



# OYA Human Resources

## IMPACT Follow-up

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# 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
<b>Retention rate</b>	<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> <p><math>R_{t_2} = ((\text{Total Staff}_{t_2} - \text{New Staff}_{t_2}) / \text{Total Staff}_{t_1}) * 100</math></p>
<b>Turnover rate</b>	<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> <p><math>T_{t_2} = (\text{Total Staff Separations}_{t_1-t_2} / \text{Average Number of Staff}_{t_1-t_2}) * 100</math></p>
<b>Recruiter</b>	<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>
<b>Safety &amp; Wellness Manager</b>	<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>
<b>Human Resources</b>	<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>

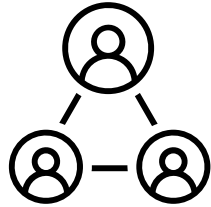


# What We Do

## HR Vision

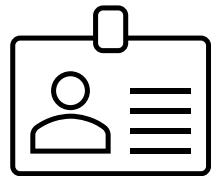
*HR is a trusted partner providing guidance, resources, and support that shape an ever-changing workplace culture that is equitable, diverse, safe, developmental, and inclusive.*

*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)

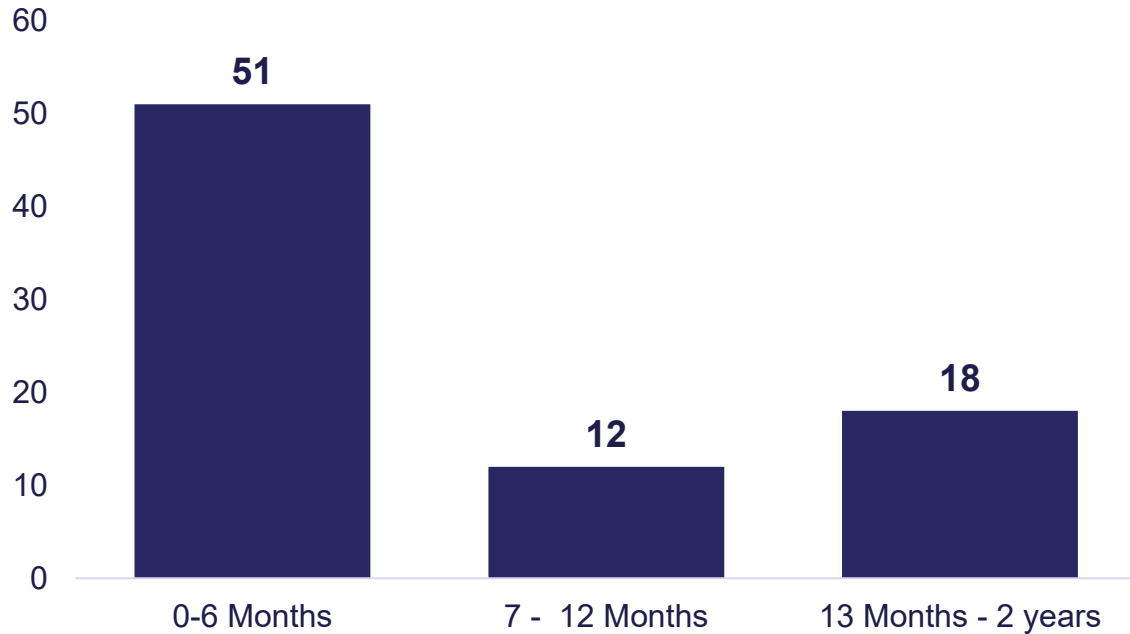


# Separations

Action Item 2.5.1

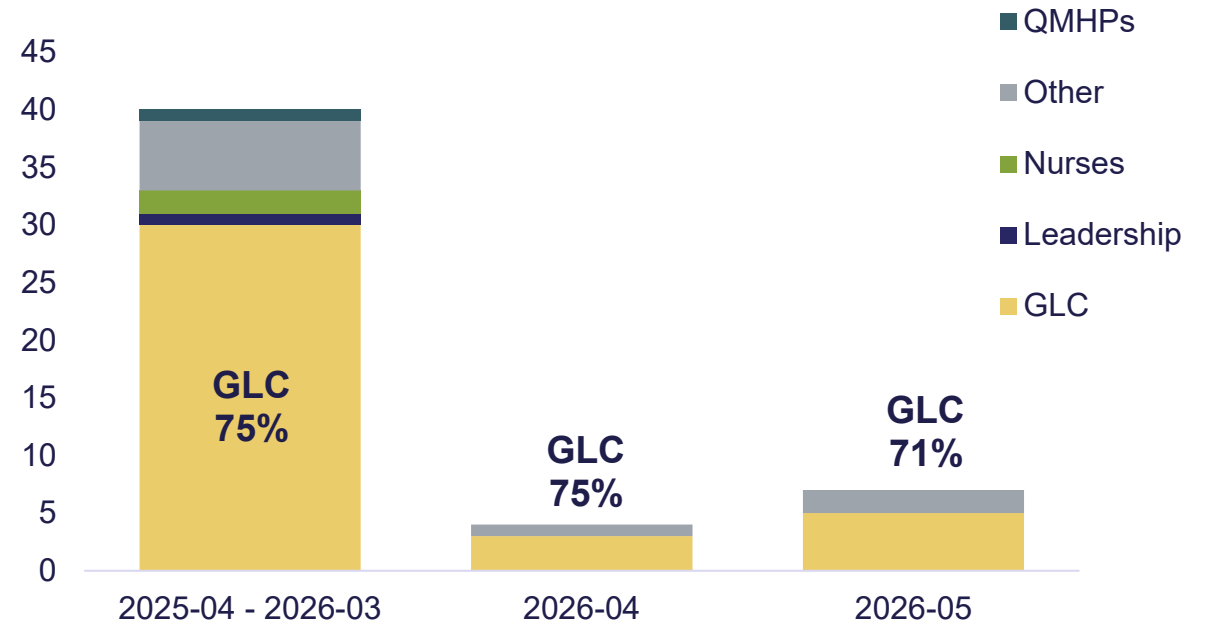
**Drill down into the 0-6 months and include breakdowns by location and classification**

OYA Separations  
(April 2025 – May 2026)



**73.8% of separations within 6 months were GLCs (63.4% of those from Mac)**

Separations within 6 months





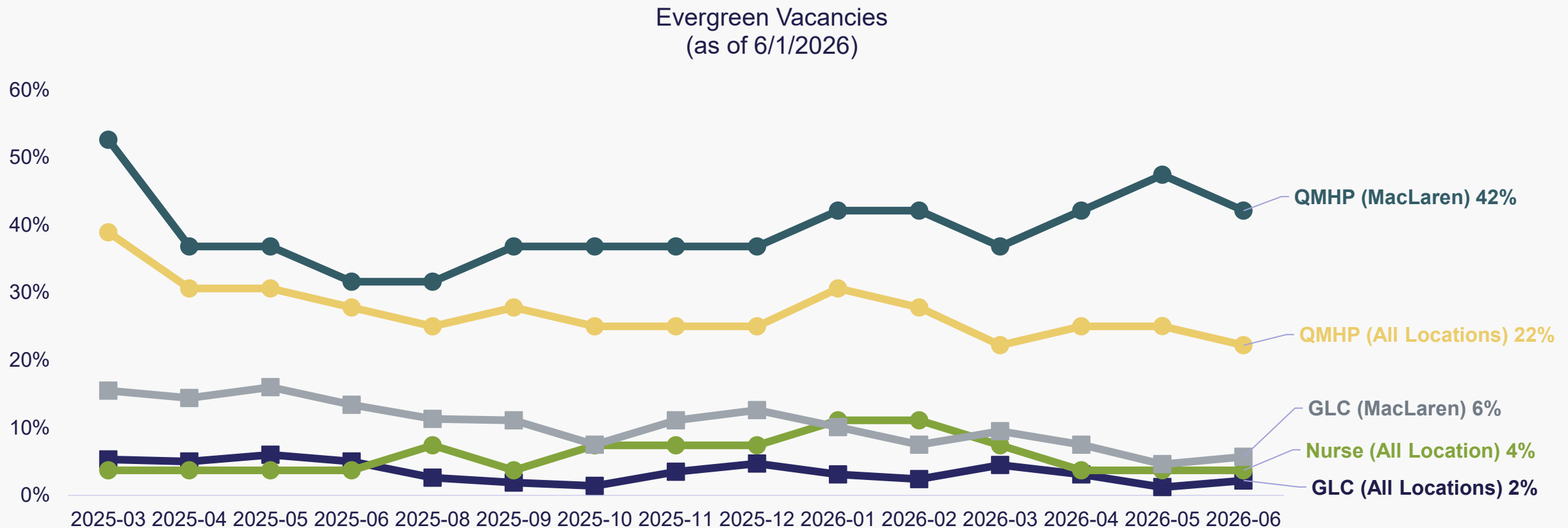
Over a quarter of staff (N = 235) can retire either now or within 5 years





# Evergreen Vacancies

Monthly vacancy rate among MacLaren QMHP is down 5% (volatile)





## QMHP Expectation Frustrations

- Double-standards – Different management set competing expectations
- High workload and lack of support
- Lack of management support
  - Reported issues not followed up on
  - Staff not being held accountable
  - Culture in facilities impacts morale
  - Job description does not match the work



## GLC retention trending up





## County Group Follow-Up for Screening Procedures

- So far, response from one county: Benton
  - Great info provided
  - Waiting on additional info regarding their screening matrix and screening process
    - Use 3 people to screen, but was not provided details



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

- Connected with various parties to gather information about contacts and how to send out recruitments.
  - OYA Comms to assist with creating templates (Canva)
  - HR liaisons to draft one-pagers advertisements and send to recruitment for review.
  - Recruitment to review and approve advertisements, and upload on LinkedIn.
  - Recruitment to contact the hiring manager with the completed advertisement and the LinkedIn post link.



# Postings Time Frame Exceptions

Action  
Item  
6.4/6.5

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

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

- Yes – Our Recruiters are tracking all postings where diversity metrics are required (non-evergreens).
- Track that AD approval was received, or that it was extended to increase diversity percentage.
- Some ADs have requested what advertising was used to verify if it helped
- Most positions are approved without additional time



# IMPACT

Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



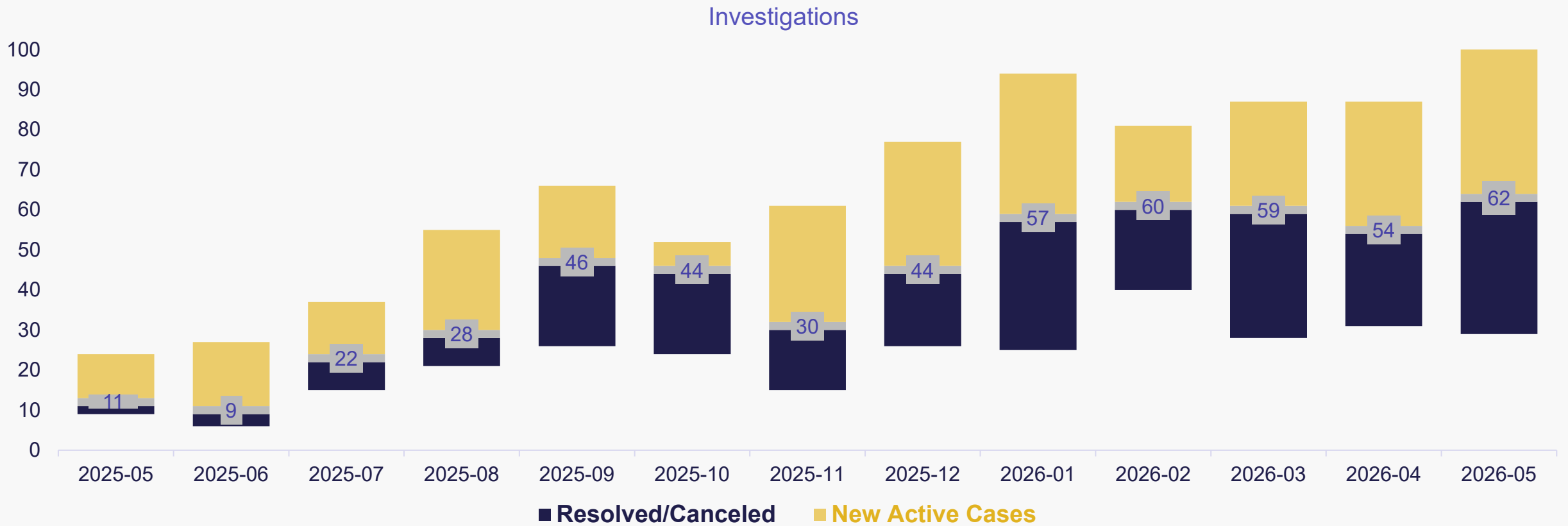
## Performance Metrics



# Investigations Floating Bar-Chart

Action Item 8.19

33 investigations resolved and 37 new investigations added in May.

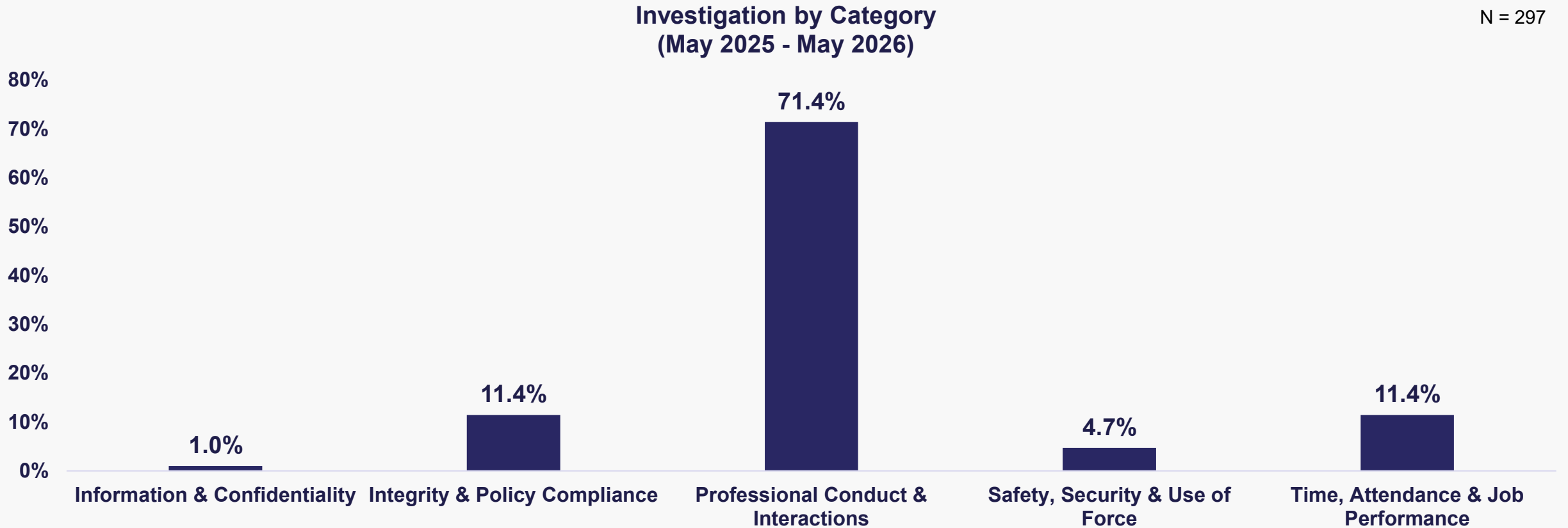




# Investigation Categories

Action Items  
8.03, 8.08

Most investigation address Professional Conduct...Caveat....



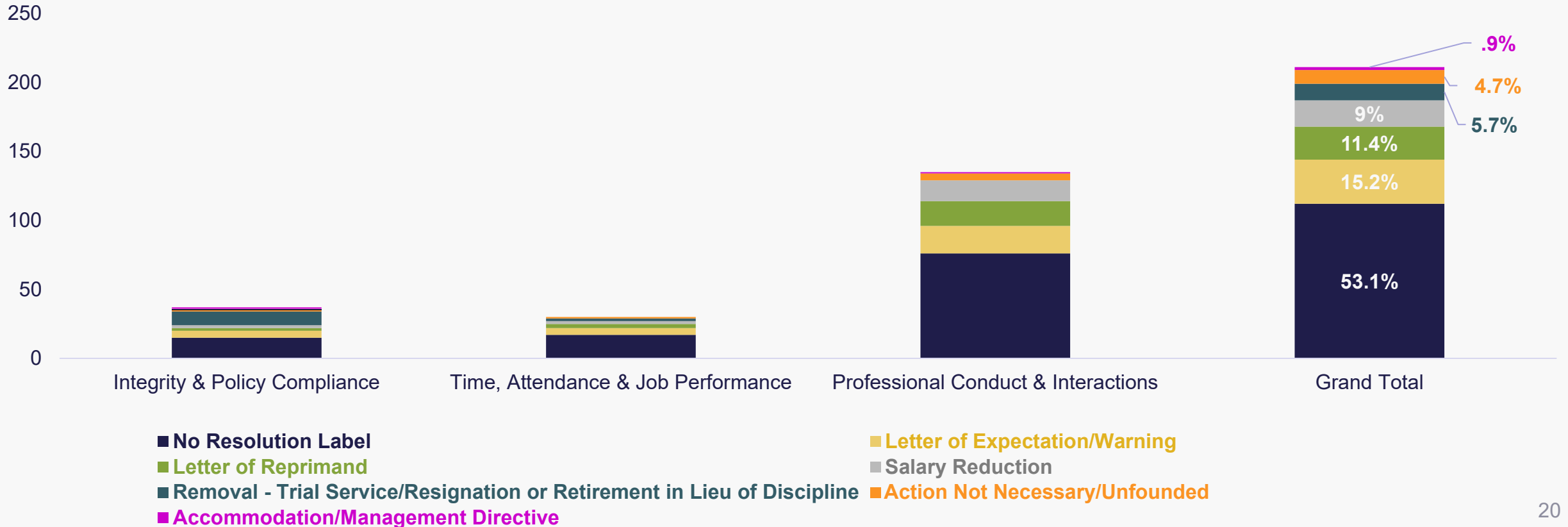


# Resolved Investigations

Action Items  
8.03,  
8.08, 8.09

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

Resolved Investigation Outcomes  
May 2025 - May 2026



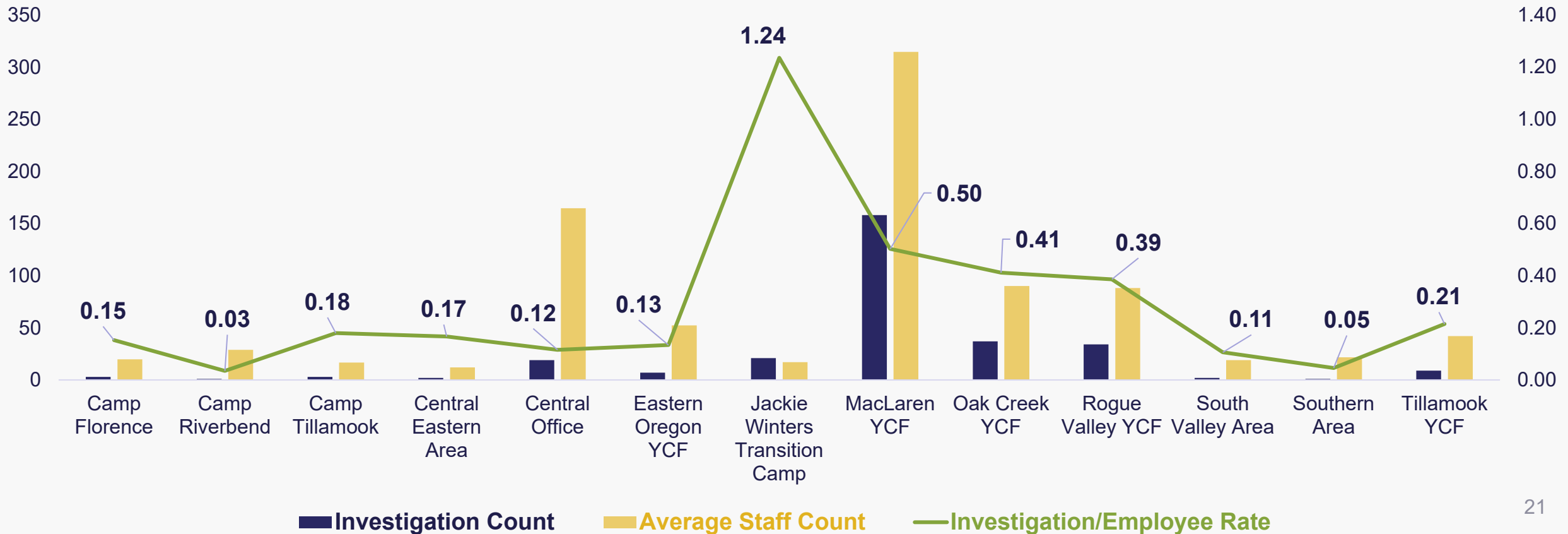


# Investigations

Action Item  
8.01, 8.10

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

Investigation Rate by Average Number of Employees per Location  
(May 2025 - May 2026)

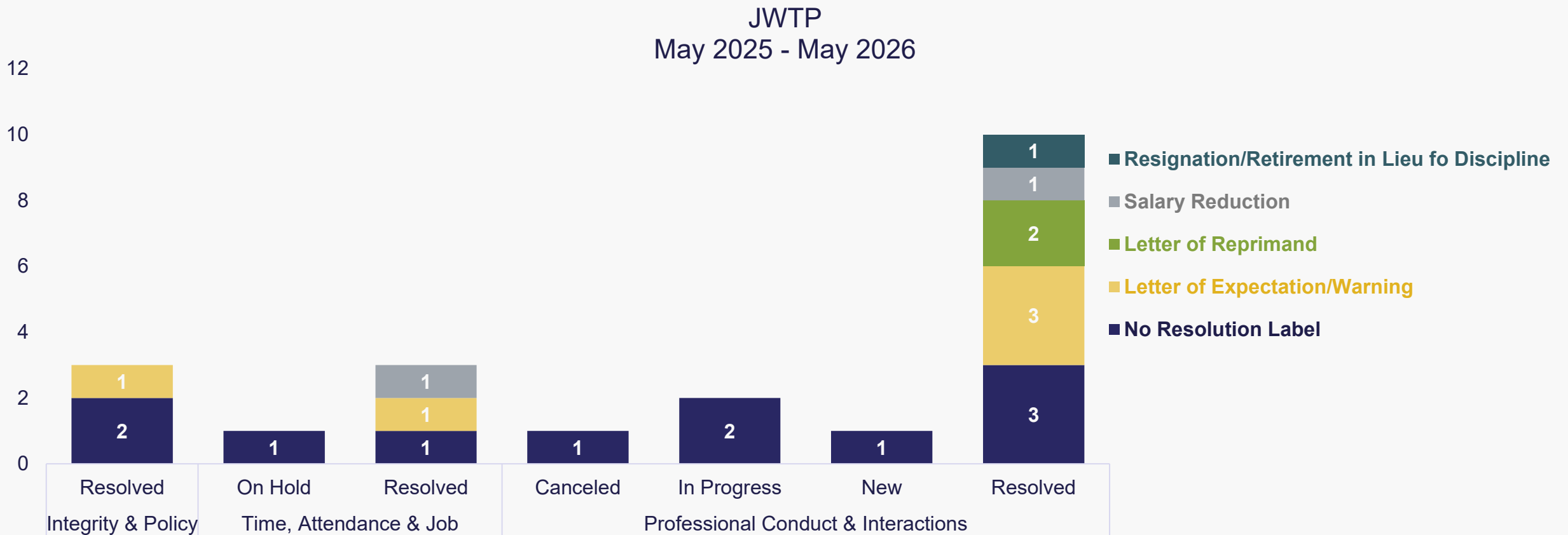




# JWTP Drill-Down

Action Items 8.15

Drill down into JWTP to see what may be happening that is accounting for elevated rate





# Paid Administrative Leave

Really, really, really. Tracker built into new system.



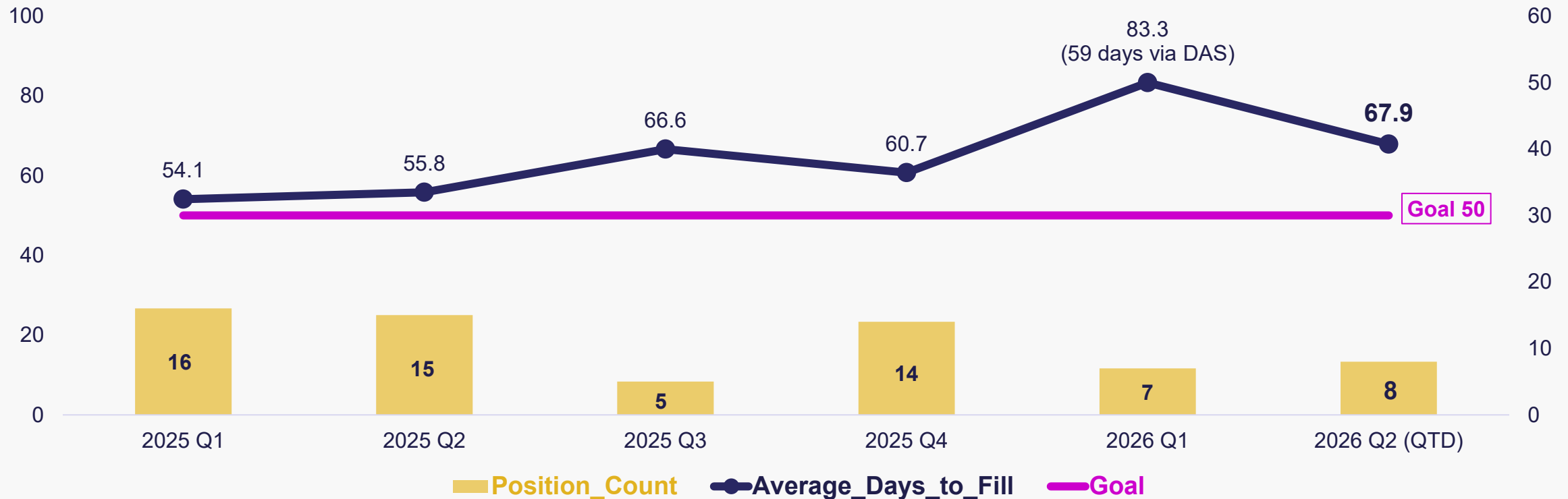


# Time to Fill Vacant Positions

Action Item  
5.5/5.6/  
8.8

Average Days to fill are higher than we would like.

Average Days to Fill Positions by Quarter

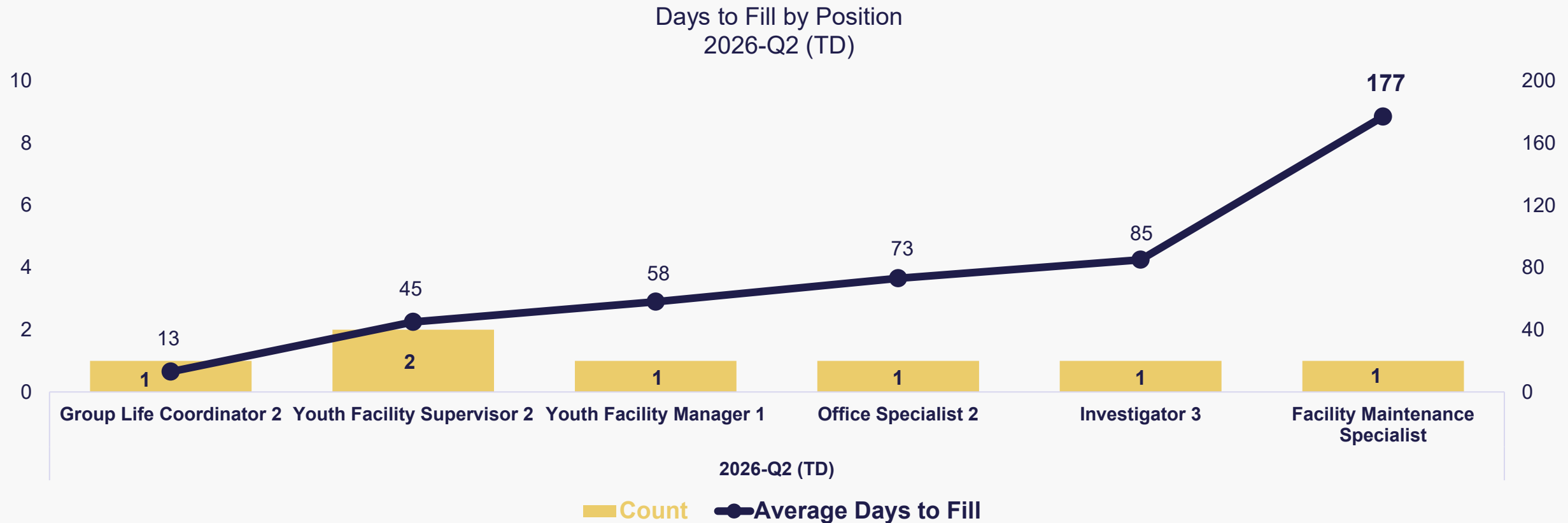




# Time to Fill Vacant Positions

Action Item 5.3/8.8

Hiring manager preparedness is the number one factor in determining timeliness: Managers who have outlined dates and timeframes are quicker.

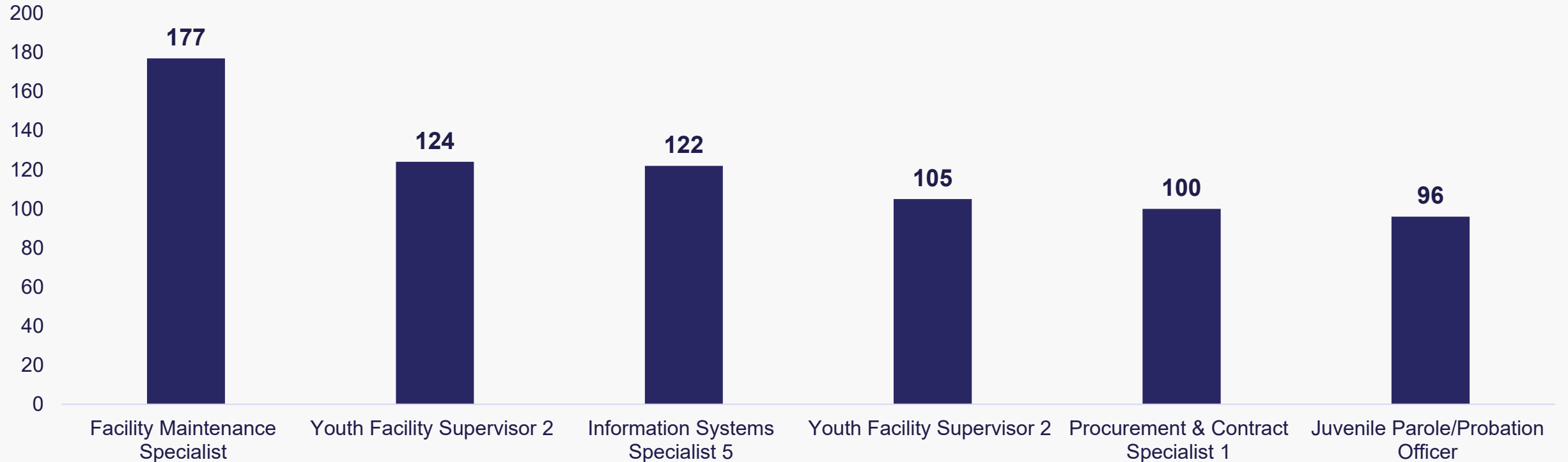




# Time to Fill Vacant Positions (Top 5)

## January 2025 Through Present

Top 5 Days to Fill  
(January 2025 - Present)

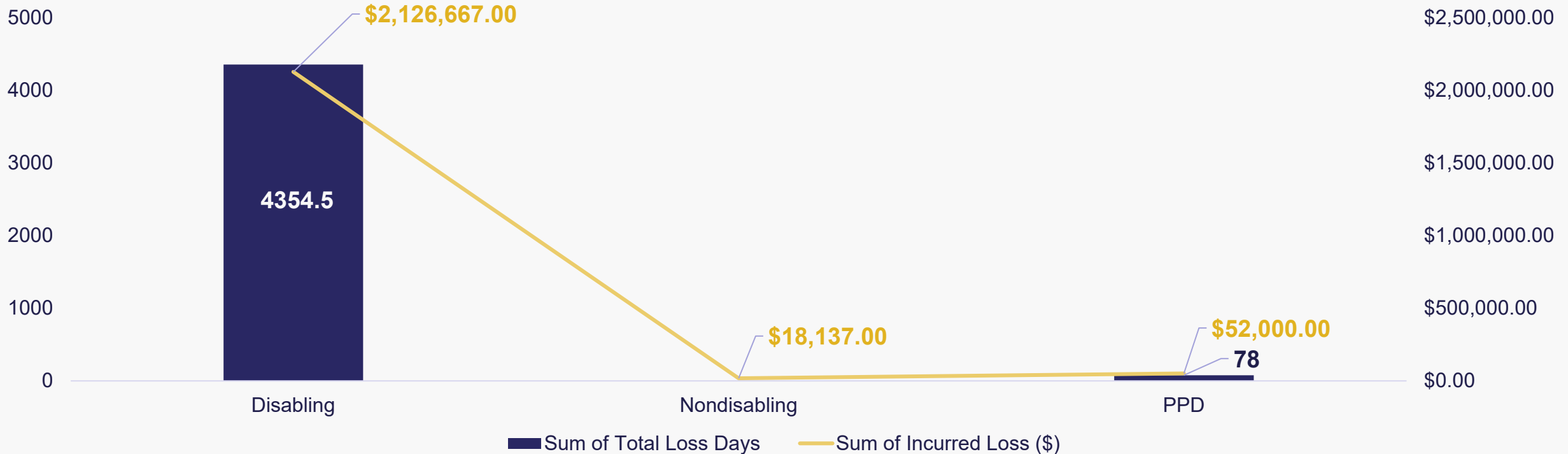




# SAIF Claims

OYA paid nearly \$2.2 Million in SAIF claims

SAIF Claims: Paid Loss and Total Loss Days  
(January 2025 – May 2026)

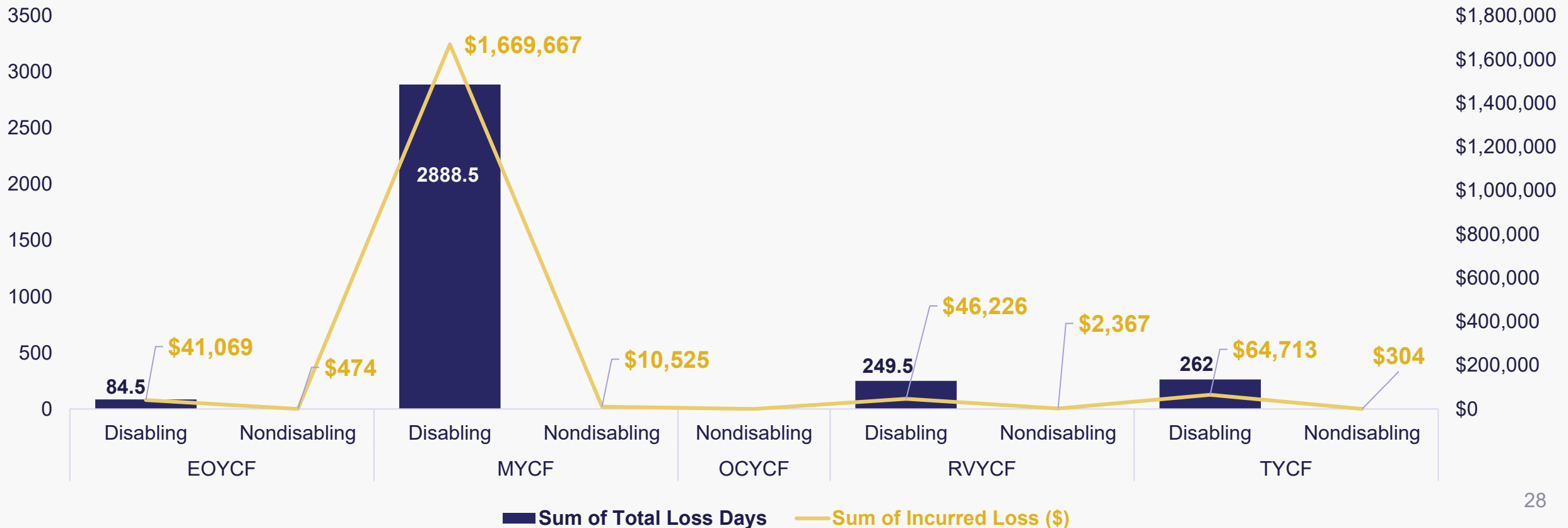




# SAIF Claims

## Close Custody Only

SAIF Claims by Close Custody Facility  
(January 2025 – May 2026)





# 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?

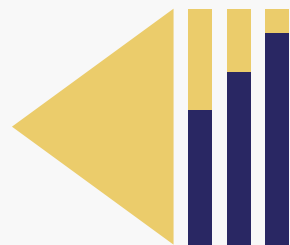


## Employee Engagement

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