



OYA Human Resources

IMPACT Follow-up

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05/14/2026



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>

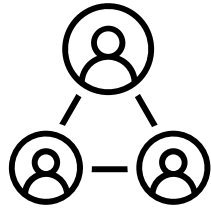


What We Do

HR Vision

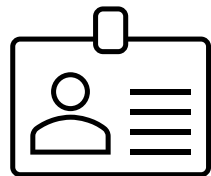
HR is a trusted partner providing guidance, resources, and support that shape an ever-changing workplace culture that is equitable, diverse, safe, developmental, and inclusive.

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)



QMHP Contacts

HR to give Mike recently departed contact information and HR questions to see if they will talk





CHRO Customer Service Surveys

HR to ask CHRO about any available customer service surveys that CHRO has previously/currently uses.

- Classification and compensation (may not be useful)
- Generalized survey being reviewed for viability

Action
Item
1.3



Separations





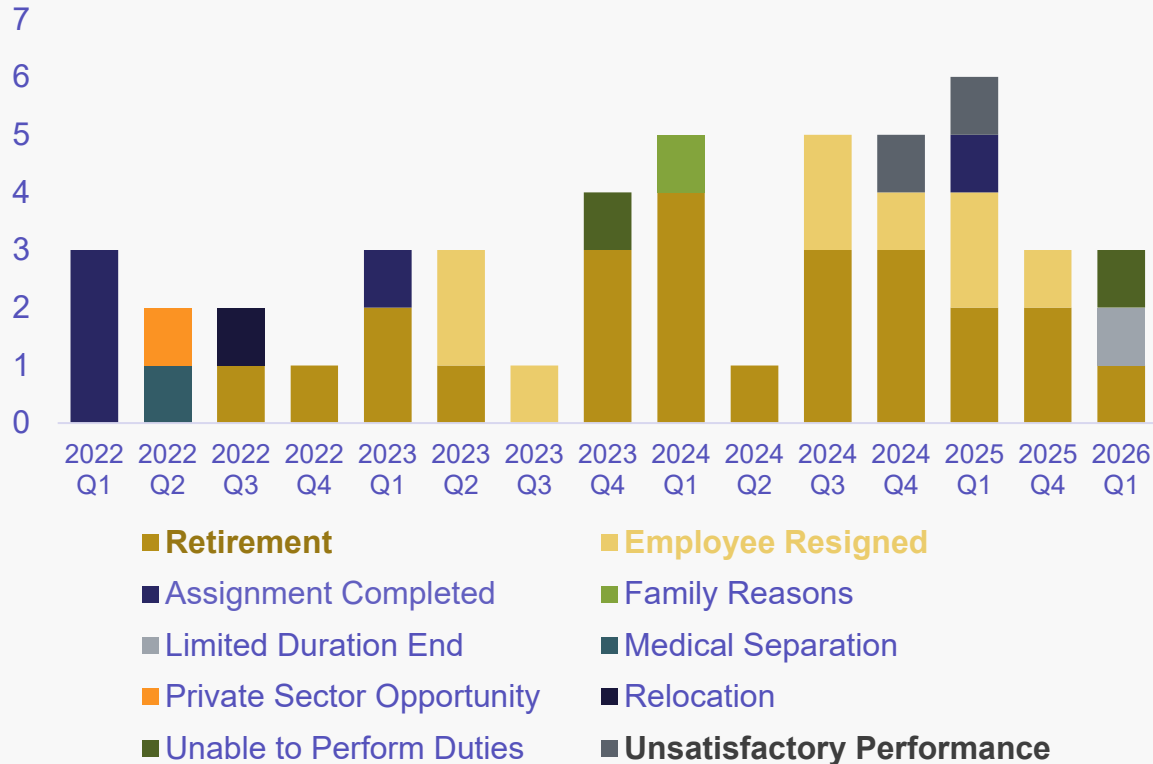
Cohort retention slide 12: Start examining retention among GLCs as a group rather than splitting GLC 1 and 2s up





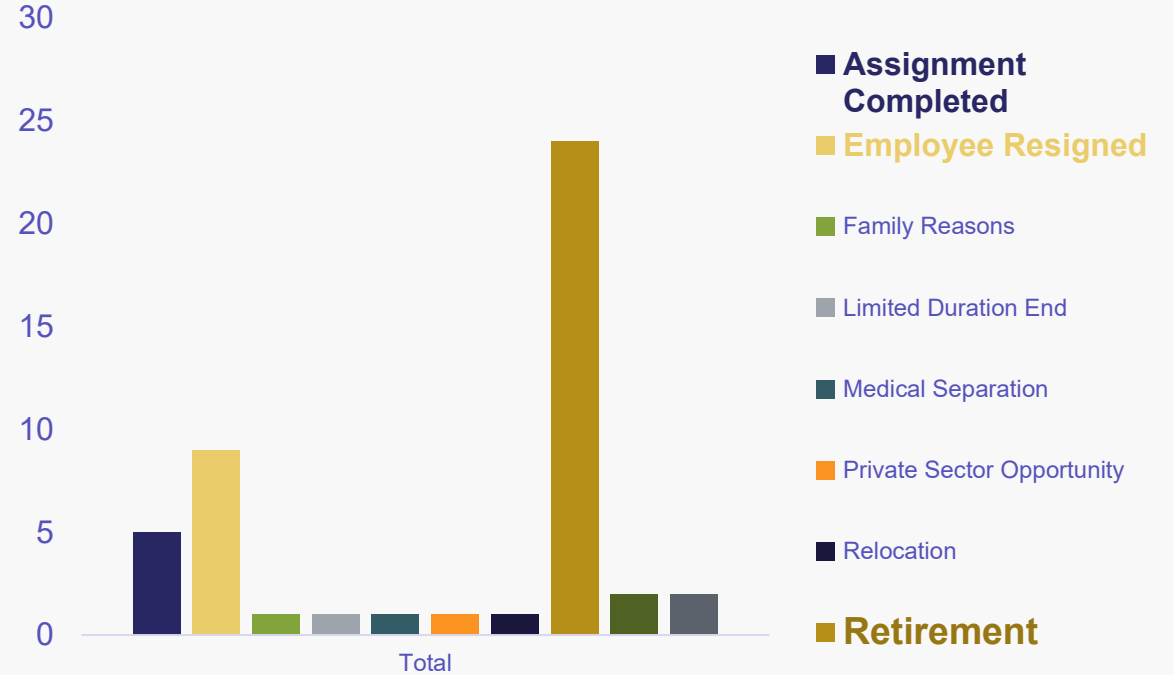
Retirement, Resignations, Unsatisfactory Performance up since 2024-Q1

Leadership Separations (2022-Q1 - 2026-Q1)



Most leadership separations are due to Retirement.

Leadership Separations (2022-Q1 - 2026-Q1)



Leadership= Administrator, Managers, Supervisors



Explore how we are measuring retention (i.e., is there a marker earlier on that could tell us whether staff stay longer)

Retention: The proportion/percentage of staff who remain with an organization over a specified period.

$$R_{t_2} = ((\text{Total Staff}_{t_2} - \text{New Staff}_{t_2}) / \text{Total Staff}_{t_1}) * 100$$

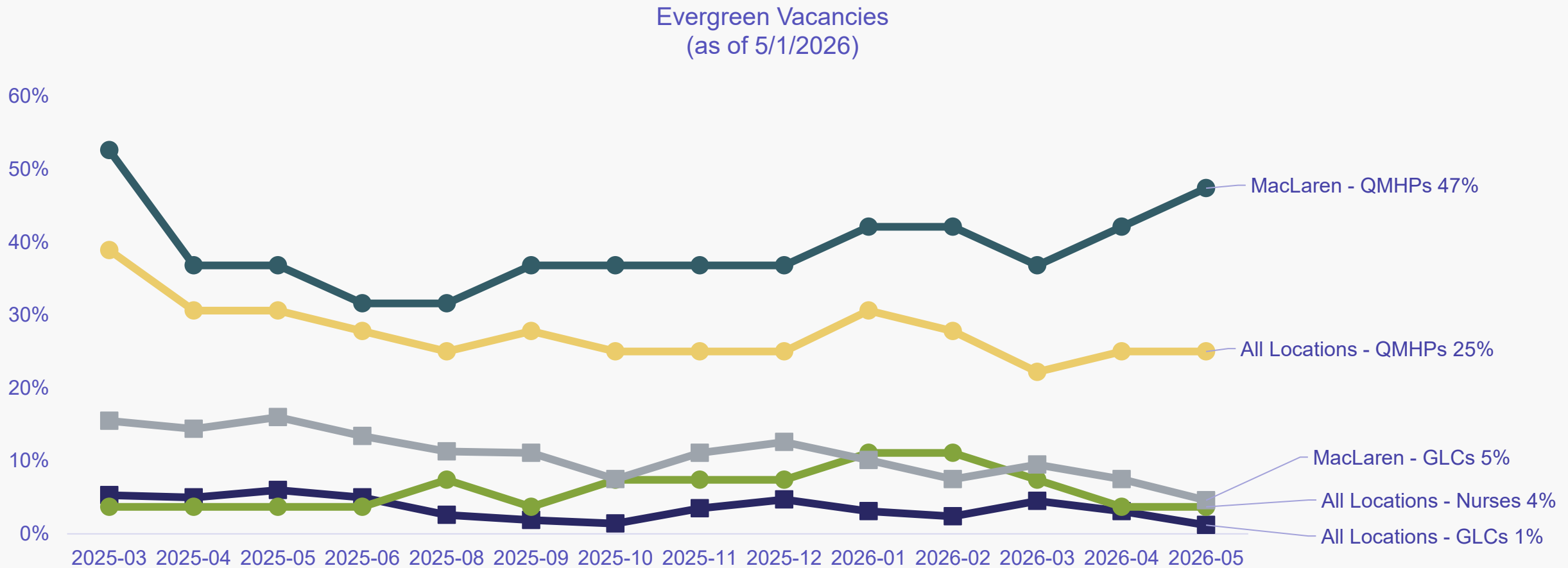
- **March**
 - Monthly (Explored; not presented)
 - Quarterly
- **April**
 - Yearly
 - **“Cohort”** – looks at new employees.
 - Here we are asked “How many employees in a given year are still employed the first day of the subsequent year?”
- **Data limitations.**
- **No specific markers in Workday that speak to longevity.**



Evergreen Vacancies

Action Item 3.1/3.2

Vacancy rates among QMHPs at MacLaren are on the rise.





GLC1 Self-Select Out Prior to Training

Action
Item
4.1, 4.3

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



Screening Procedures

Sandra to forward county department information to Paige so Paige can have conversations about the screening procedures counties use.





Strategic Recruiting Work Group

Creating a group to
positions, and levera

advertise

Action
Item
5.1



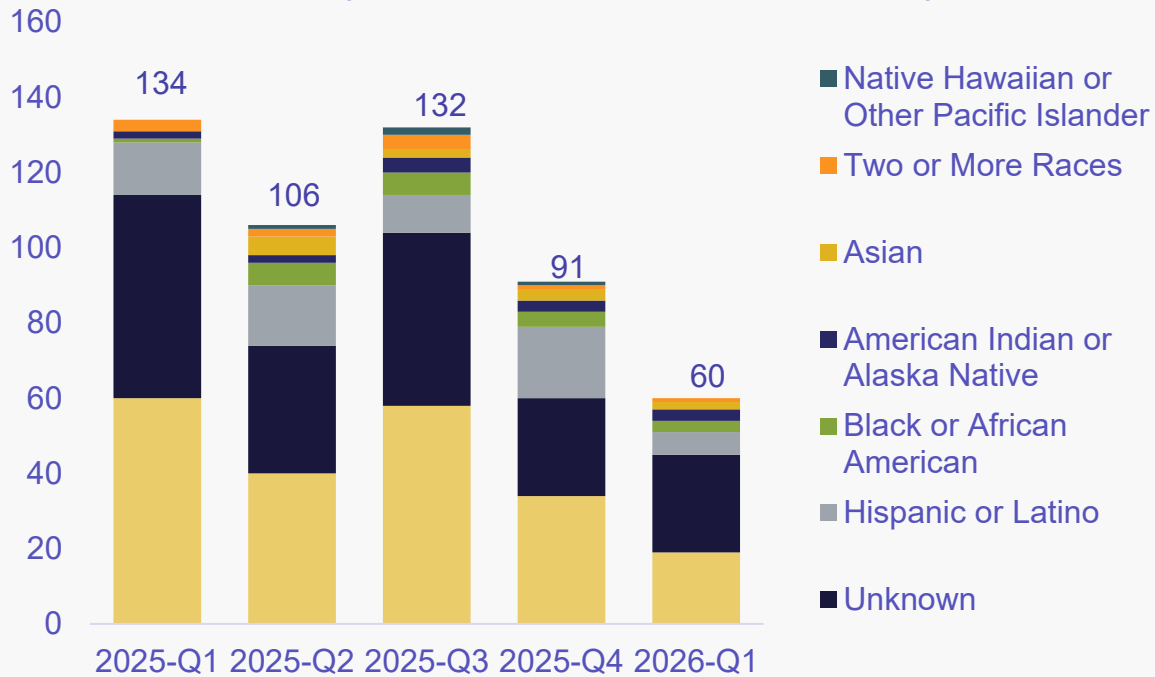


Hired and Applicant Pool Demographic Comparison

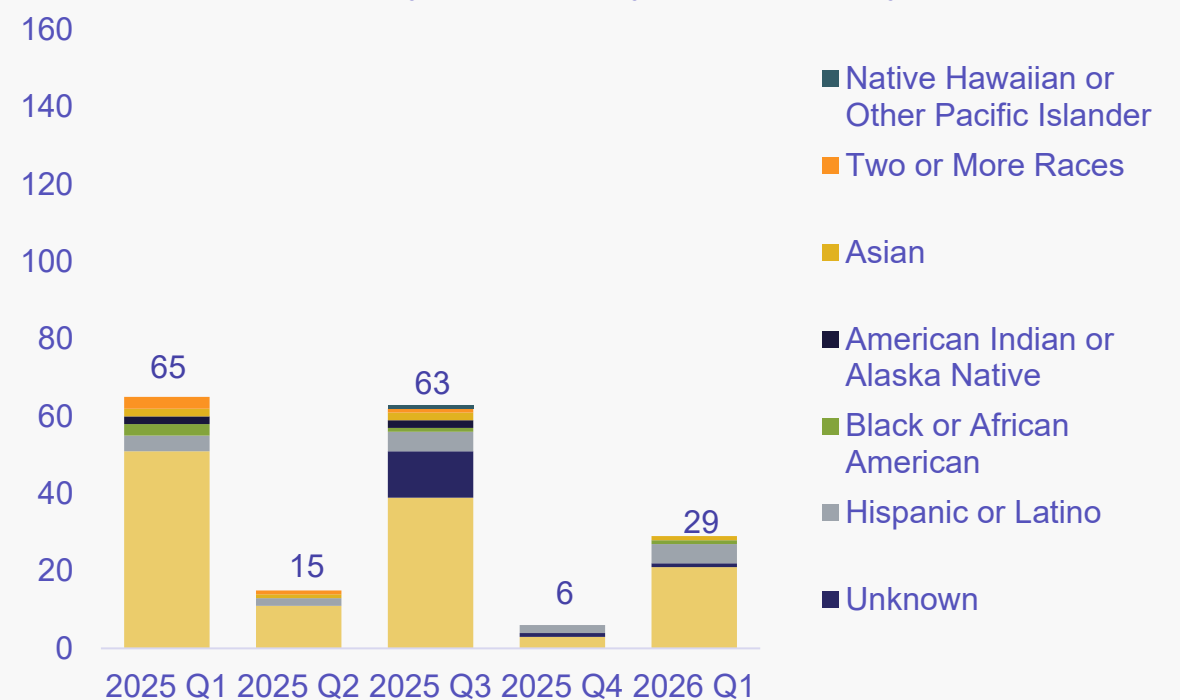
Action Items
6.01,
6.02,8.08

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



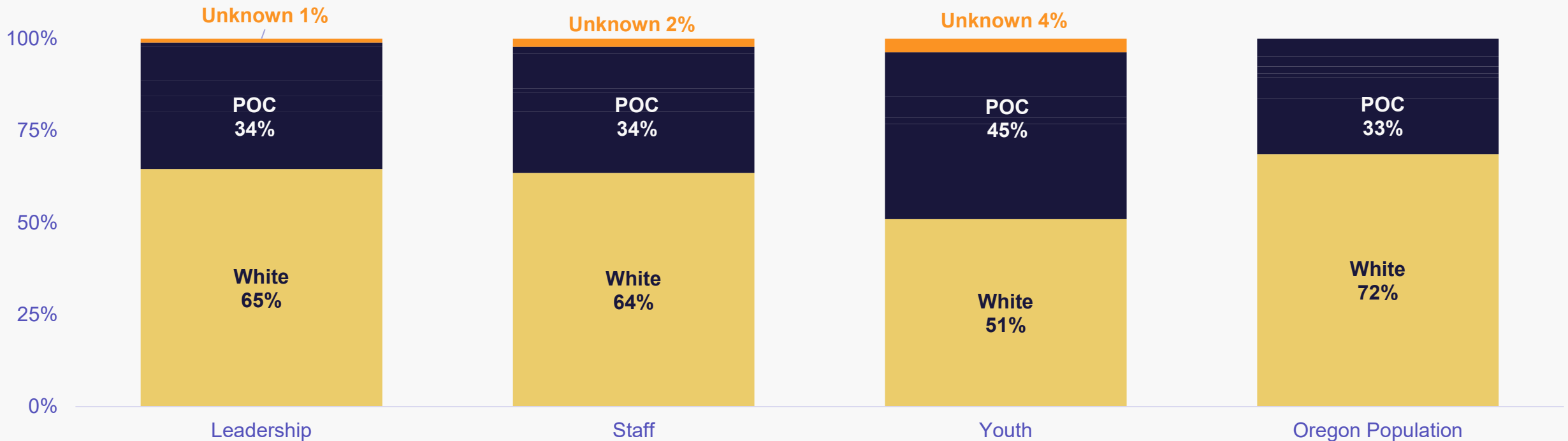


OYA Workforce Diversity

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 & Youth Population
(as of 4/30/2026)





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Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

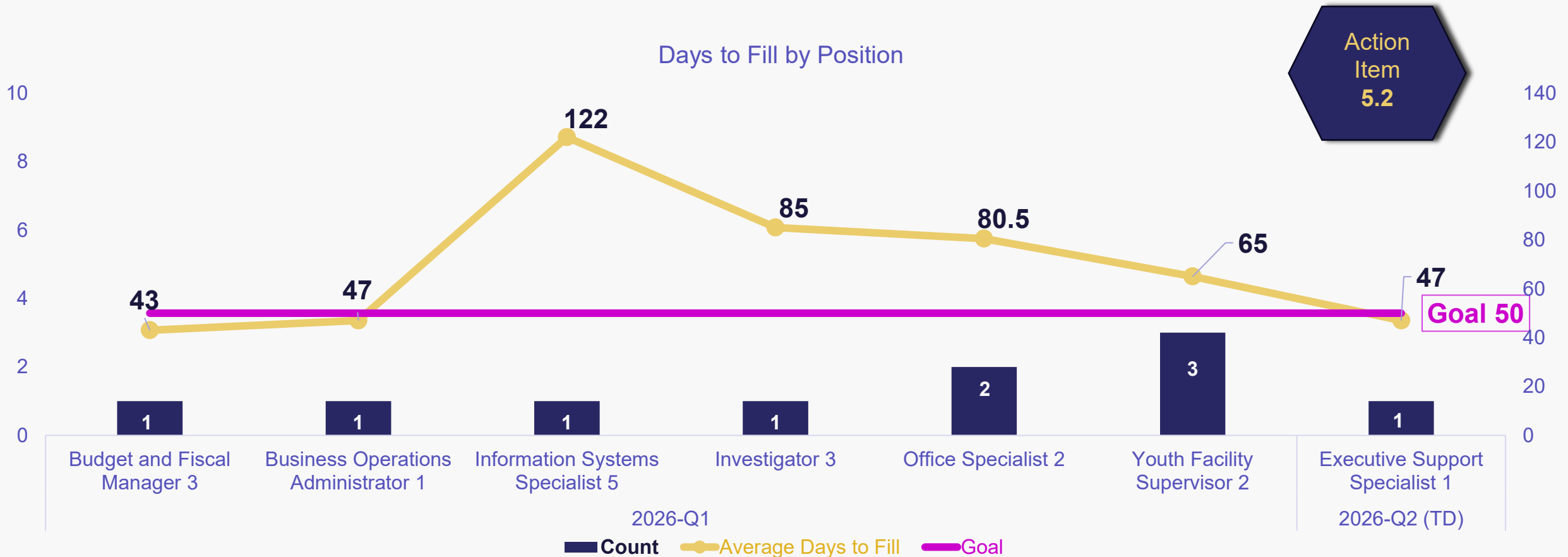


Performance Metrics



Time to Fill Vacant Positions

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



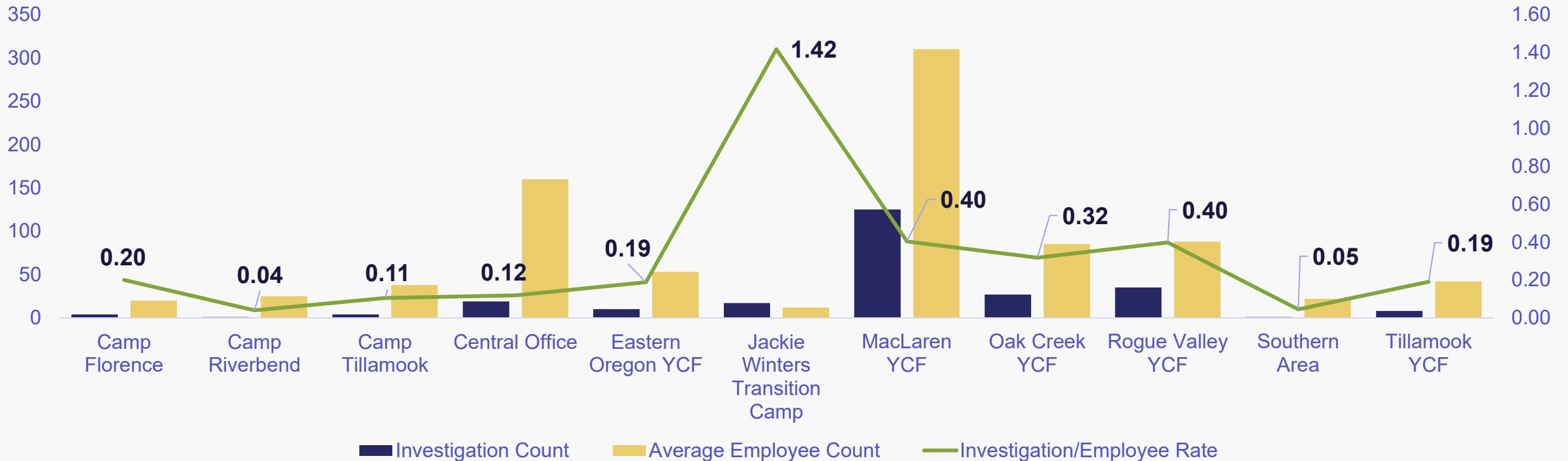


Investigations

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
(April 2025- April 2026)



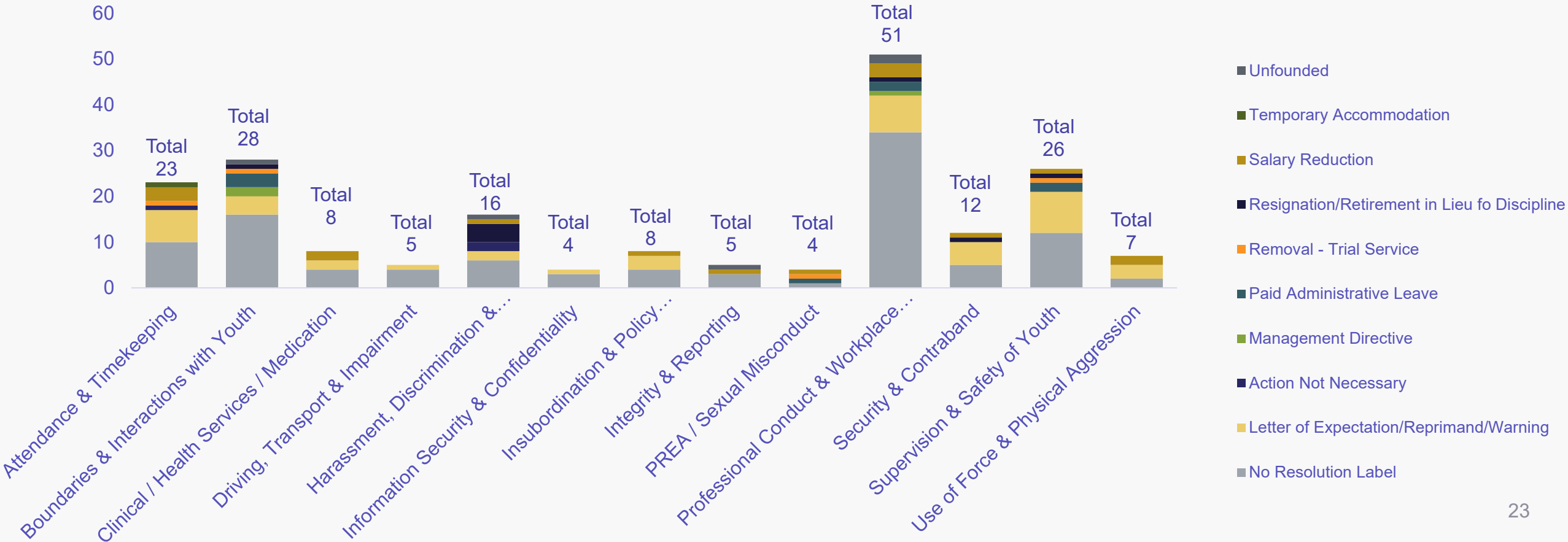


Investigation Results

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 Investigations by Category and Outcome (April 2025 - April 2026)





Aged Resolved Details

Action Item 8.05

Cases are extended for various reasons.

Case Id	Location	Duration	Details
148867	MacLaren YCF	301	Staff on FMLA.
159439	MacLaren YCF	209	Staff transferred departments; management follow-up delayed.
141338	MacLaren YCF	205	OSP investigation.
159433	MacLaren YCF	204	Staff stated retaliation from management.
146577	MacLaren YCF	200	Case closed and then reopened. Based on original date.
168018	MacLaren YCF	185	Staff on FMLA.
149913	Tillamook YCF	217	Analyst error. Closure action delayed.
143917	Tillamook YCF	195	Management changed action.
162182	Central Office	256	On going case. Actions issued. Case reopened.



Investigations

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

- Current goal is to reduce timeline and to prioritize PAL staff.
- Current “dynamic” goal set at 60 days with the intention of reducing with improvement.



Reduce Timeline of Investigations

Action
Item
8.07

Mike and HR to have a meeting specifically related to investigations

- Monthly meetings scheduled.



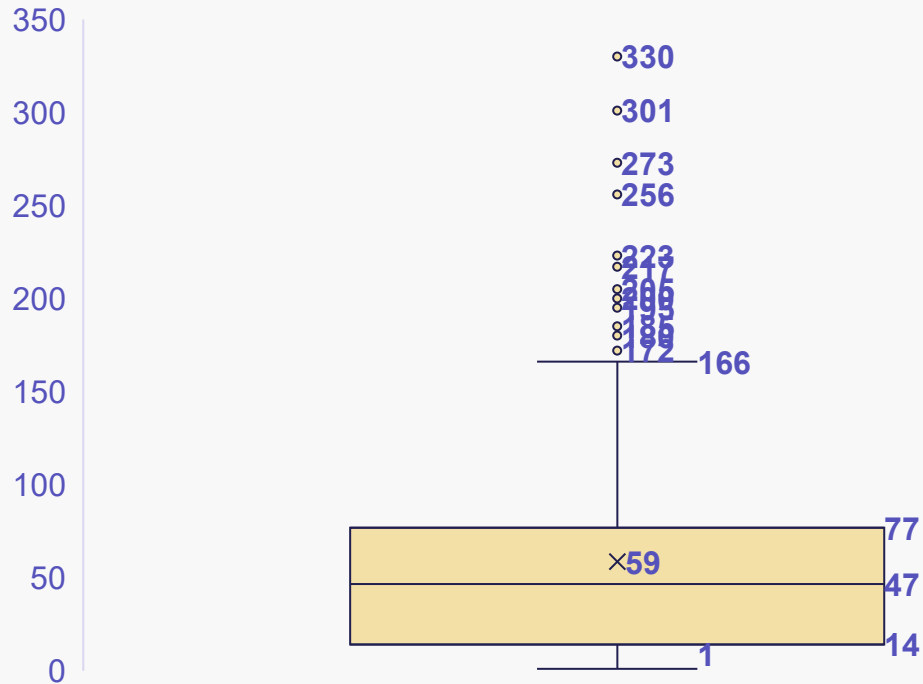
Resolved Investigations Duration

Action Item 8.11, 8.12, 8.14

Across the entire date range, investigation resolved in an average of 56 days.

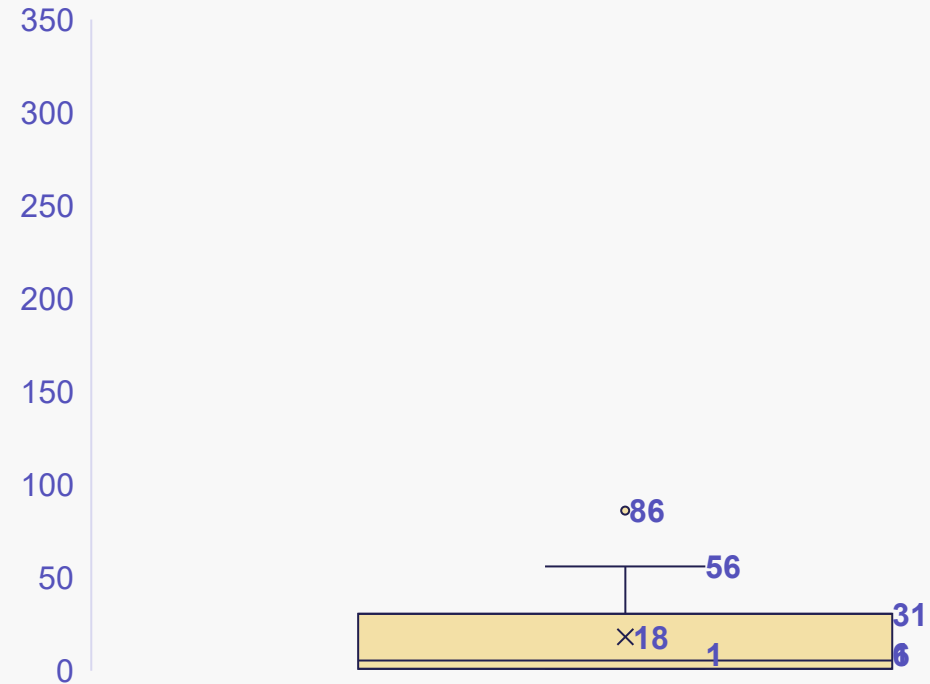
In 2026, so far, investigations have resolved in an average of 18 days.

Resolved Investigations Duration



(April 2025 – April 2026)

Resolved Investigations Duration



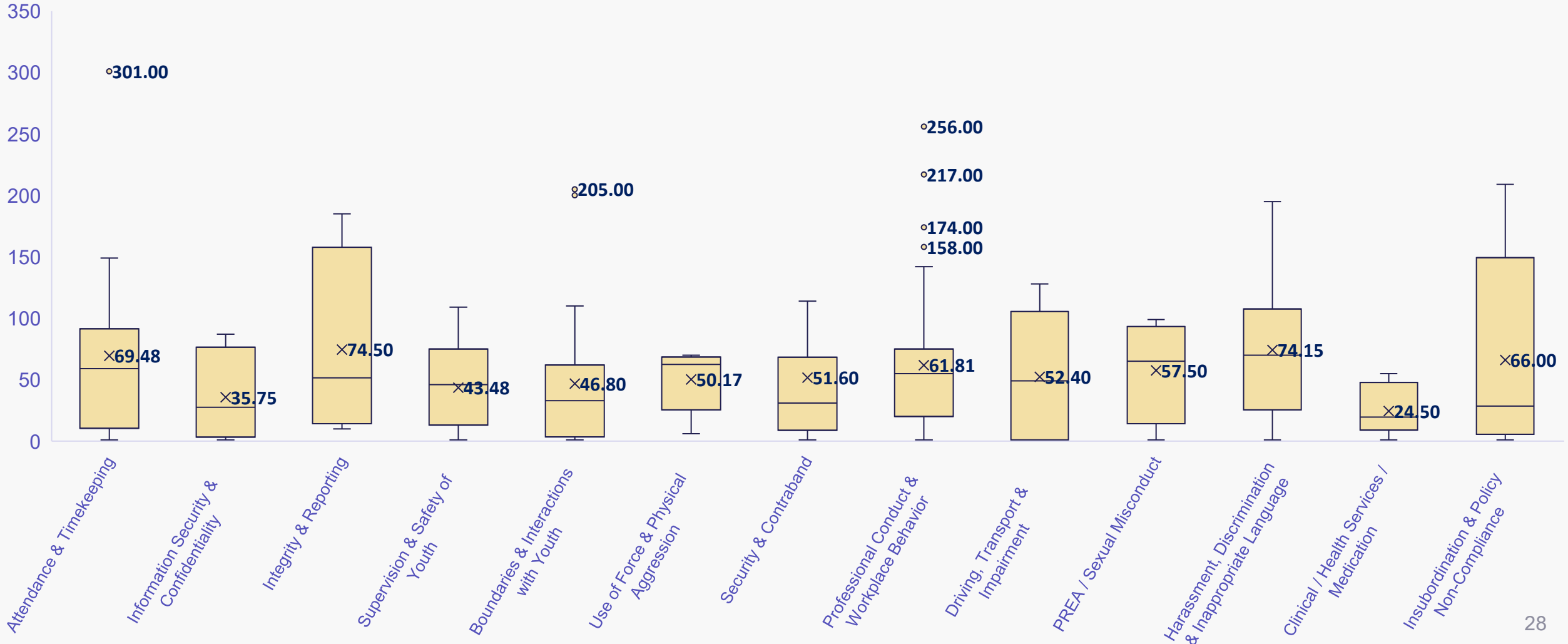
(January 2026 – April 2026)



Investigations Durations by Category

Action Item 8.11

Resolved Investigation Duration by Case Category



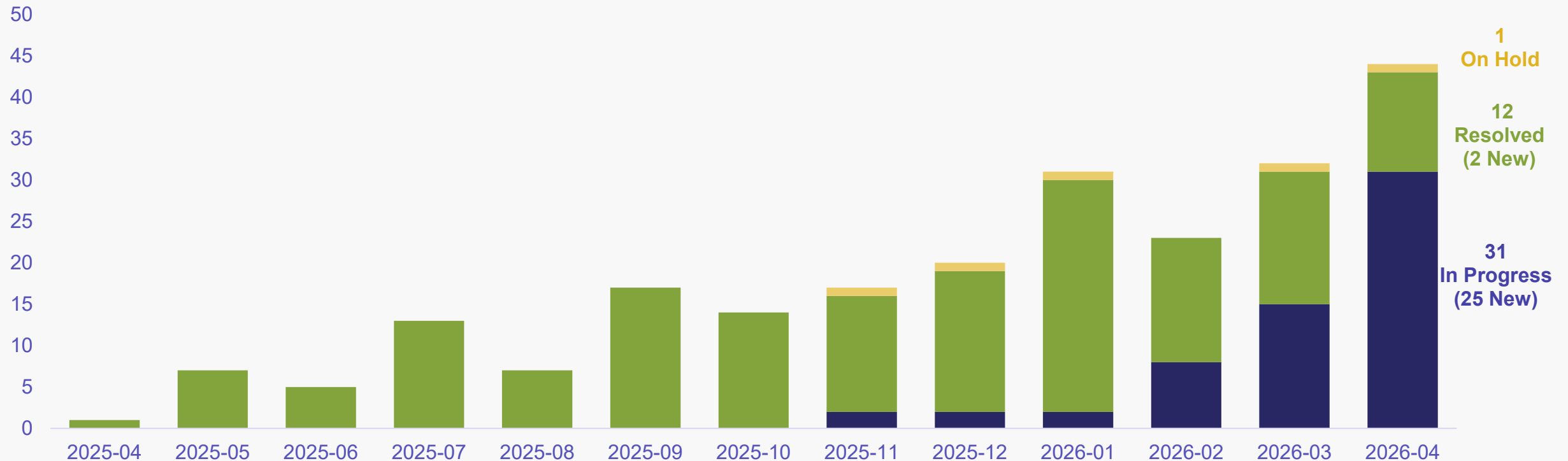


Investigations

Action Item 8.13

44 active investigations in April. Significant increase in case load for April!

Investigations by Status and Last Action Date

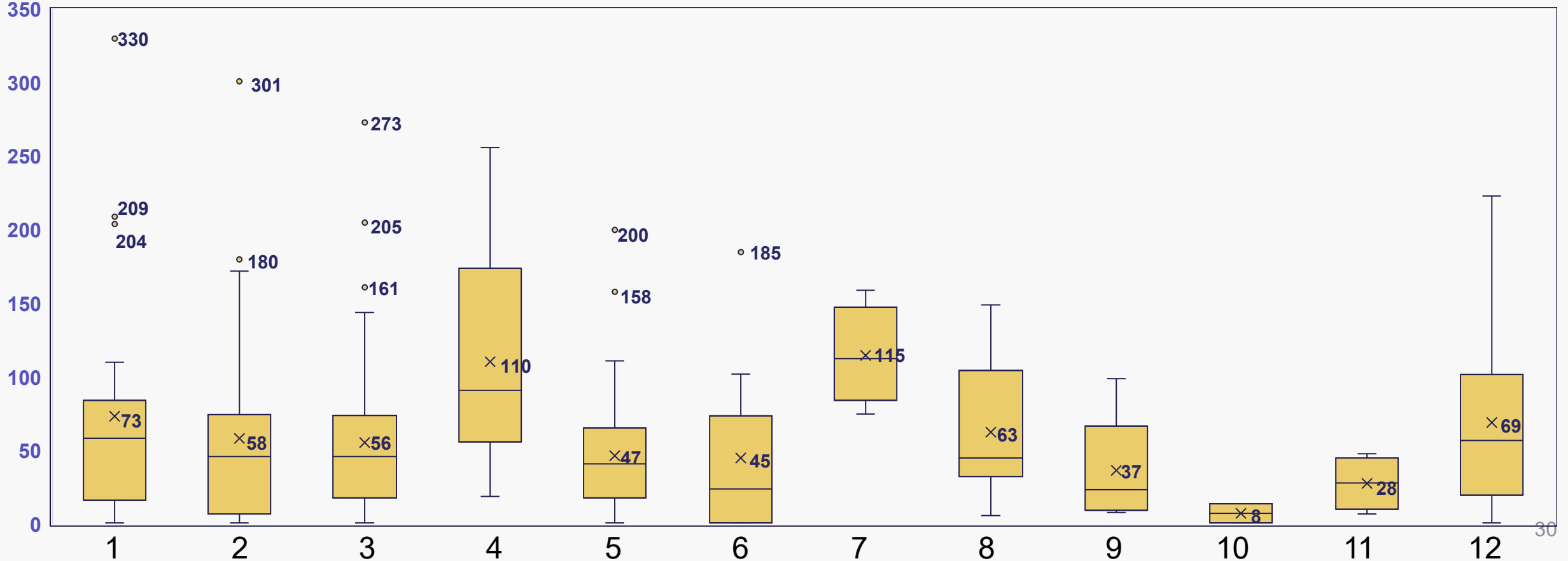




Investigation Duration by Assignee

Action Item 8.11

Resolved Investigation Duration by Assignee
April 2025 – April 2026

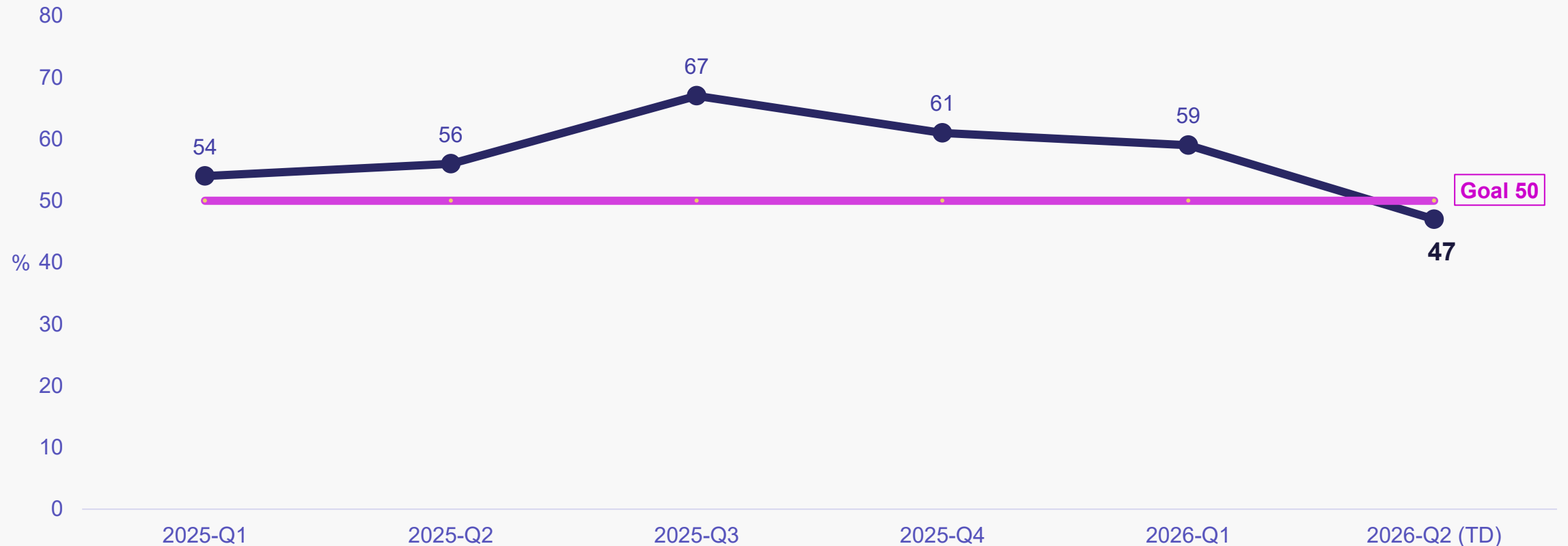




Time to Fill Vacant Positions

So far, 2026-Q2 meeting/exceeding goal (1 position filled)

Average Days to Fill Positions by Quarter





Paid Administrative Leave

Really, really. Tracker built into new system.





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?

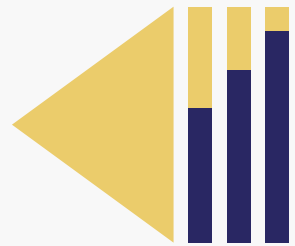


Employee Engagement

Updates on employee engagement efforts and areas of focus.

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Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback



Supplemental Slides