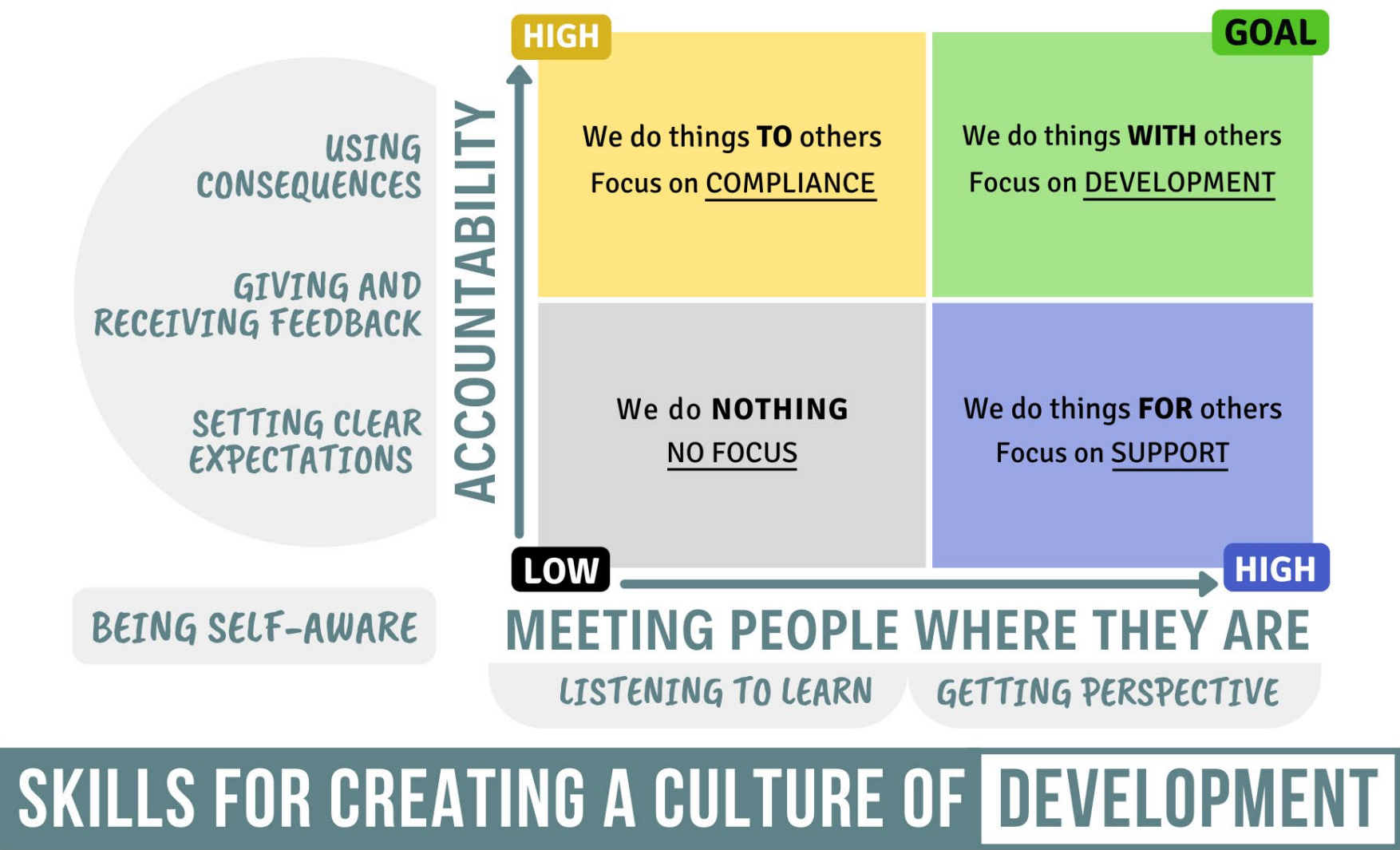




The Developmental Approach





**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.



About HR

Partnering to maximize the potential of our greatest assets, our employees



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.



HR is 2 Sections – Technical Analysts and Generalists

Technical Analyst Roles

- HR Assistant
- Recruiters – 3
- Workday Technical Analyst
- Leadership/Professional Development Specialist
- Safety & Wellness Specialist (LD)
- Extended Leave (LD)
- OPA3 (Unfilled)
- Administrative Specialist PPT (Unfilled)
- LPN (Unfilled)

Generalists – 8 total

- HR Deputy Director (Unfilled)
- HR/PSO Liaison – 1
- Investigations/Labor Relations
- Employee Resources
- Process Improvement
- Manager Mentoring/Technical Advice
- Classification/Compensation



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

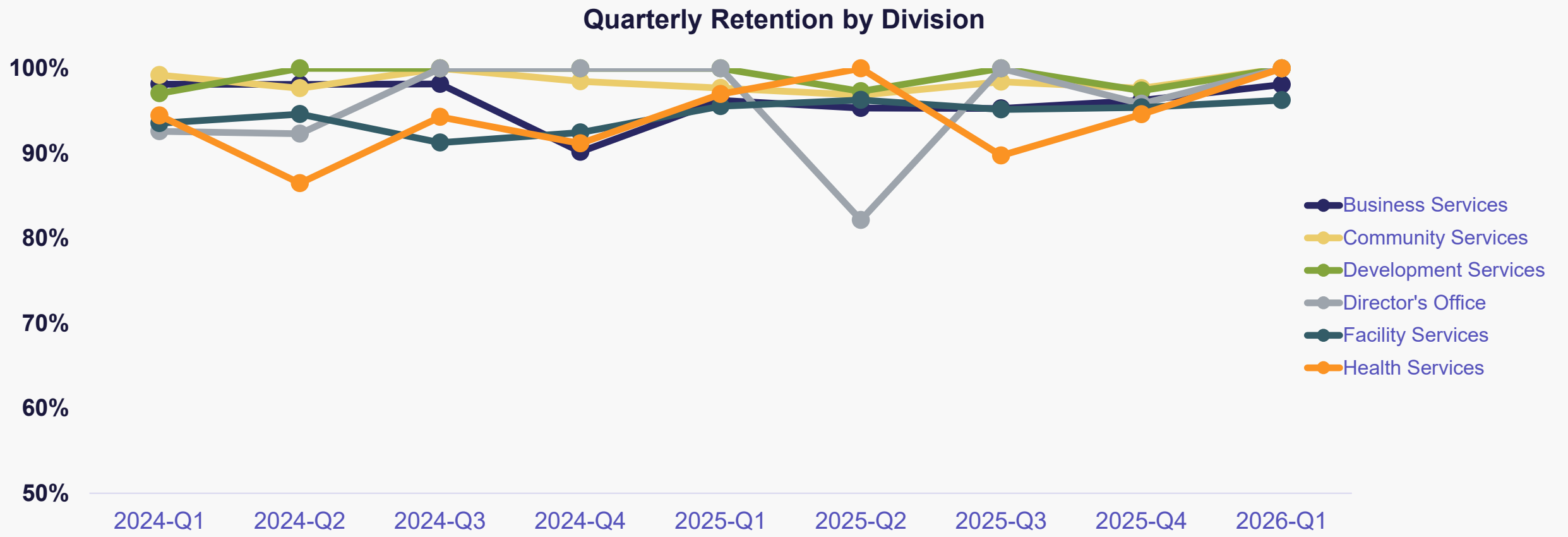


Performance Metrics



Retention

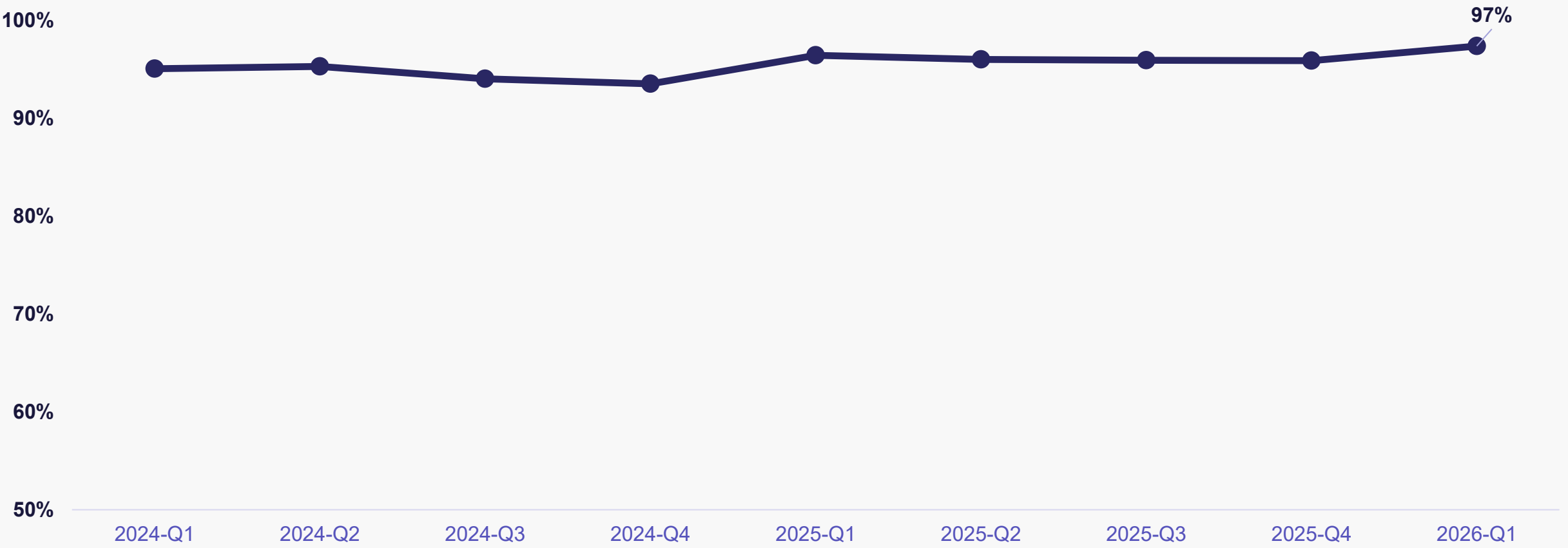
Quarterly retention rarely dips below 90%.





Leadership Retention

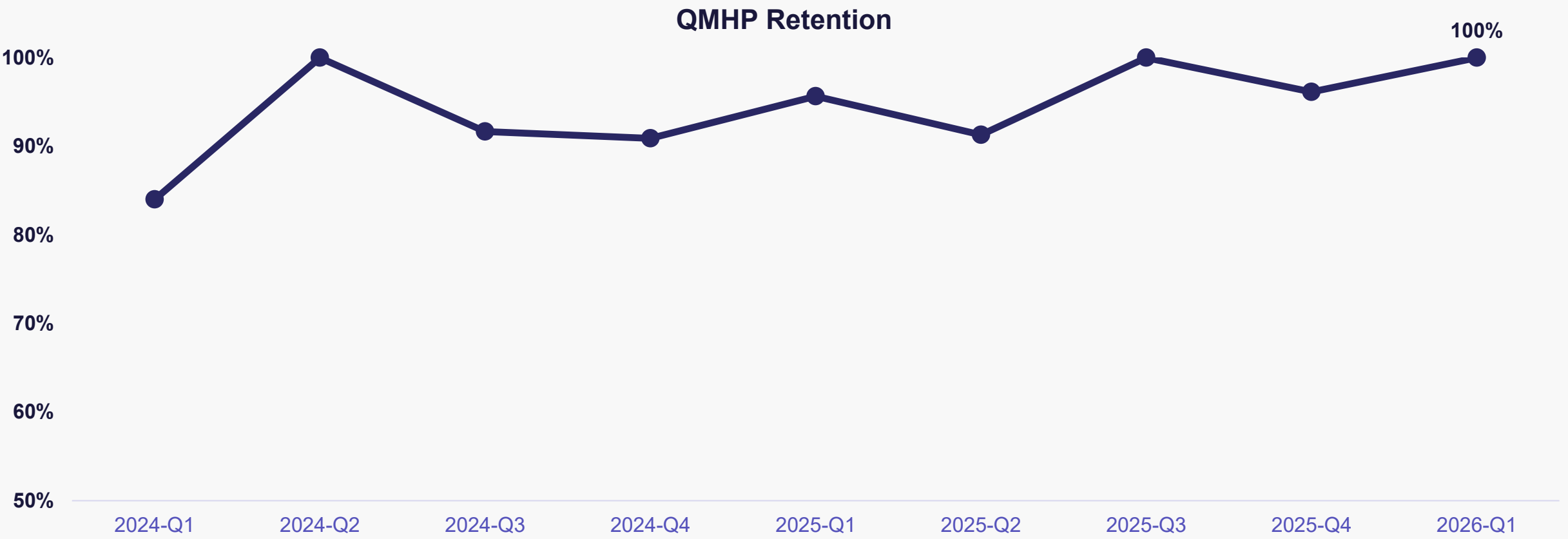
Quarterly retention among leadership is relatively steady and high.





QMHP Retention

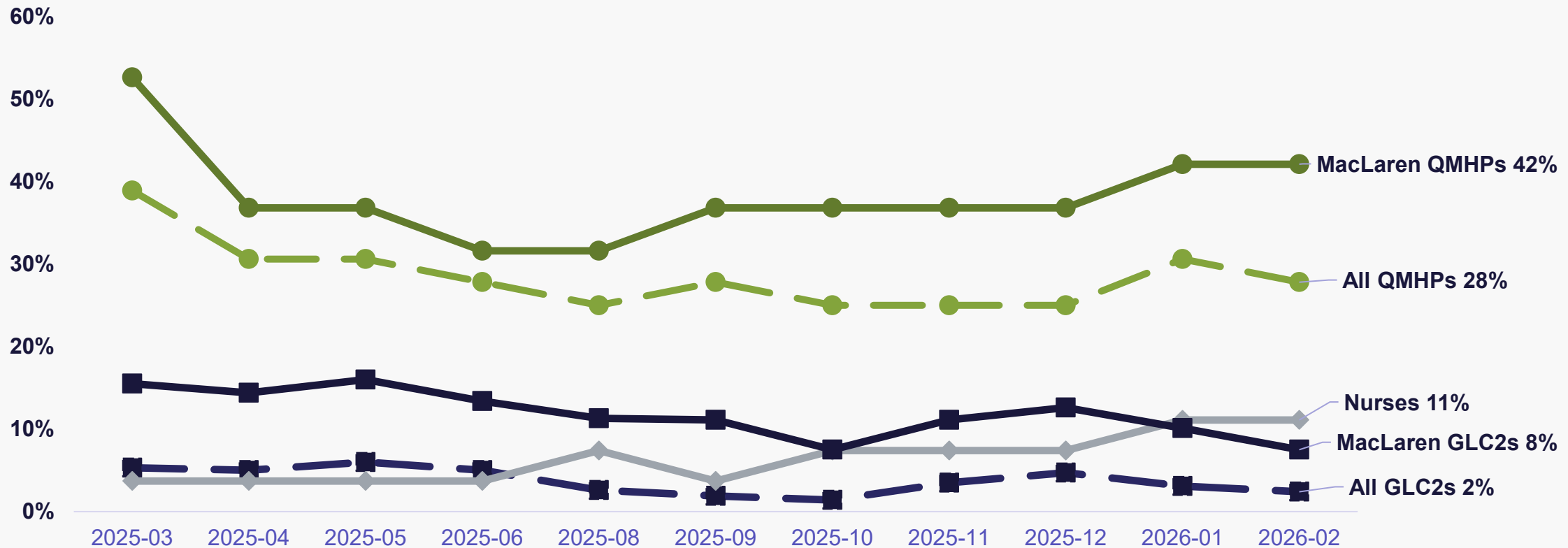
Current QMHP is at 100%.





Evergreen Vacancies

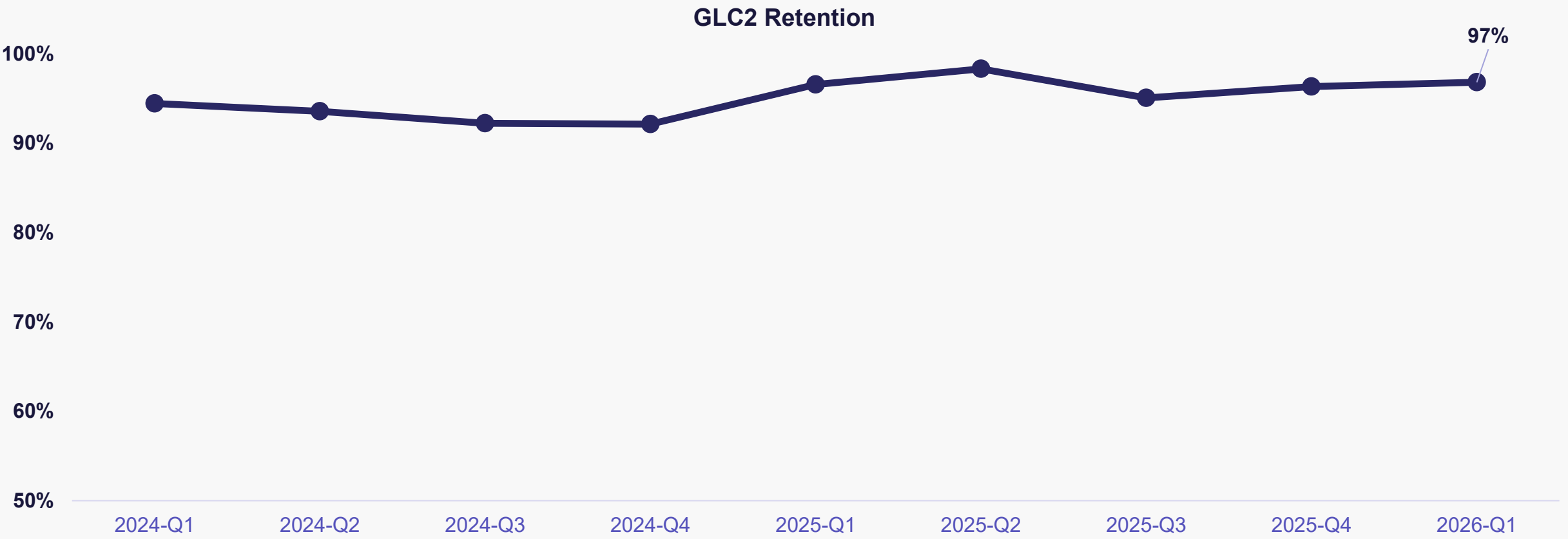
Vacancy rates are highest among QMHPs at MacLaren.





GLC2 Retention

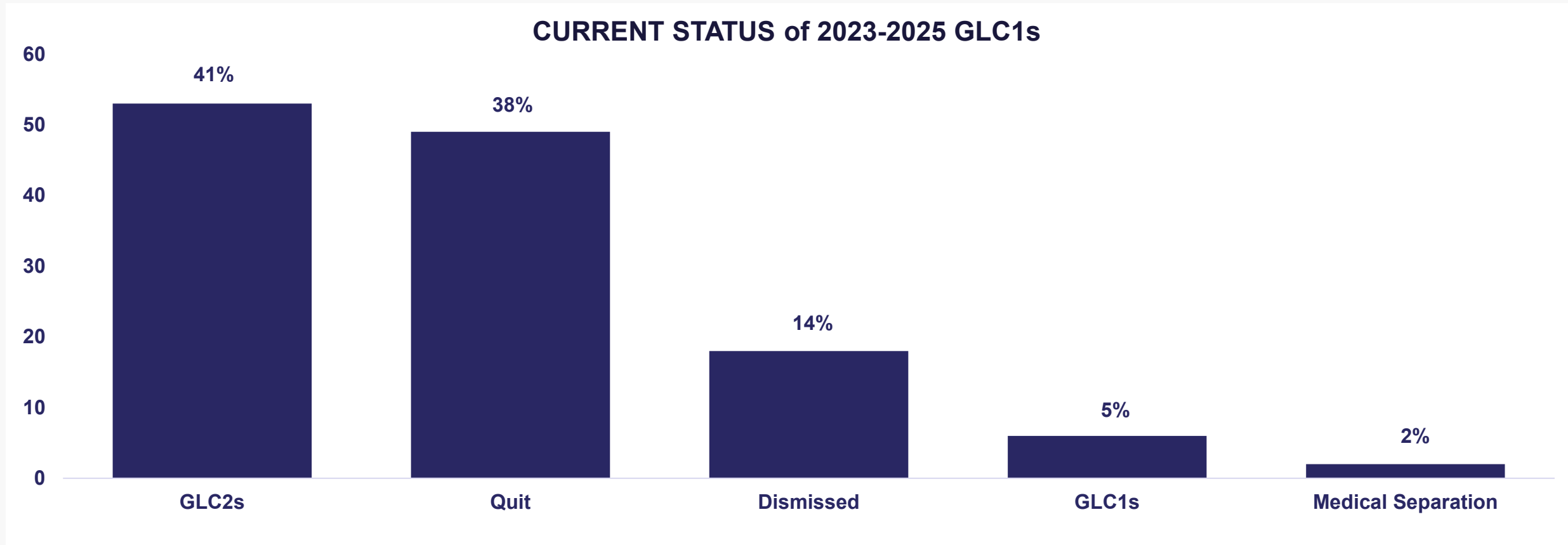
GLC2 retention is also relatively steady and high.





GLC1 Retention

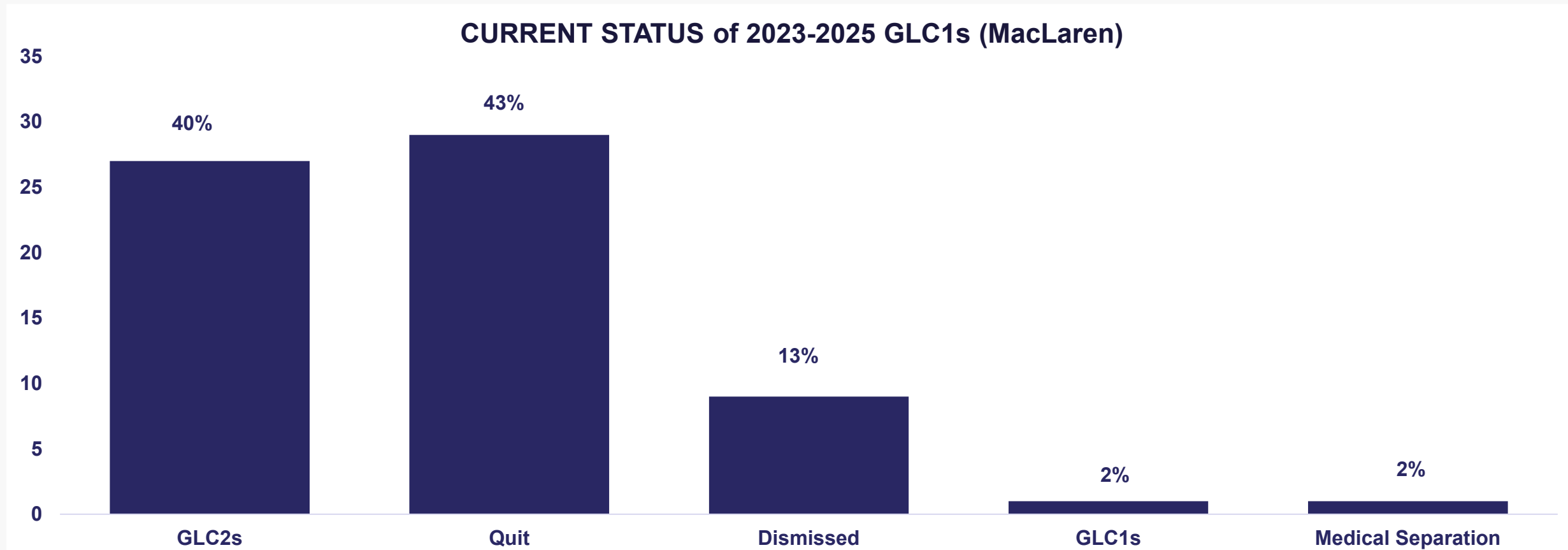
52% of GLC1s who were active between 2023 and 2025 quit or were dismissed by January 2026





GLC1 Retention (MacLaren)

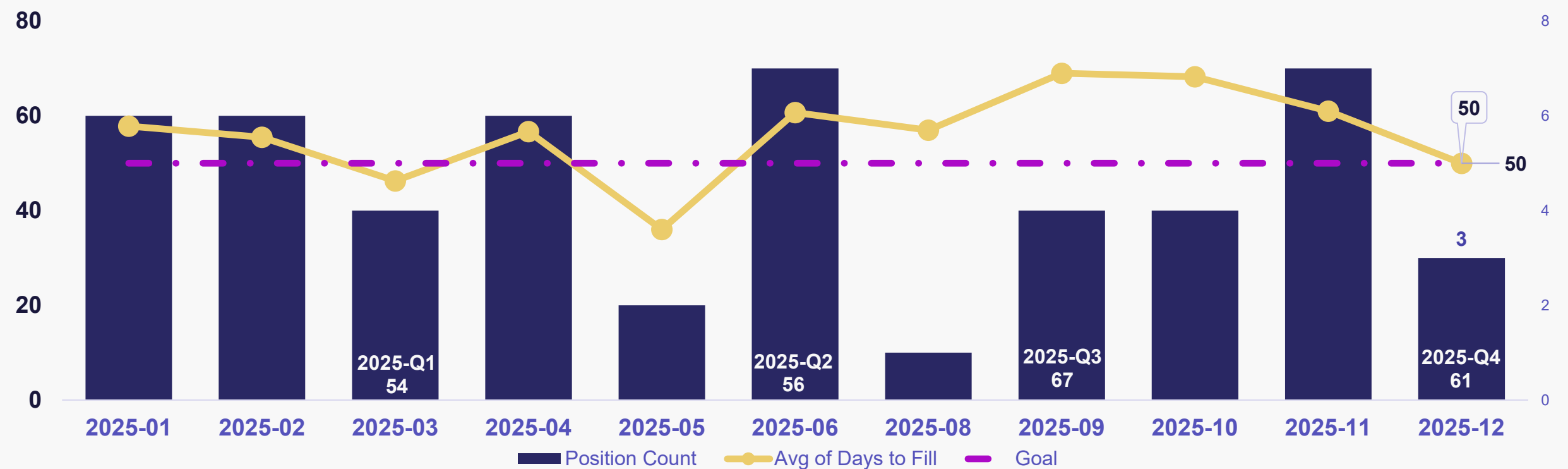
At MacLaren, 56% of GLC1s who were active between 2023 and 2025 quit or were dismissed by January 2026.





Time to Fill Vacant Positions

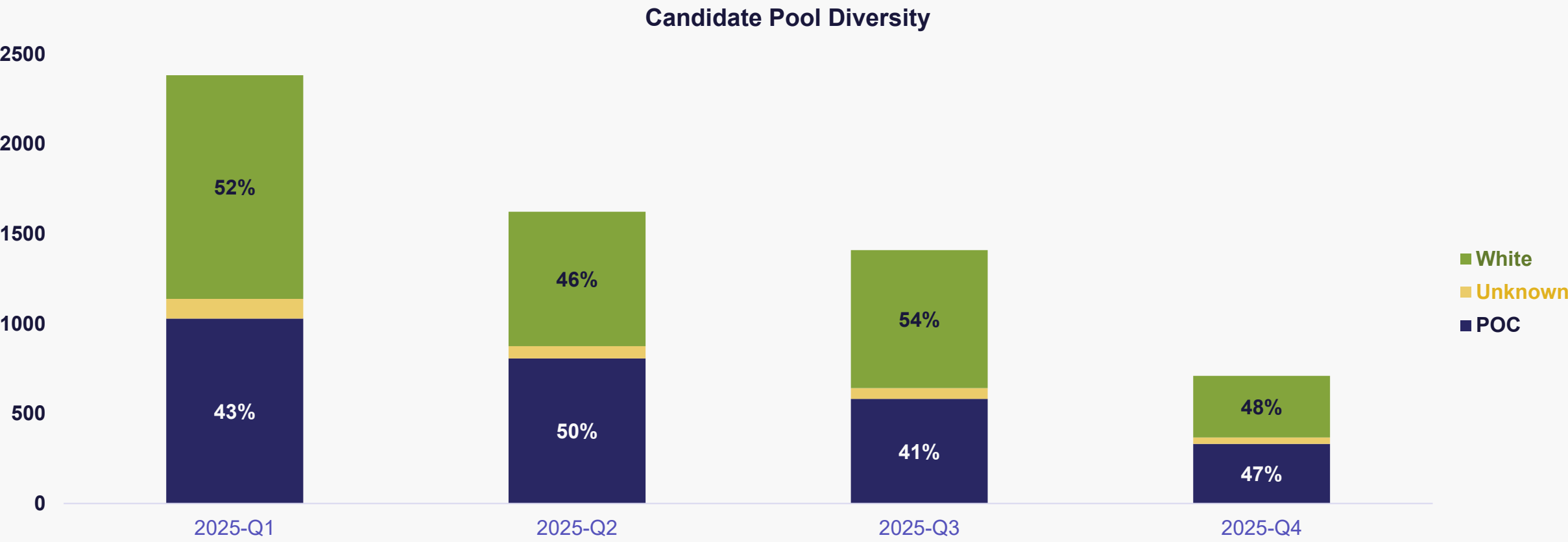
Unfortunately, quarterly average to fill vacant position consistently exceeds our goal.





Diversity of Applicant Pool

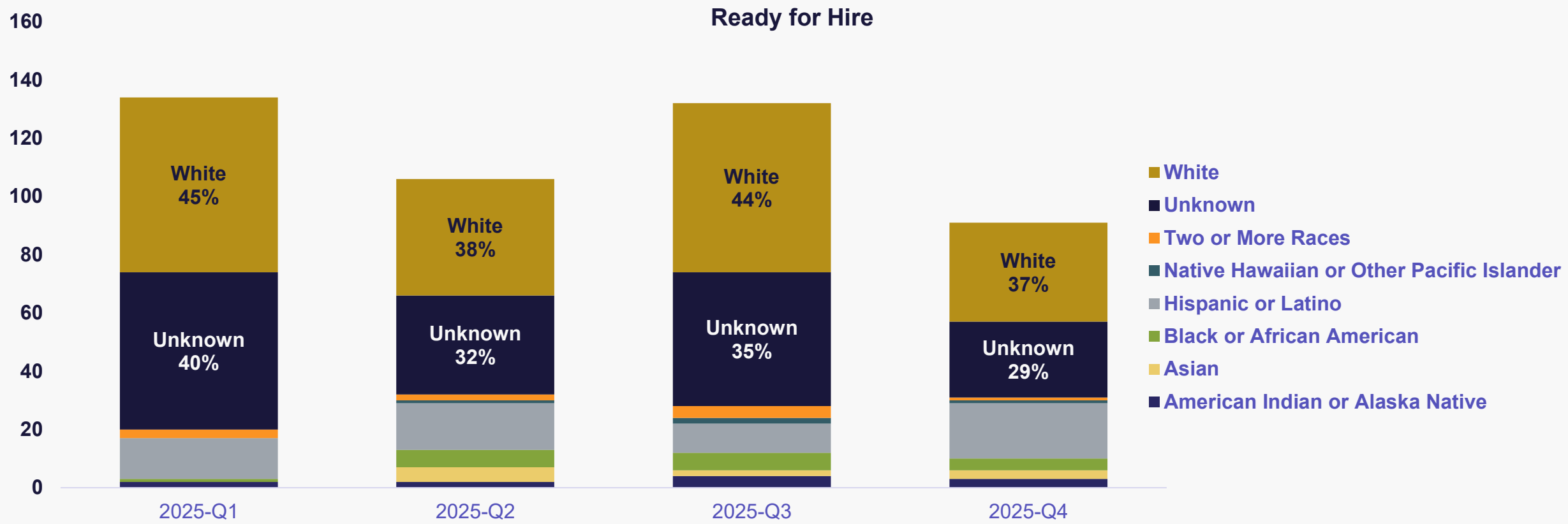
We have a diverse applicant pool!





Diversity of Applicant Pool

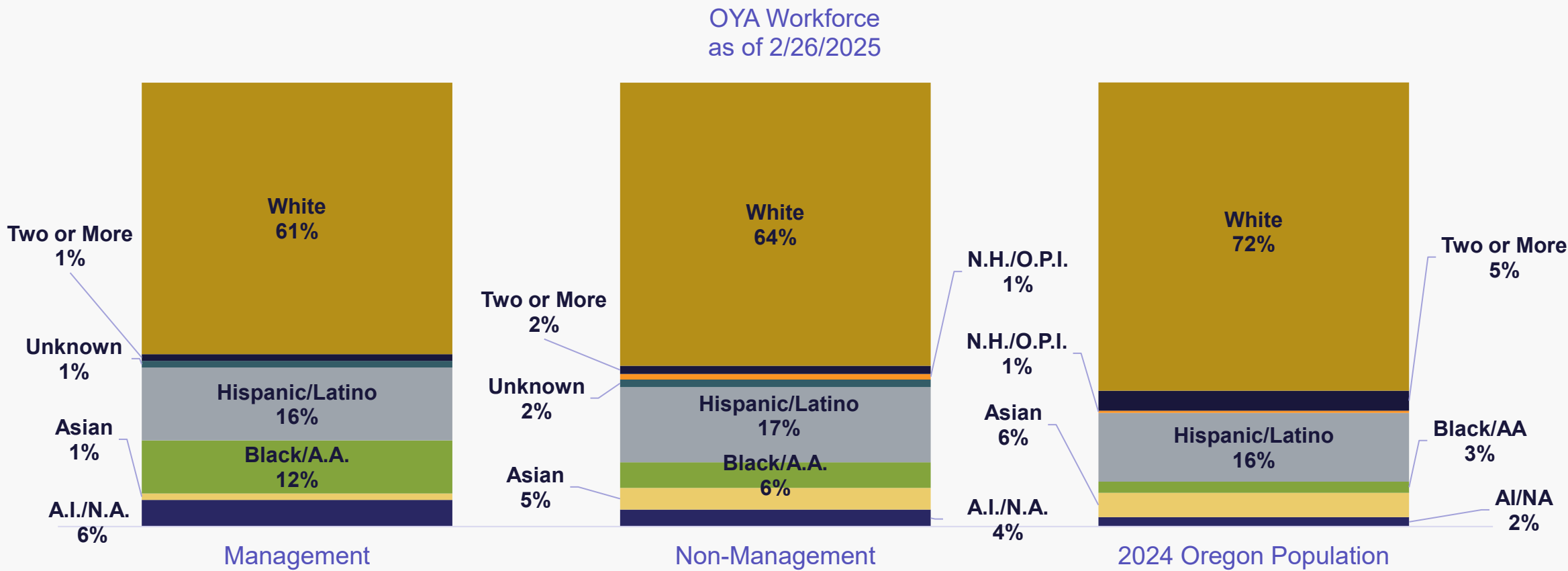
Ready to hire pool is still quite diverse.





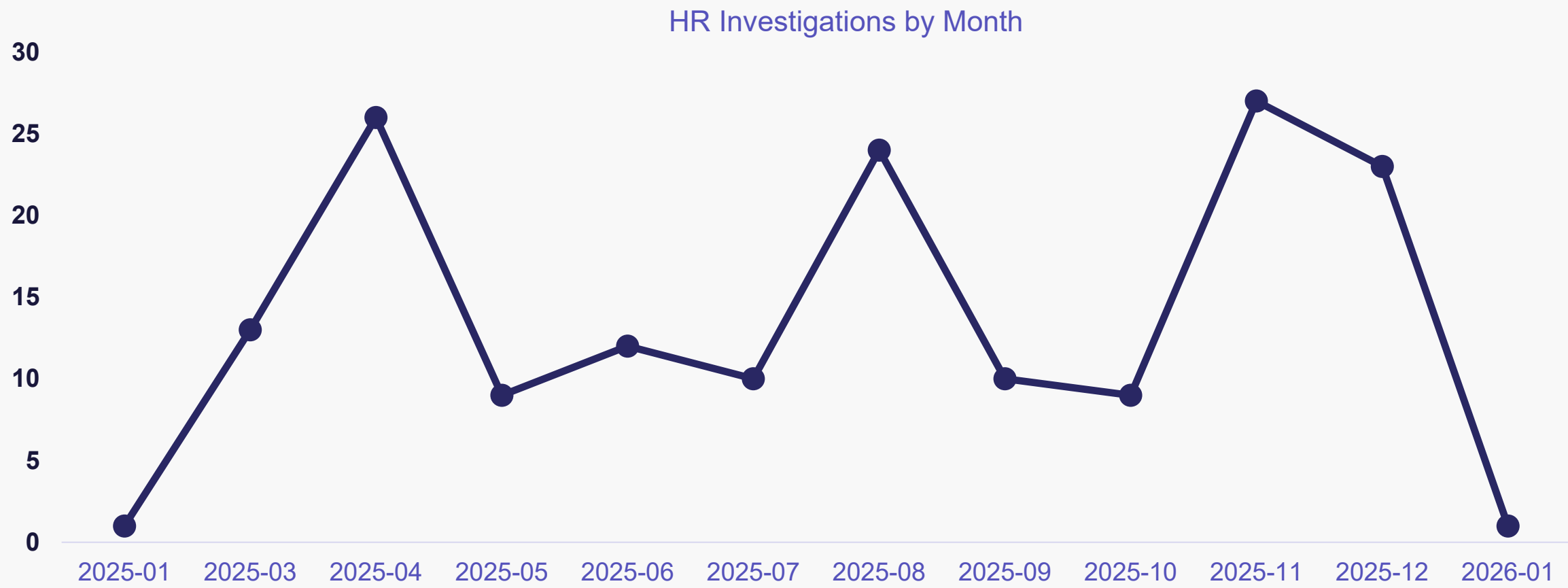
OYA Workforce Diversity

The OYA workforce is more diverse than Oregon at large.





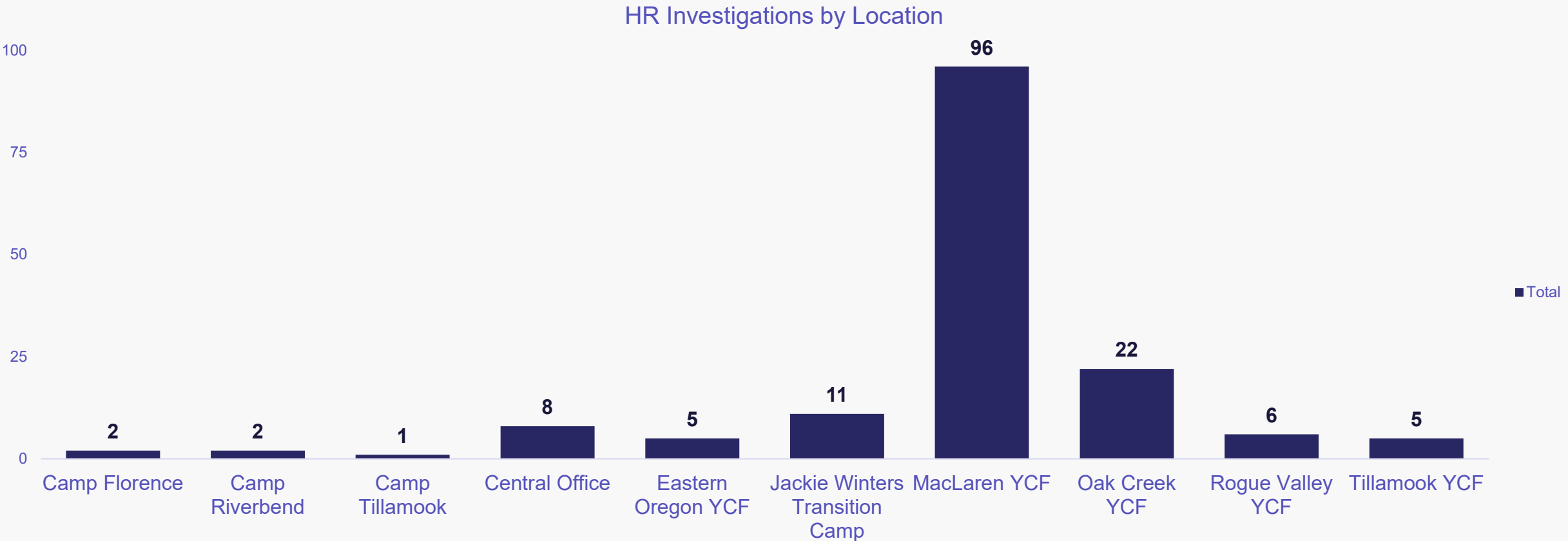
Consistent reset post holiday season.





Investigations

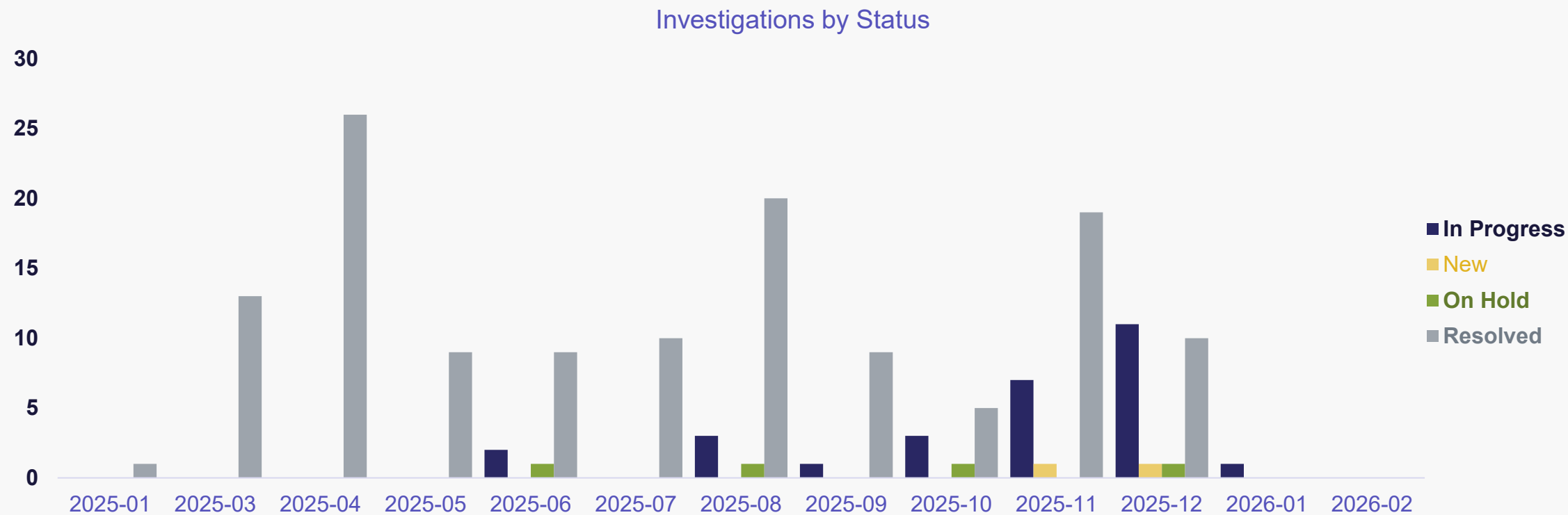
MacLaren accounts for over 60% of cases.





Investigations

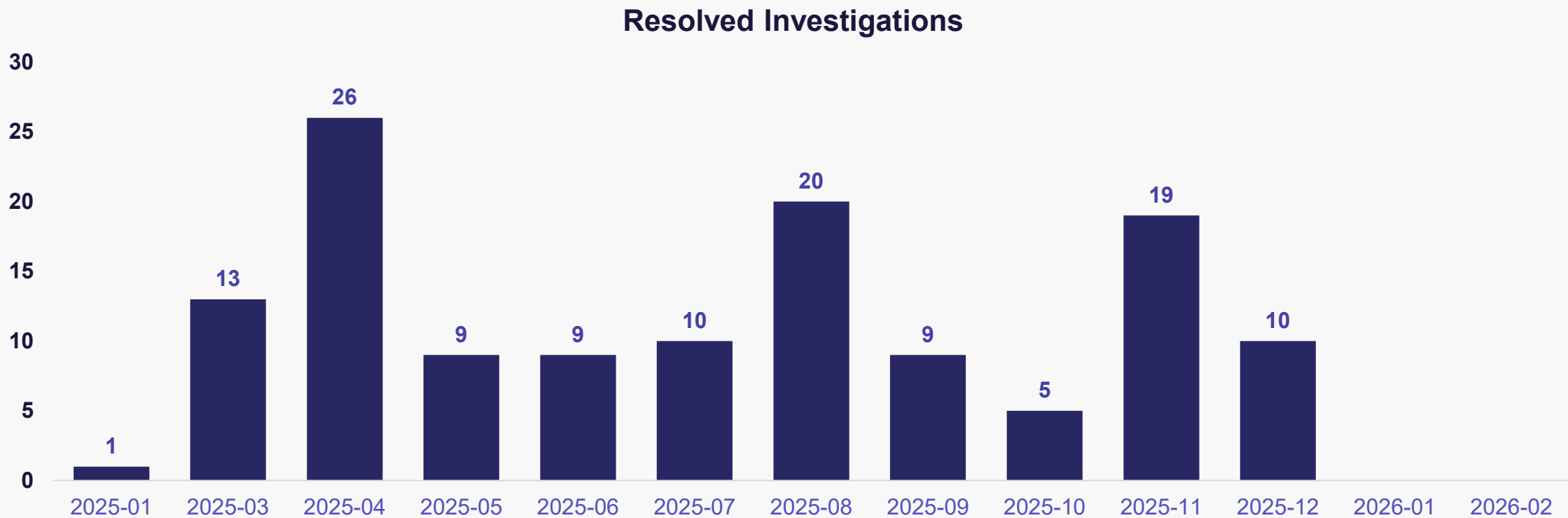
Only one new cases since the beginning of the year; most 2025 cases resolved.





Resolved Investigations

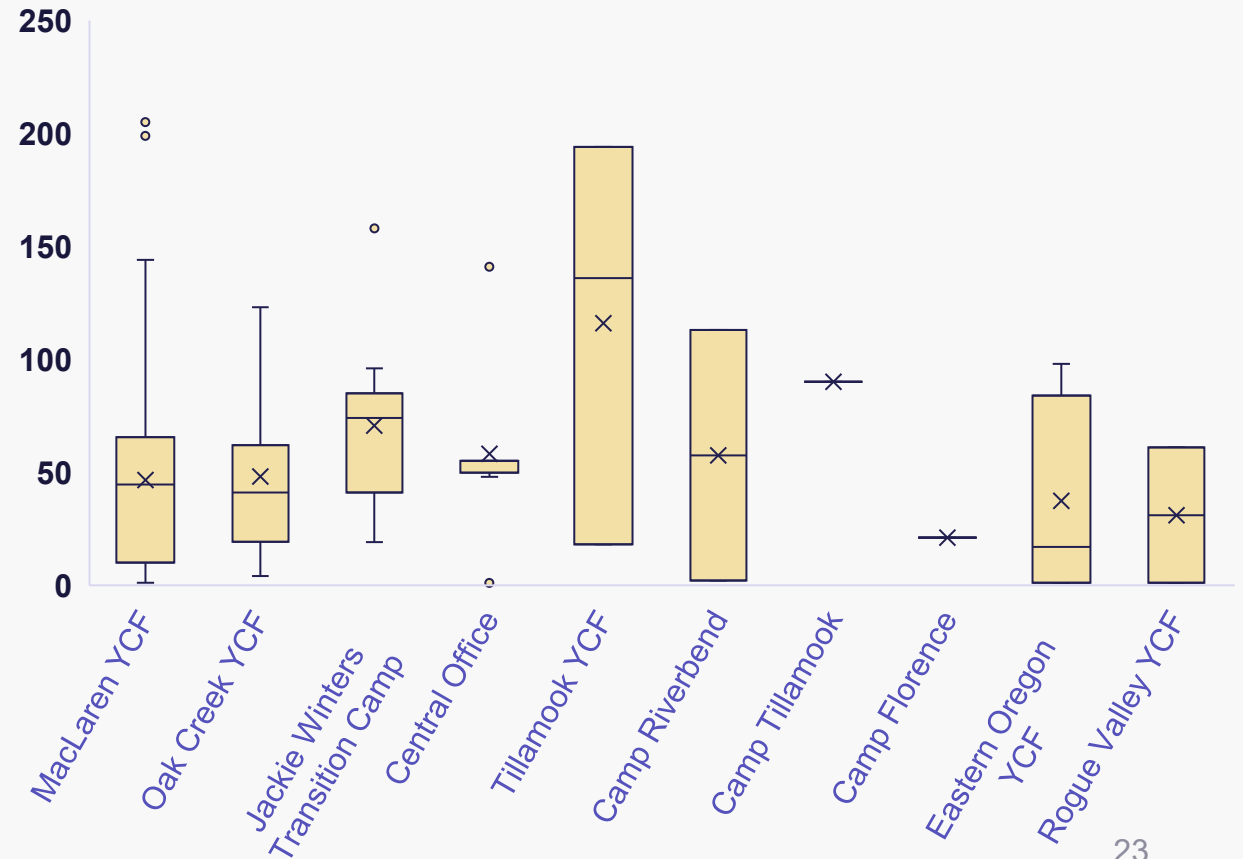
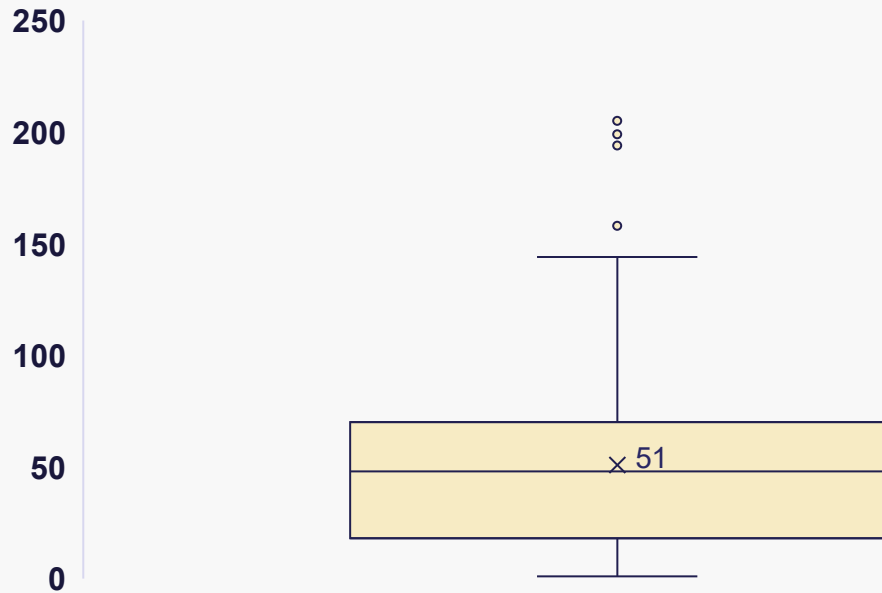
Most cases are resolved in early Spring, late Summer, and Winter.





Resolved Investigations Duration

Investigations typically resolve in 51 days with variability across location.





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?

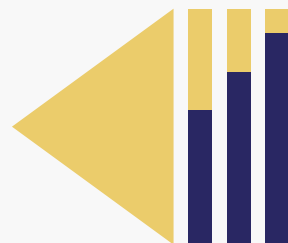


Employee Engagement

Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback



Supplemental Slides