





OYA Human Resources

IMPACT Follow-up

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10/14/2026

Oregon Youth Authority

The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT

Oregon Youth Authority

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

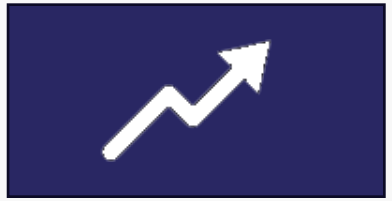
Sharing successes and struggles strengthens our collective effectiveness.



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

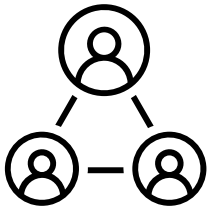
Term	Definition
Retention rate	The proportion/percentage of staff who remain with an organization over a specified period. The focus here is on staff stability. Retention can be used as an indicator of organizational health and employee satisfaction. **R_{t2} = ((Total $Staff_{t2}$ – New $Staff_{t2}$)/Total $Staff_{t1}$)*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 indictor of employee dissatisfaction and an organizations hiring needs. **T_{t2} = (Total Staff $Separations_{t1-t2}$/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

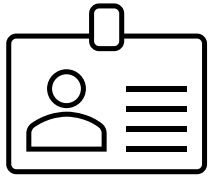
HR is a trusted partner providing guidance, resources, and support that shape an ever-changing workplace culture that is equitable, diverse, safe, developmental, and inclusive.

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



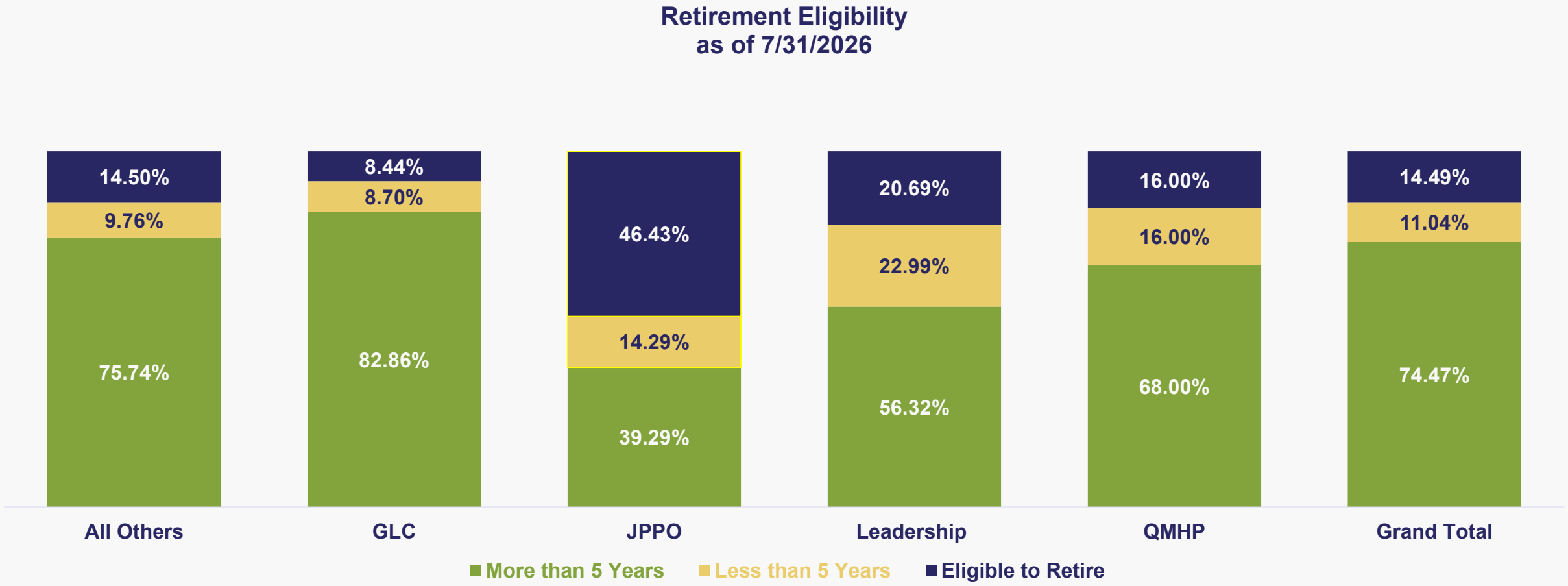
Two main positions carry out HR functions:

- Technical Analyst roles
- Generalists (8 total)

Retirements

Action Item 1.5

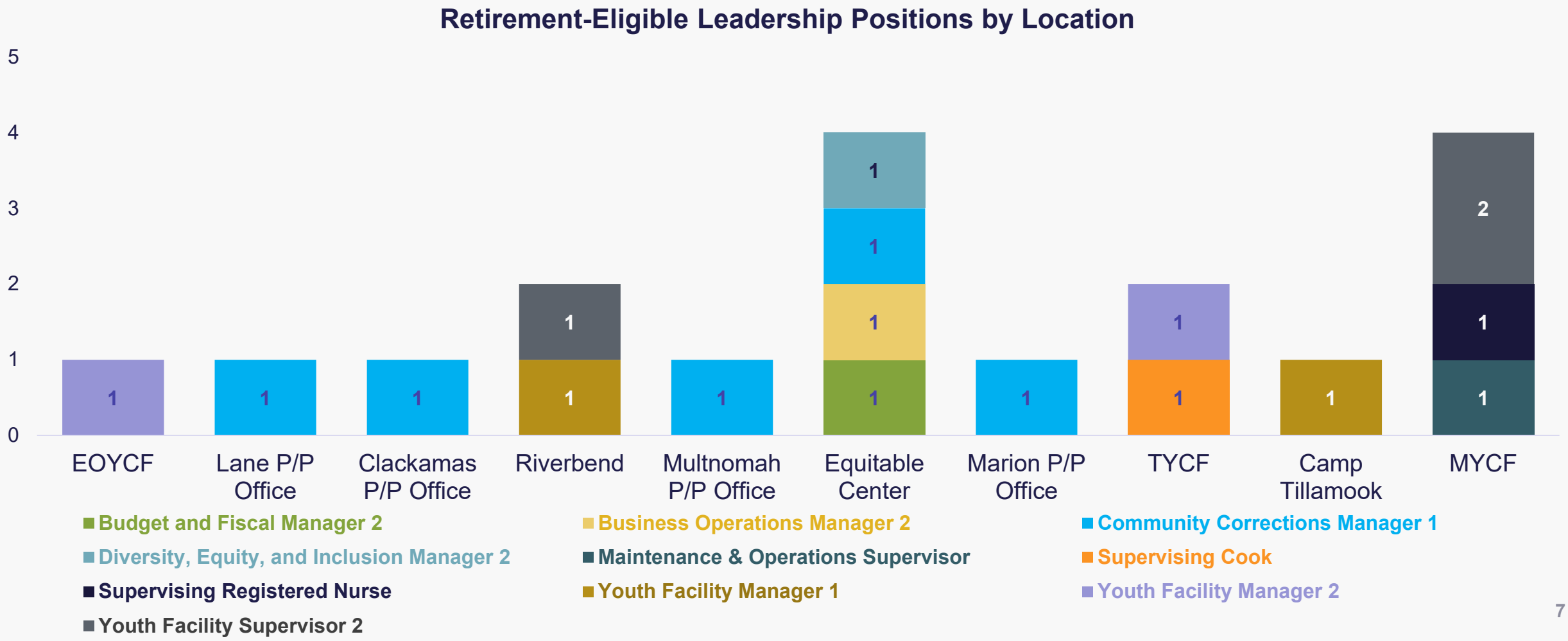
Nearly half of all JPPOs are eligible to retire; over 60% can retire in five years or less.



Retirement-Eligible Leadership Positions

Action Item **1.23**

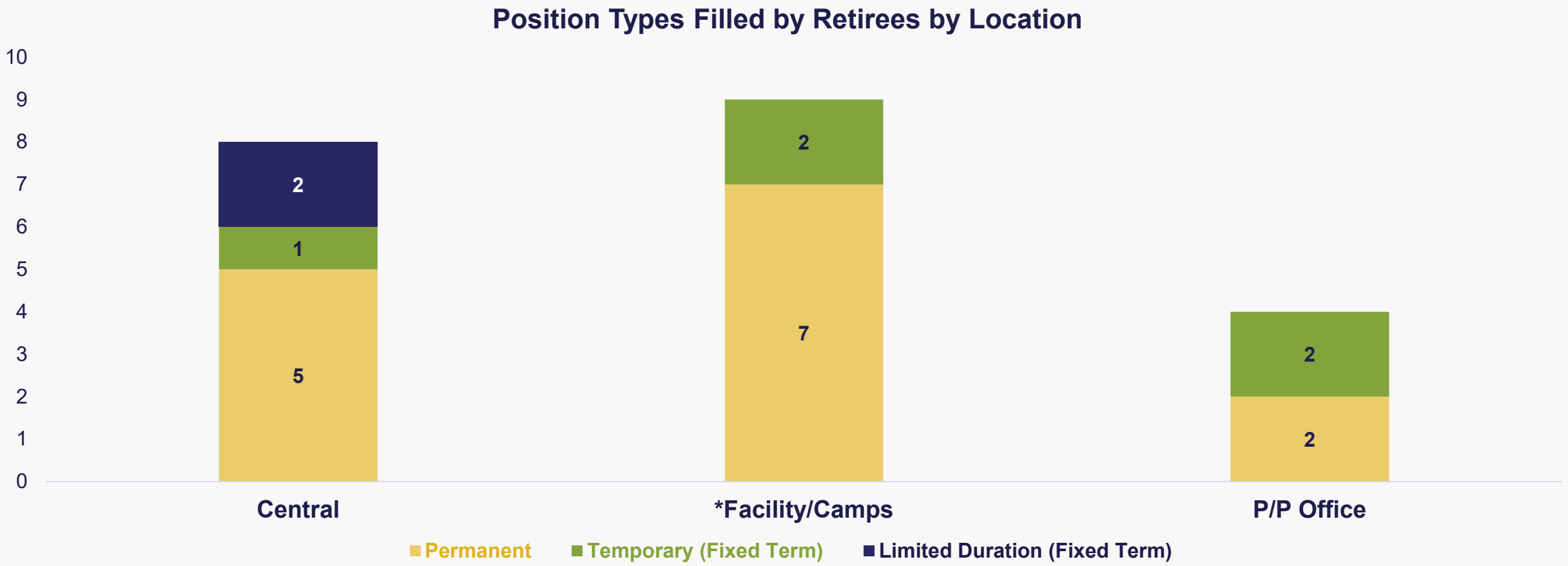
17 (20.69%) leadership position eligible to retire.



Post-Retirees

Action Item **1.24**

66.67% of positions filled by retirees are permanent positions.

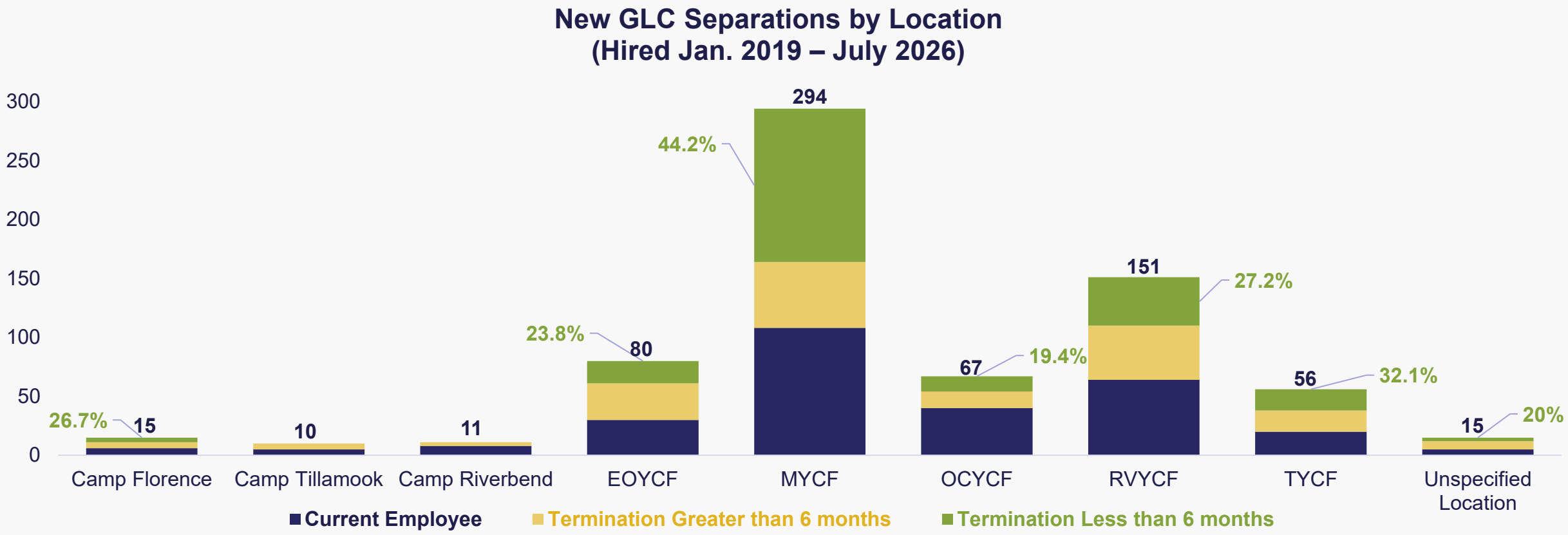


* Includes four GLCs

New GLC Separations by Location (Hired January 2019 – July 2026)

Action Item **1.29**

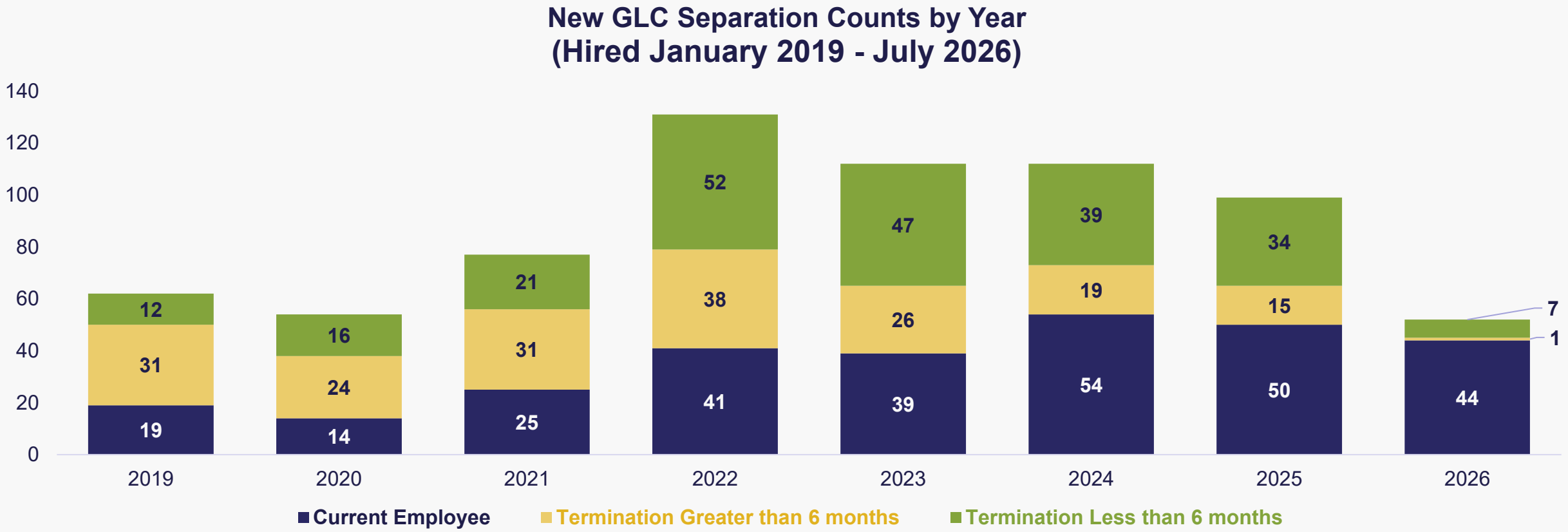
32.6% of new GLCs hired within the range separated within six months.



New GLC Separation Counts by Year (Hired January 2019 – July 2026)

Action Item **1.29**

The number of early GLC separations peaked in 2022.

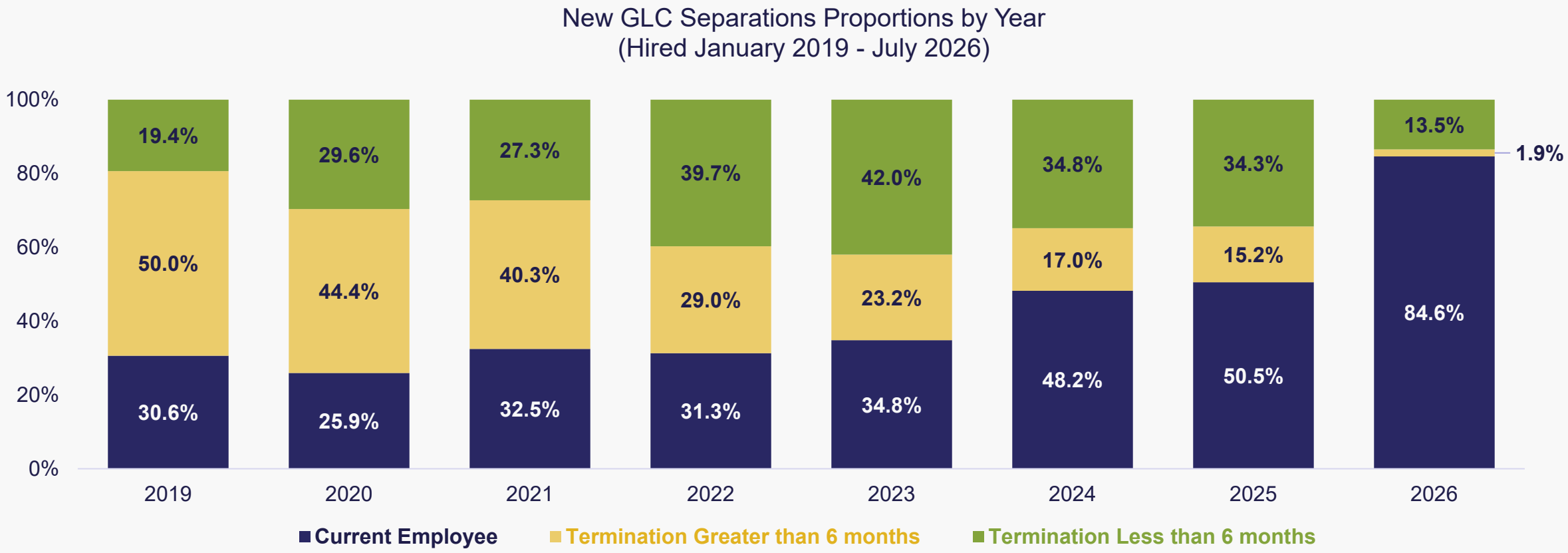


OYA Facility Services

New GLC Separation Proportions by Year (Hired January 2019 – July 2026)

Action Item **1.29**

The proportion of early GLC separations peaked in 2023.



Reasons for Early Separations

Action Item 1.29

36.8% of early GLC separations were due to Unsatisfactory Performance & Discipline.



Recruiter Activities

Between July and September, recruiters screened 1791 applications!

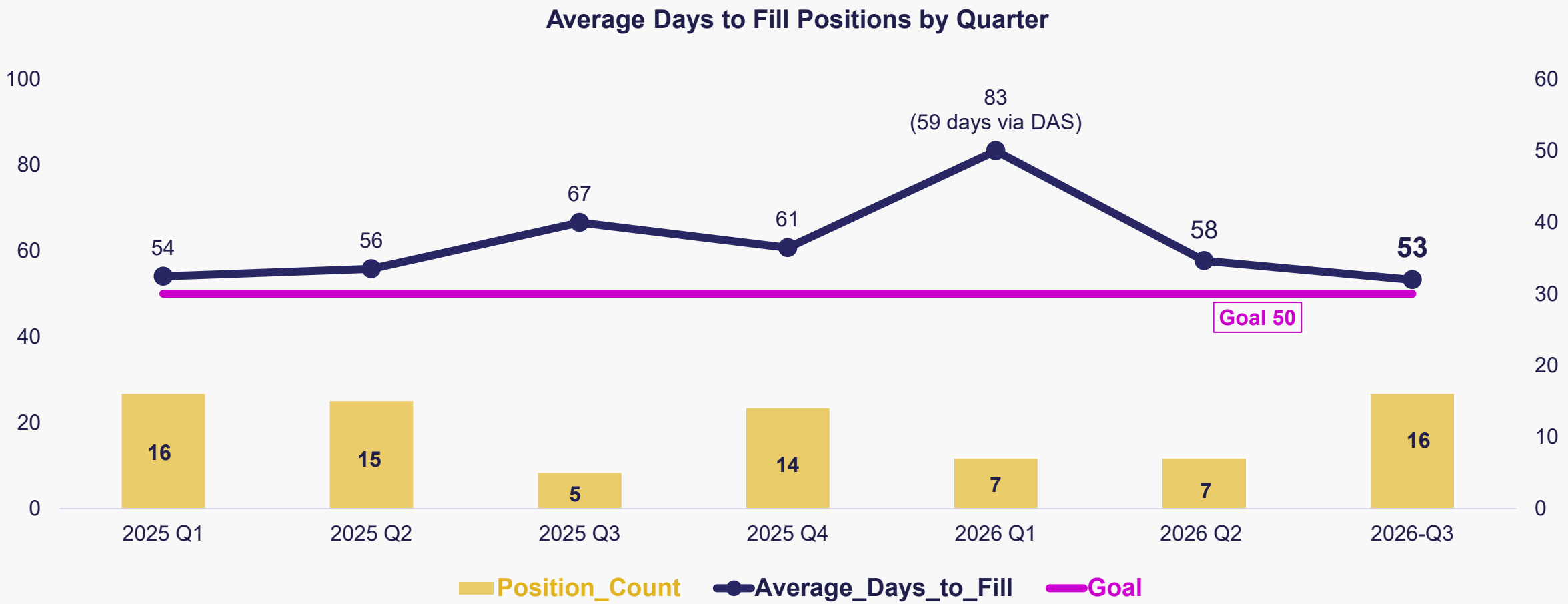
July-September 2026 Recruiter Activities

Month	Hires	Candidate Screenings	Opened Bids	Bid Transfers	Q/A Sessions & Career Chats	Bid Reports	Completed Pay Analysis	Job Announcement Posted
July	9	659	28	11	11	8	14	7
August	16	571	26	9	28	22	17	3
Sept	18	561	28	13	16	21	11	12
Total	**43**	**1791**	**82**	**33**	**55**	**51**	**42**	**22**

Time to Fill Vacant Positions

Action Item **3.5/3.6**

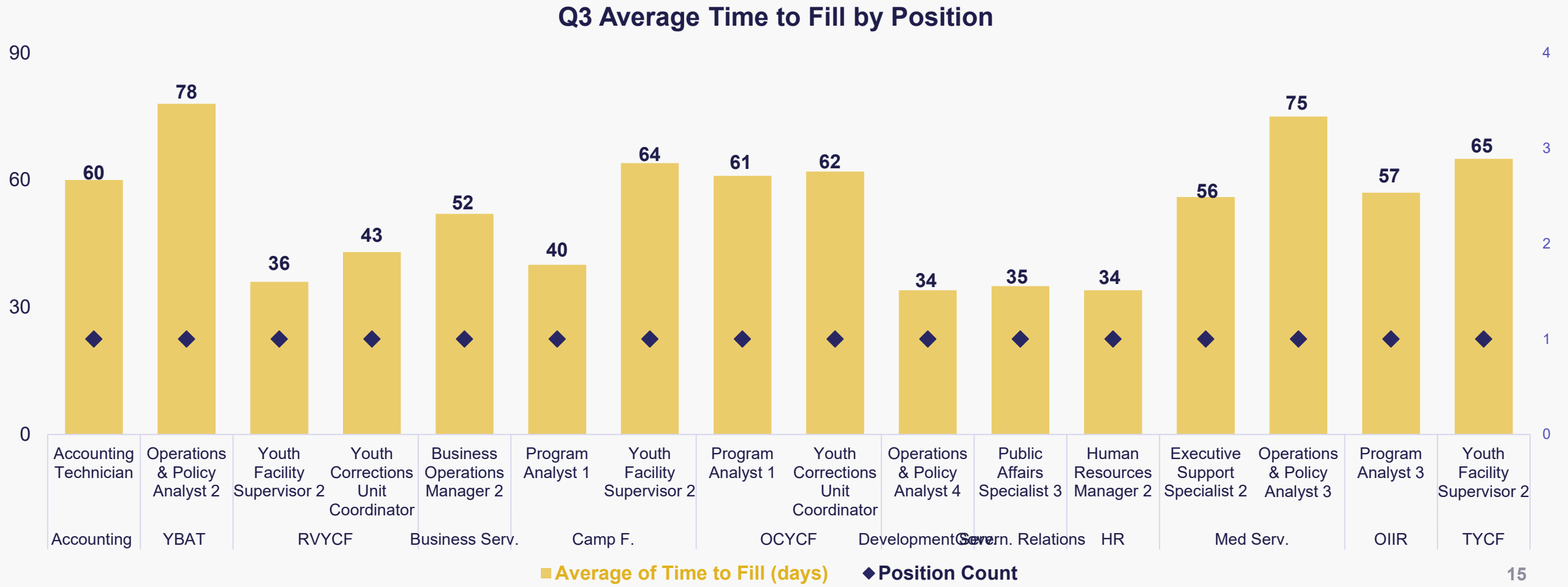
Quarterly average days to fill is improving.



Recruitment Time by Position

Action Item **1.26**

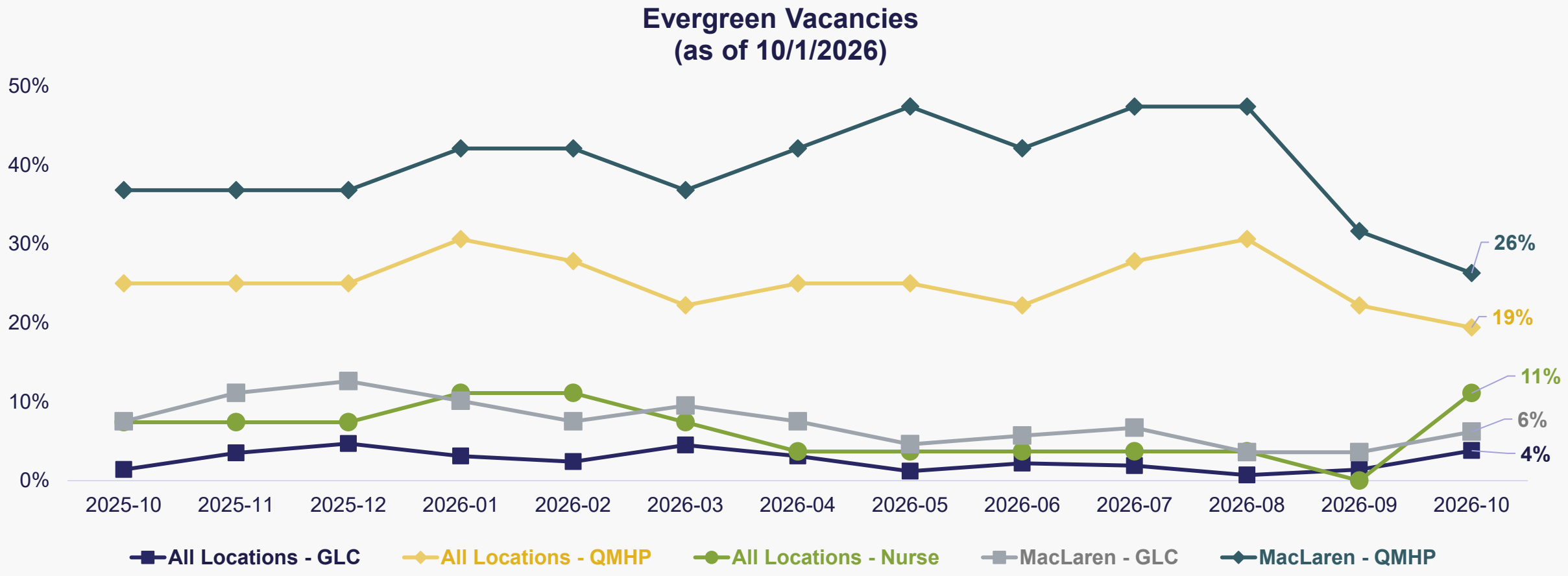
Q3 positions filled in an average of 53.25 days.



Evergreen Vacancies

Action Item **3.36**

QMHP vacancies continue to improve. Other vacancies have ticked up.



QMHP Hiring Partnerships?

- Contacting schools across Oregon to build connections

The Ballmer Institute for Children's Behavioral Health

Oregon Integrated Behavioral Health Training Initiative

SUMNER COLLEGE

Discover Chemeketa Community College

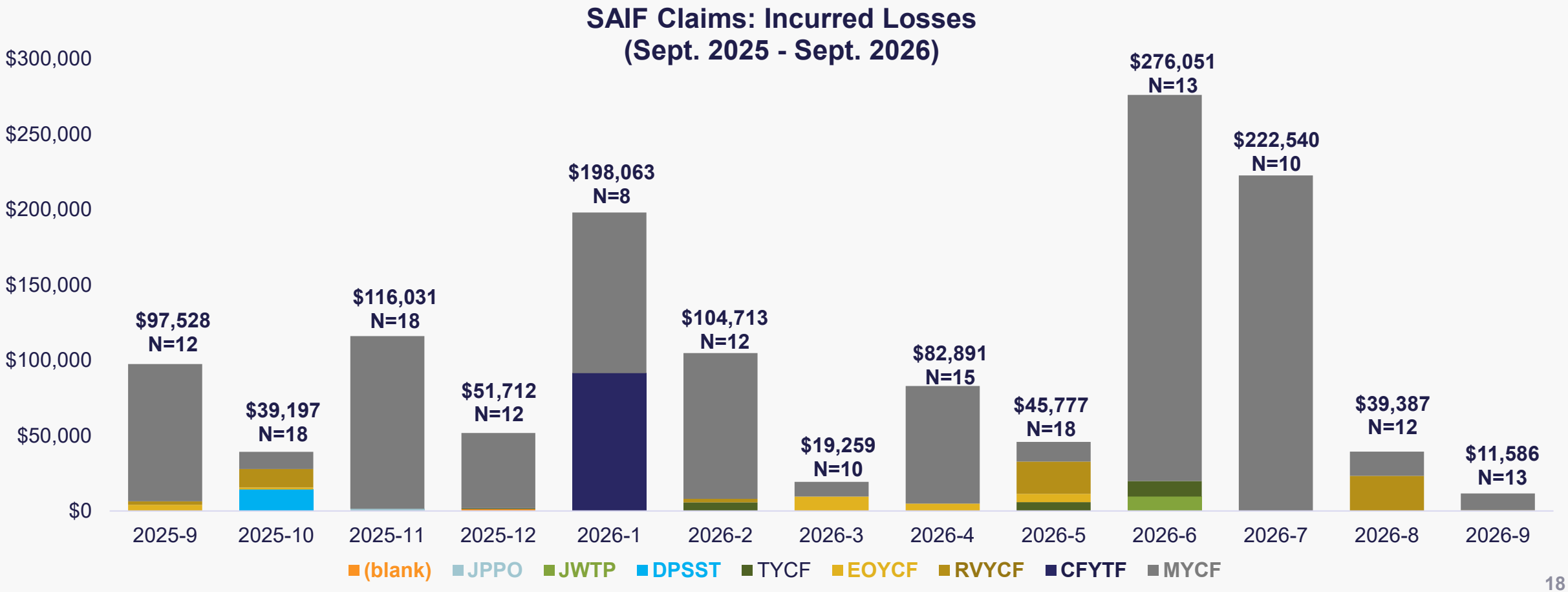
Lane Community College

Portland State University

CONCORDE

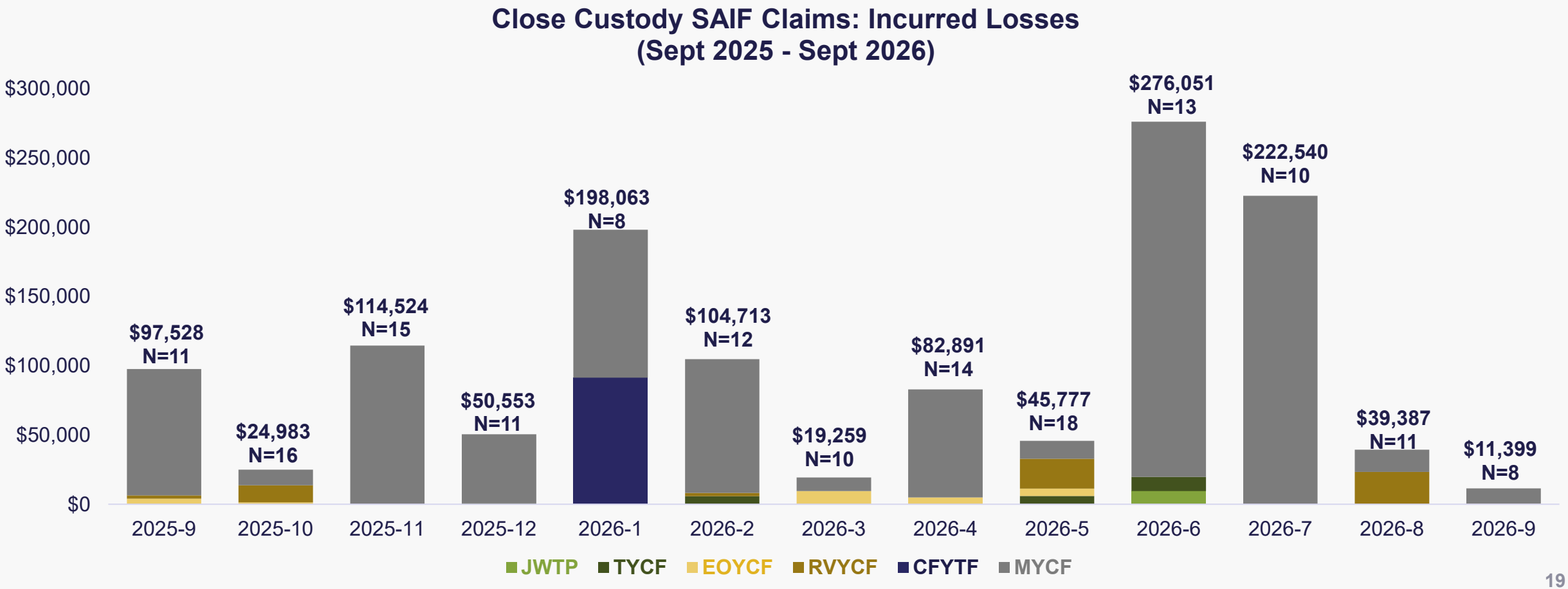
SAIF Claims

13-month SAIF claims total: $1,304,735



Close Custody SAIF Claims

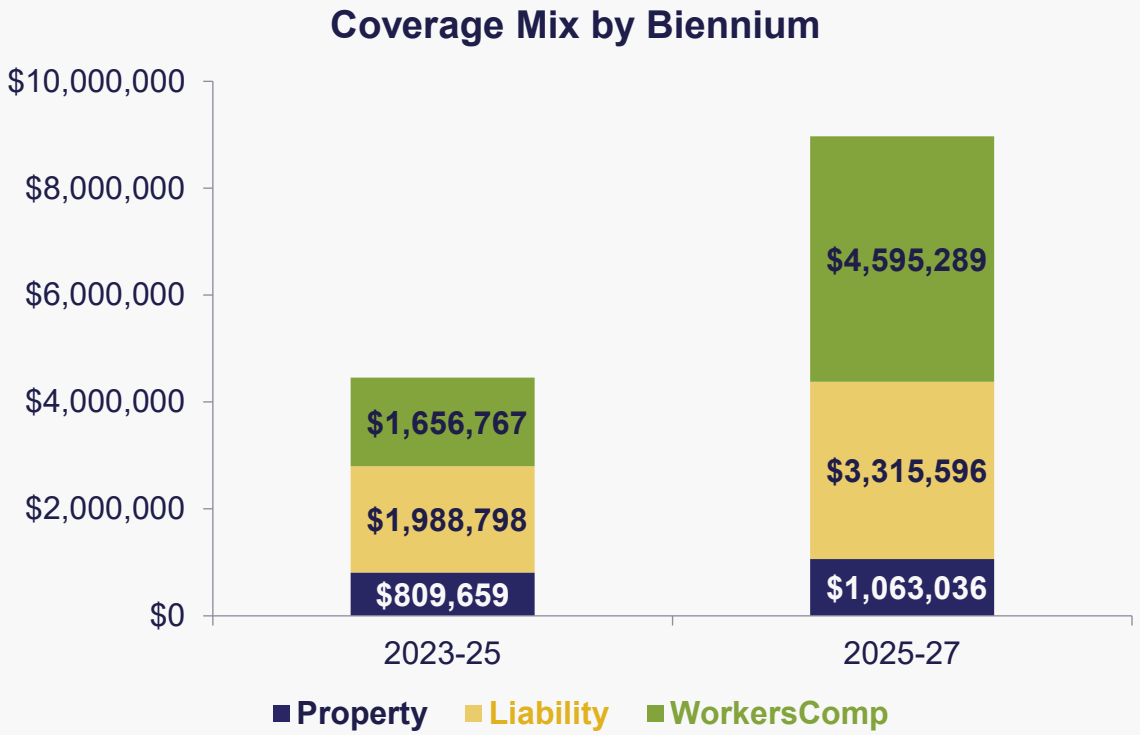
13-month Close Custody SAIF claims total: $1,287,668 (98.69% of incurred losses)

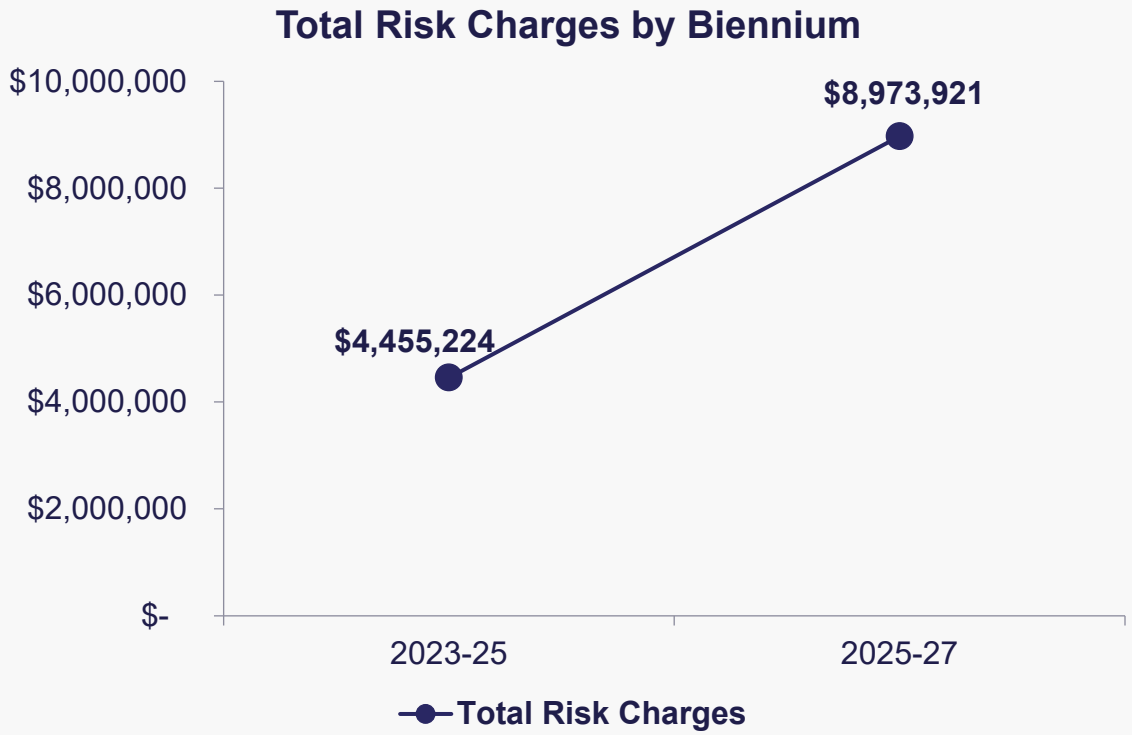


SAIF Rate Trends

Action Item **1.9**

Coverage charges doubled.





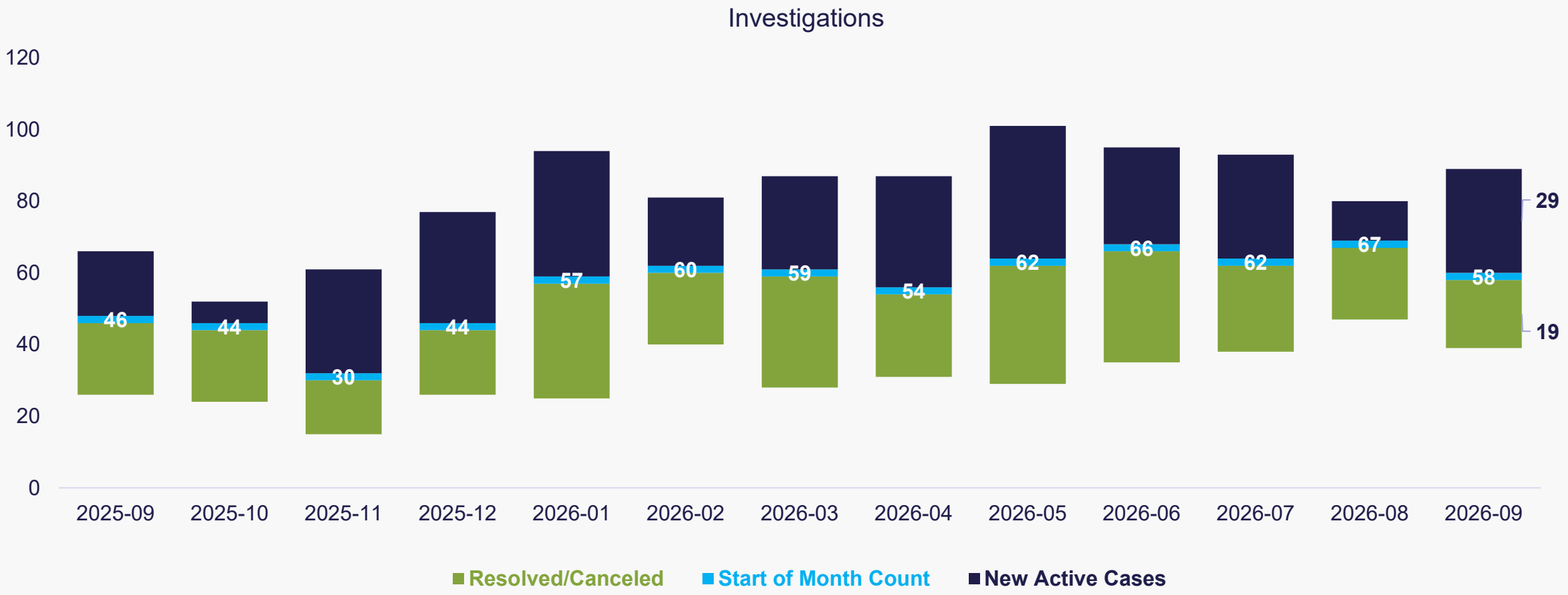
IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

Performance Metrics

Investigations

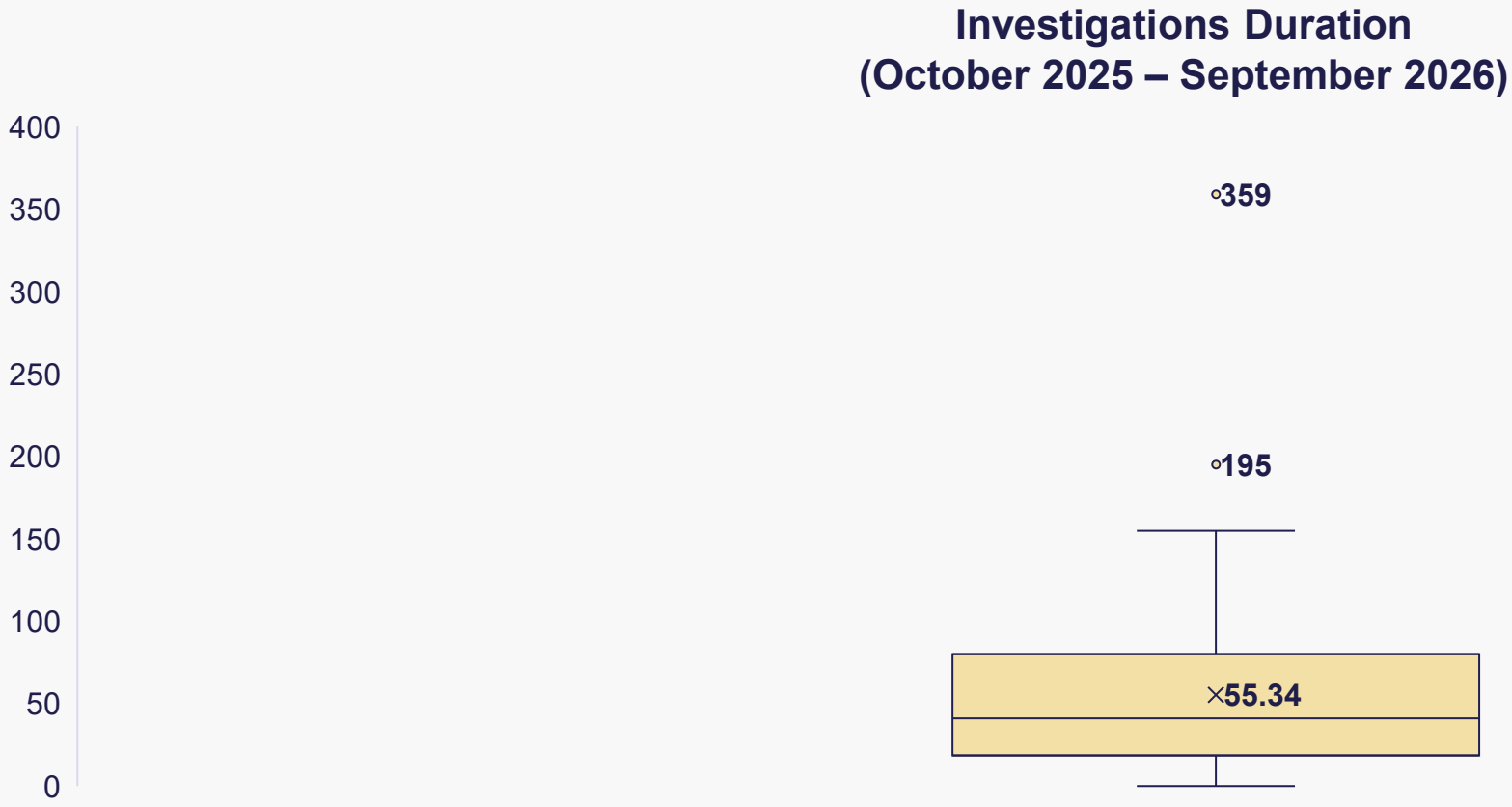
19 investigations were resolved and 29 new investigations were added in September.



Resolved Investigations

Action Item **1.20**

67/100 (67%) resolved in less than 60 days.



Paid Administrative Leave

16 employees put on Administrative Leave to date in 2026.

Admin Leave	Open Date	DS Duration	Action Cause(s)	Resolved Date
Yes	4/20/2026	7	Conduct/Behavior/Professionalism, Attendance/Time	5/15/2026
Yes	4/15/2026	33	Inadequate Supervision	5/18/2026
Yes	4/22/2026	35	Relationship with youth, Criminal Activity, Conduct/Behavior/Professionalism	5/27/2026
Yes	4/9/2026	69	Conduct/Behavior/Professionalism	6/17/2026
Yes	2/13/2026	125	Under the Influence at Work, Conduct/Behavior/Professionalism	6/18/2026
Yes	4/30/2026	56	Conduct/Behavior/Professionalism	7/10/2026
Yes	4/21/2026	88	Inadequate Supervision, Conduct/Behavior/Professionalism	7/23/2026
Yes	6/1/2026	53	Excessive Use of Force, Conduct/Behavior/Professionalism	7/28/2026
Yes	3/16/2026	140	Allowing youth unapproved phone calls	8/3/2026
Yes	7/14/2026	28	Work Performance, Medication Administration, Conduct/Behavior/Professionalism	8/11/2026
Yes	8/8/2026	31	Inadequate Supervision, Contraband, Conduct/Behavior/Professionalism	9/8/2026
Yes	6/4/2026	99	Conduct/Behavior/Professionalism, Work Performance, Youth Boundaries Violation	9/11/2026
Yes	1/14/2026	265	Work Performance, Inadequate Supervision	
Yes	4/16/2026	173	Criminal Activity	
Yes	9/8/2026	28	Work Performance, Inadequate Supervision, Conduct/Behavior/Professionalism	
Yes	9/8/2026	28	Work Performance, Inadequate Supervision, Conduct/Behavior/Professionalism	

Customer Satisfaction Survey

Action Item **1.3**

Initial results are in (23.64% response rate). Analysis pending.



Oregon Youth Authority

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

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

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