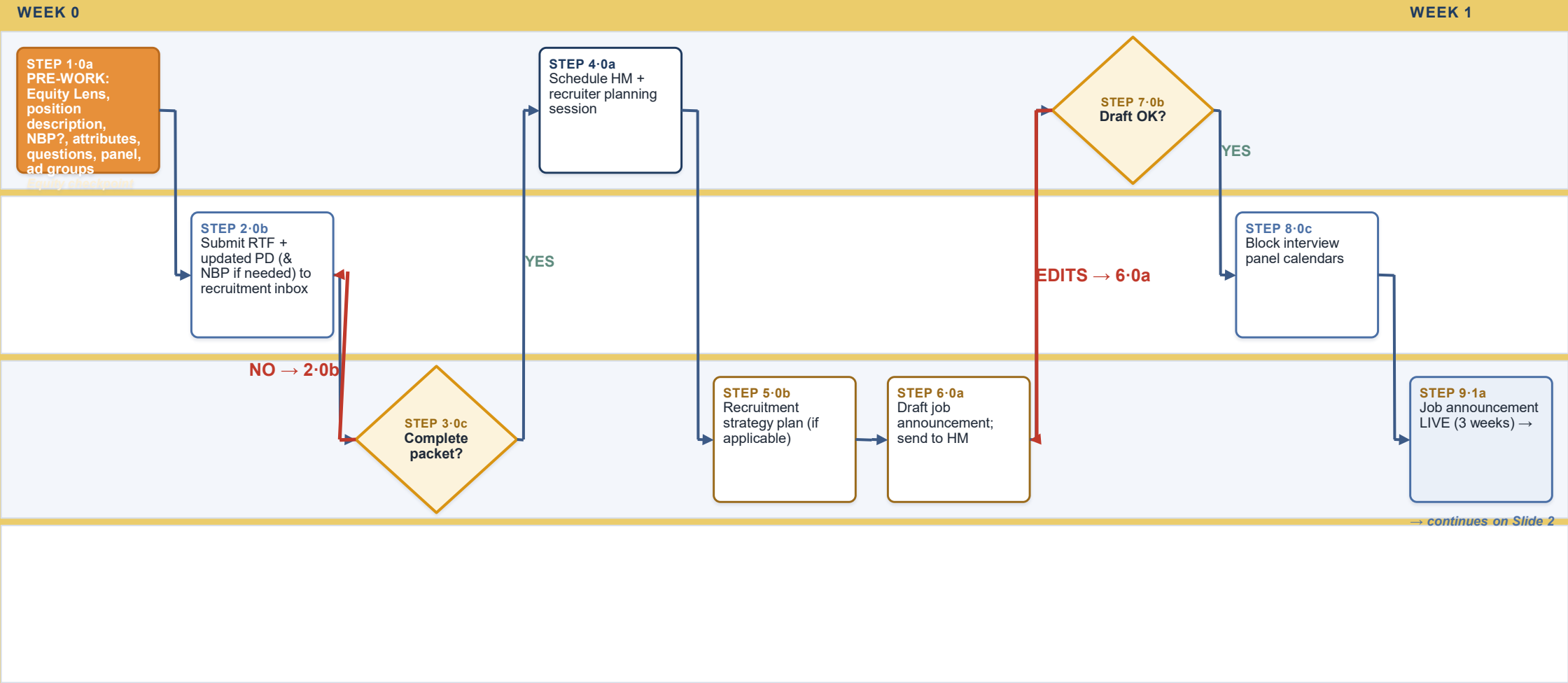
Average Days to fill are higher than we would like.

Average Days to Fill Positions by Quarter



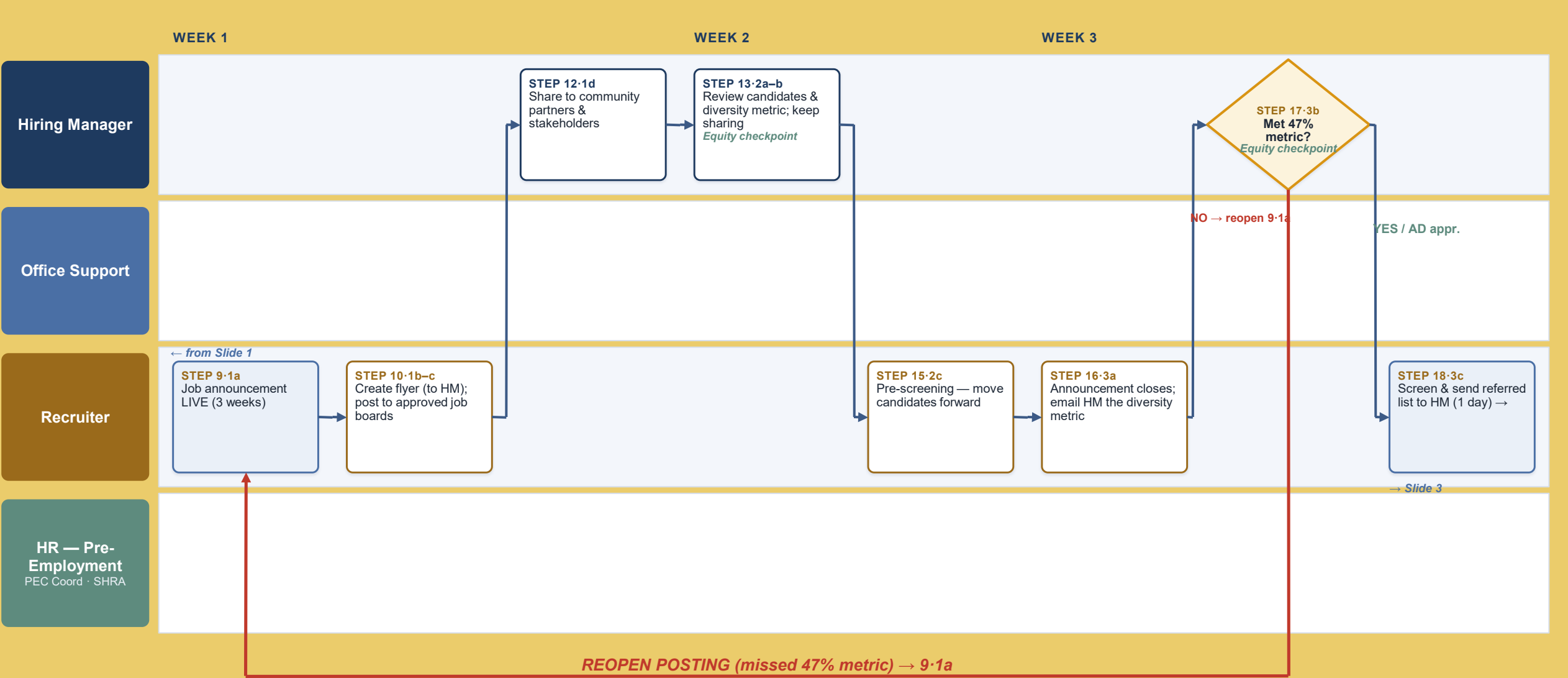
OYA Recruitment — Process Flow

Phase 1 · Plan & Draft — Weeks 0–1



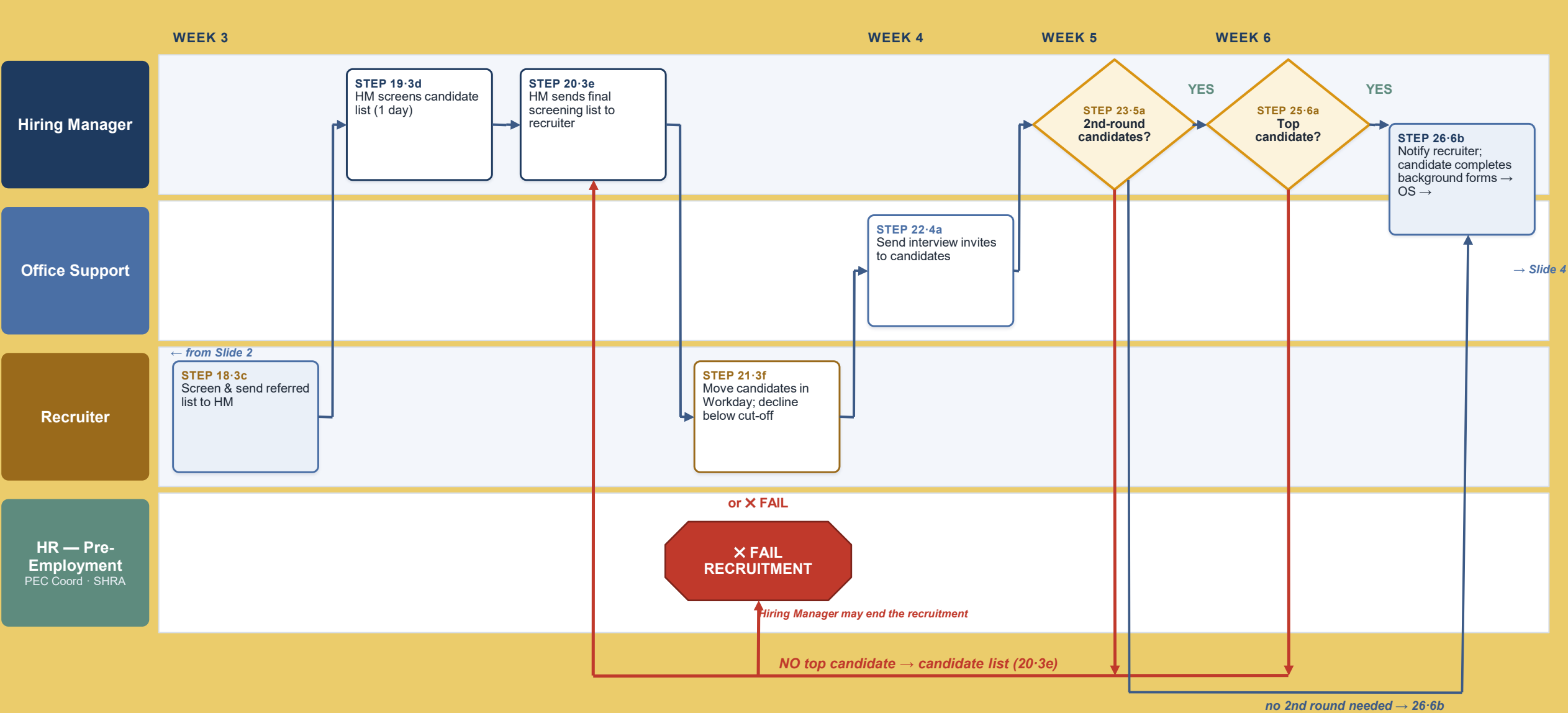
OYA Recruitment — Process Flow

Phase 2 · Post & Screen — Weeks 1–3



OYA Recruitment — Process Flow

Phase 3 · Refer & Interview — Weeks 3–6



OYA Recruitment — Process Flow

Phase 4 · Background Checks — Weeks 6–9 (the slowdown)

WHY IT SLOWS DOWN

Up to 4 independent checks
CRC/OR-Kids, HR Check, Weigh Test, degree/transcript — several conditional.

Cross-role hand-offs
HM ↔ HR-PEC ↔ SHRA ↔ Recruiter; each pass adds wait time.

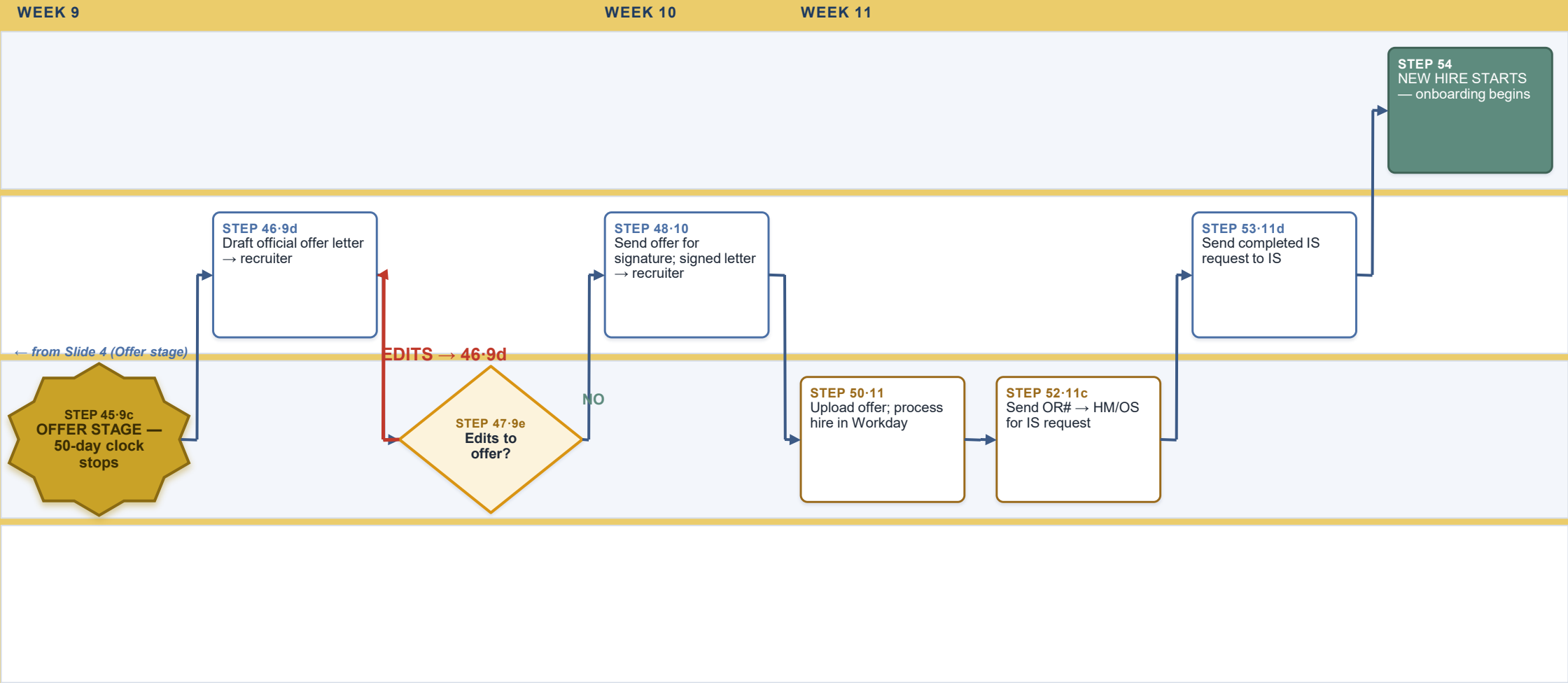
External waits & turnaround
Background results, references, pay analysis depend on outside parties.

Any X restarts vetting
One failure returns the candidate to 26-6b — the loop repeats.



OYA Recruitment — Process Flow

Phase 5 · Offer & Hire — Weeks 9–11+





Barriers to Shortening the Timeline Through Contingency Offers

- Compliance – OAR 259-008-0015
 - All Positions – Including Evergreens
- Verbal Offers are Still Binding
 - Count towards compliance in OAR
- Risk Management – Previous Scenarios and Little Benefit
 - Moving package, failed CRC, hardship for agency and applicant
 - Process still must be completed and cannot move forward until done
 - Risk of individuals with serious records entering facilities.



Recruitment Process – 50 Days

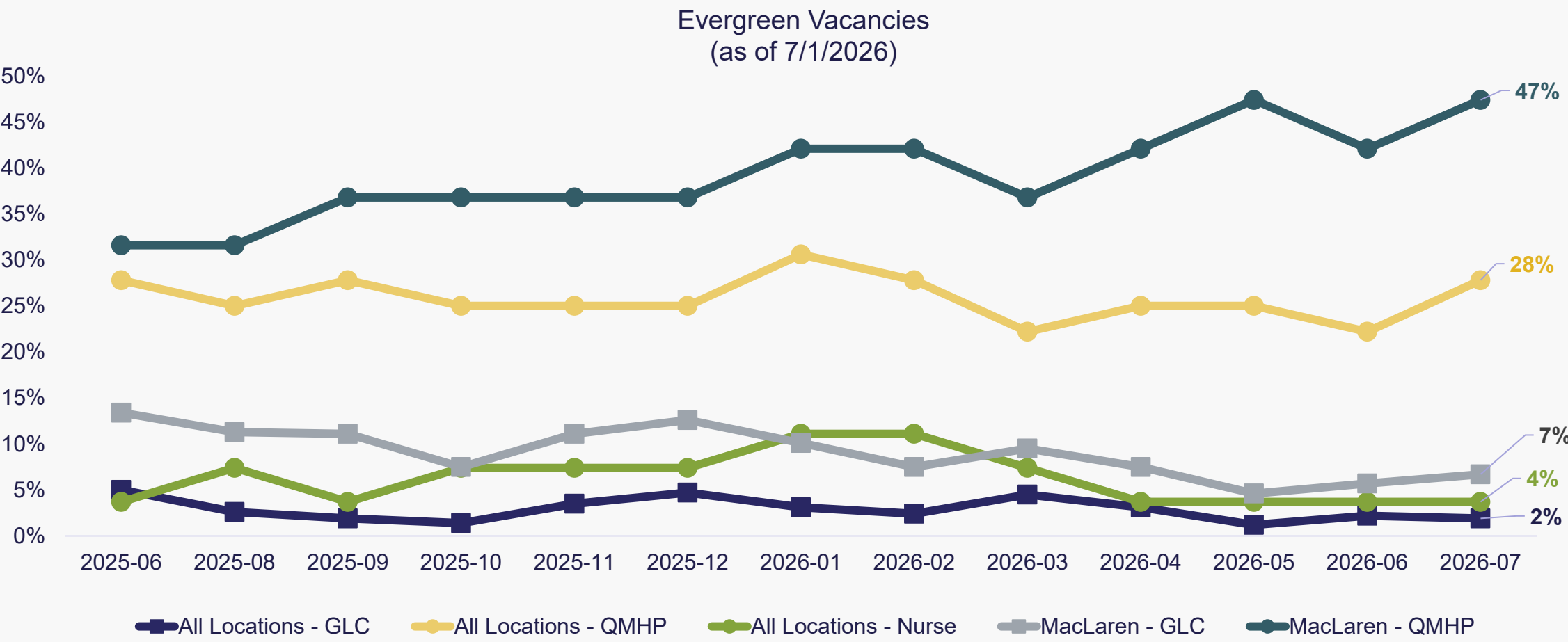
What are we doing now??

- Revising the entire recruitment process
- Identifying areas of improvement and critical tasks/steps
 - What can be combined?
 - What requires a stop?
- Moving steps to different areas to create checks and balances and improve organizational processes
- Adjusting timeframes for each step
 - New expectations for Managers, Recruiters, PEC, and SHRAs
 - Managers must commit to expected dates for First and Second Round Interviews – No longer tentative
- Creating a visible tracking tool for all to see the status of each recruitment



Evergreen Vacancies

Monthly vacancy rate among all QMHP is up 6% (volatile)

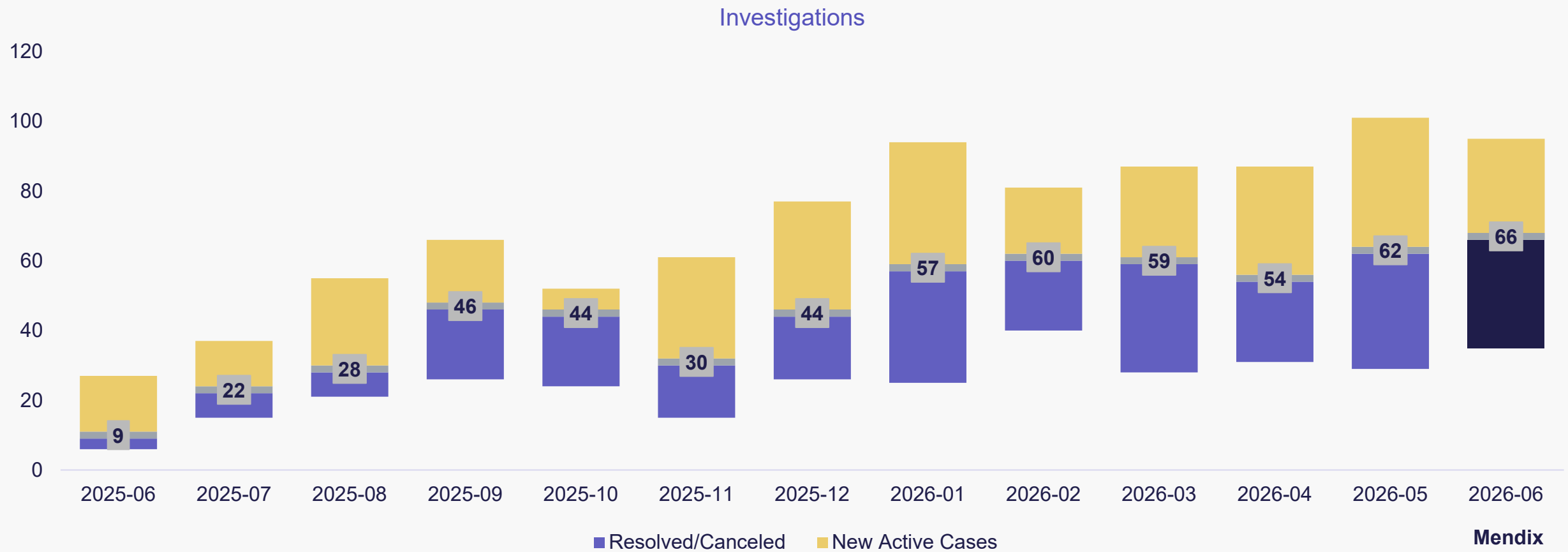




Investigations Floating Bar-Chart

Action
Item
8.19

31 investigations resolved and 27 new investigations added in June.





JWTP Listening Session

Action
Item
8.18

Listening session with youth at JWTP (Include KO & K Meany)

- KO connected with youth:
 - Lack of consistent staffing
 - Lack of activities on the unit and lack of community outings
- Facility Reports:
 - Lack of consistent and strong leadership on unit
 - Personnel issues – currently being addressed
 - Increased employee turnover



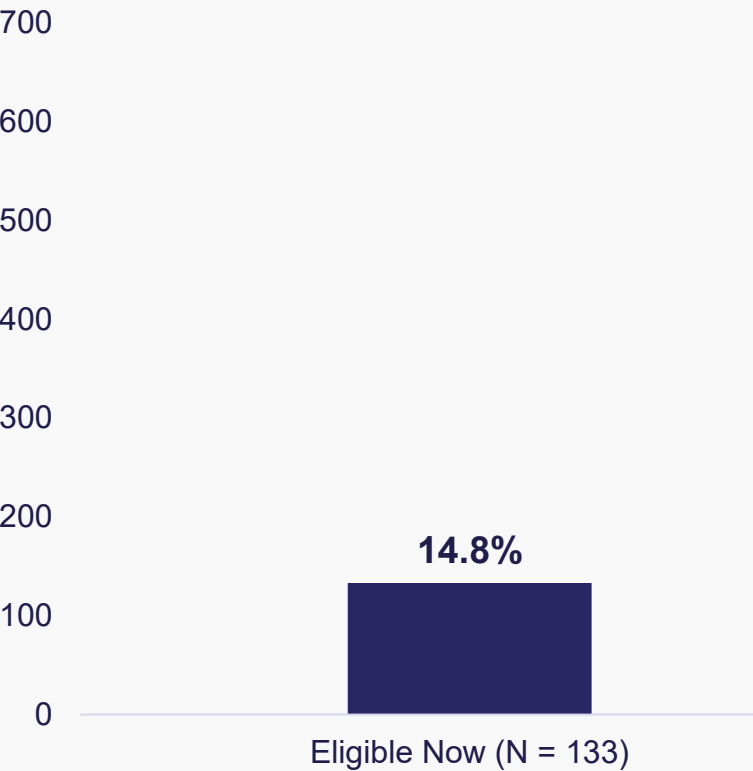
Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Performance Metrics



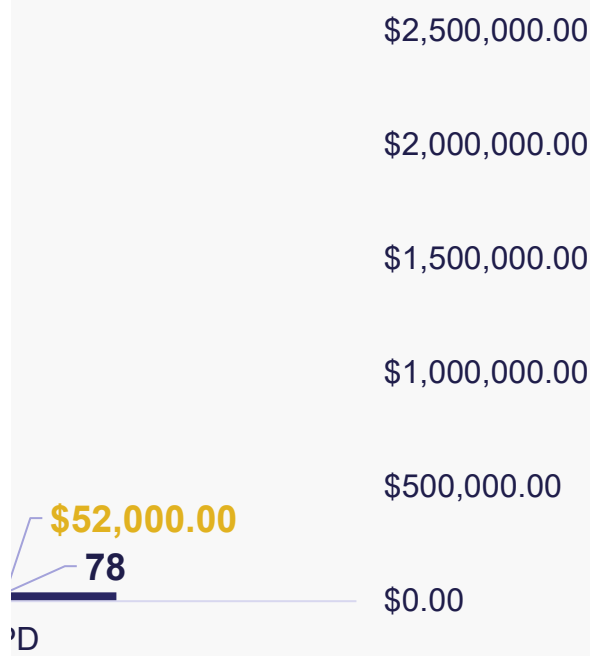
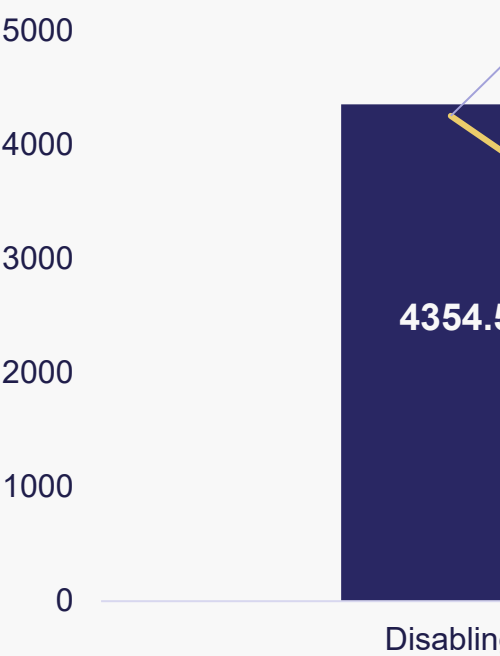
Returning retired not included. Other drill downs to come.





SAIF Claims

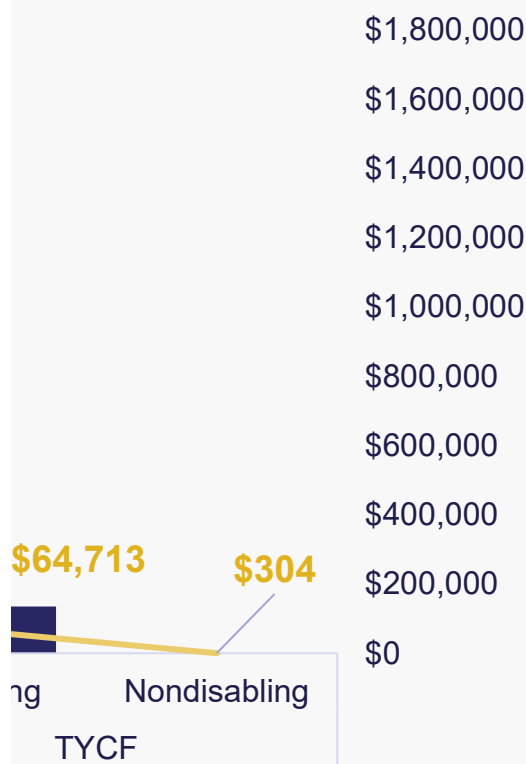
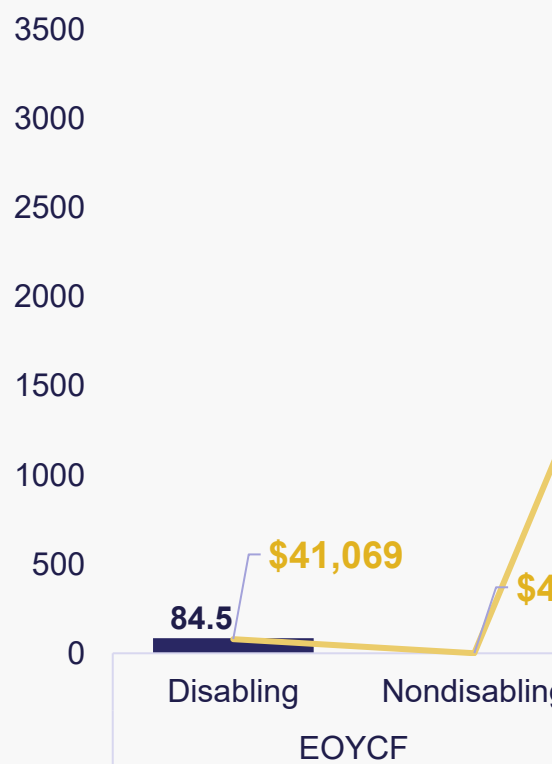
OYA paid nearly





SAIF Claims

Close Custody C





SAIF Rate Trends

Action
Item
1.9

SAIF insurance rate trends, how have they increased?

- Paige to update





Monitor Hiring Timeliness

Action
Item
1.8

Explore methodologies deployed at other Oregon State agencies to monitor hiring and timeliness





Posting Extensions

Action
Item
6.5

How often do we extend postings due to lack of diversity in our applicant pool?

- Paige to provide info





Paid Internships

Action
Item
3.4

HR to explore paid internships.

- Paige to update





Pockets of Excellence

Action
Item
4.6

Identify pockets of excellence for staff retention. What Unit Managers are doing exceptional work, what can we learn from them and pass on to others?

- Paige to update





Strategic Networking

Action
Item
5.1

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

- Paige to update





Consistent Data Extraction

Action
Item
5.5

Follow-up with DAS to make sure data extraction across reports is consistent

- Paige to update





Workday Data Trends

Action
Item
6.3

Reach out to workday to ask if there is a way to get trend data for applicant pool (demographics at different points of the process).





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

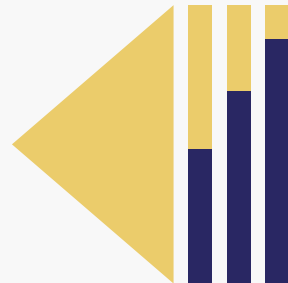
Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



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Help us improve

To share your insights, ask questions, or provide feedback,
scan the QR code or enter this link into your browser:

bit.ly/oyaimpactsurvey



Supplemental Slides