



# OYA Human Resources

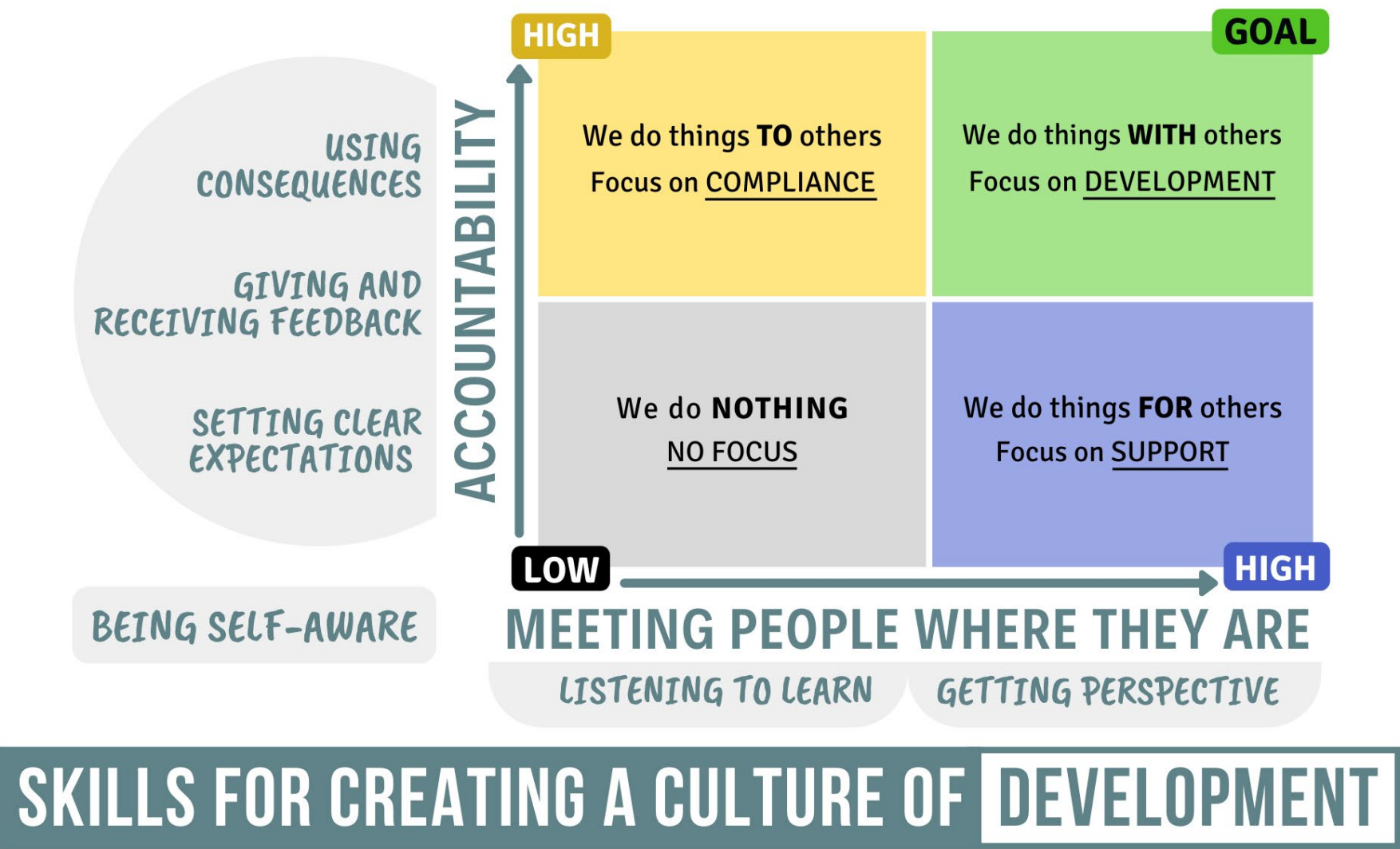
## IMPACT Follow-up

## Paige LaBarre-Bates, Administrator

09/16/2026



# 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            | <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> $R_{t2} = ((\text{Total Staff}_{t2} - \text{New Staff}_{t2}) / \text{Total Staff}_{t1}) * 100$                                                                                    |
| 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> $T_{t2} = (\text{Total Staff Separations}_{t1-t2} / \text{Average Number of Staff}_{t1-t2}) * 100$                                                 |
| 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>                                                                                                                                                                                                                                       |

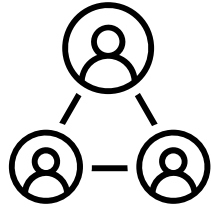


# What We Do

## HR Vision

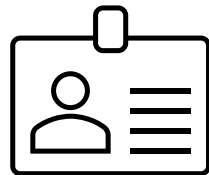
*HR is a trusted partner providing guidance, resources, and support that shape an ever-changing workplace culture that is equitable, diverse, safe, developmental, and inclusive.*

*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 carry out HR functions:**

- Technical Analyst roles
- Generalists (8 total)



# Diverse Candidacies

Action  
Item  
1.08/1.15

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

Explore what other states are doing to increase candidate diversity. Also, discuss candidate diversity at upcoming partnership committee meeting.

- We are doing more than other agencies
- Some unique methods are used
  - Moving applicants between postings
  - Not completing full CRC checks for non-direct positions - OYA decided against
  - Using Evergreens more often - OYA looking into
  - Stopping the clock after references and with a contingent verbal offer - OYA has started this
- OYA is ahead of the game on setting goals/expectations for diversity
  - Like agencies do not have goals, but have expressed interest in setting goals based on the conversation
  - Many don't check the numbers to see where they are at
- Many use the same systems OYA does to attract diversity (Indeed, LinkedIn, Facebook/Instagram), but don't look beyond that



HR to explore opportunities or technology to assist (speed up) candidate screening

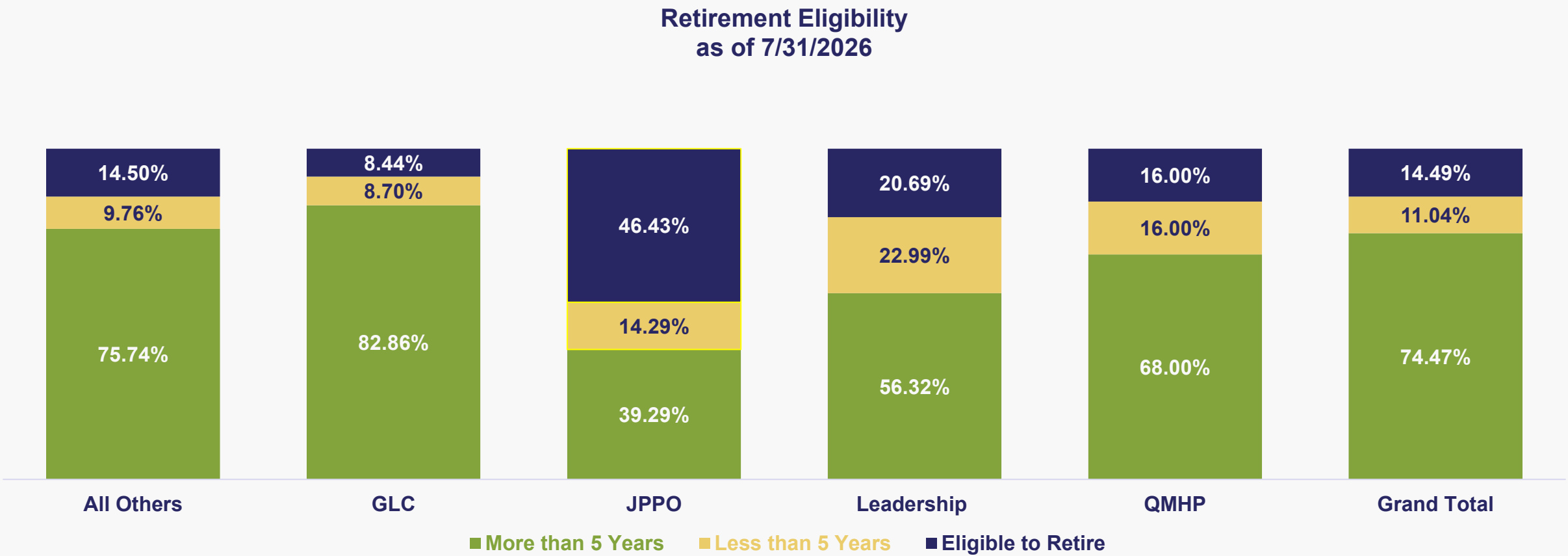




# Retirements

Action  
Item  
1.5

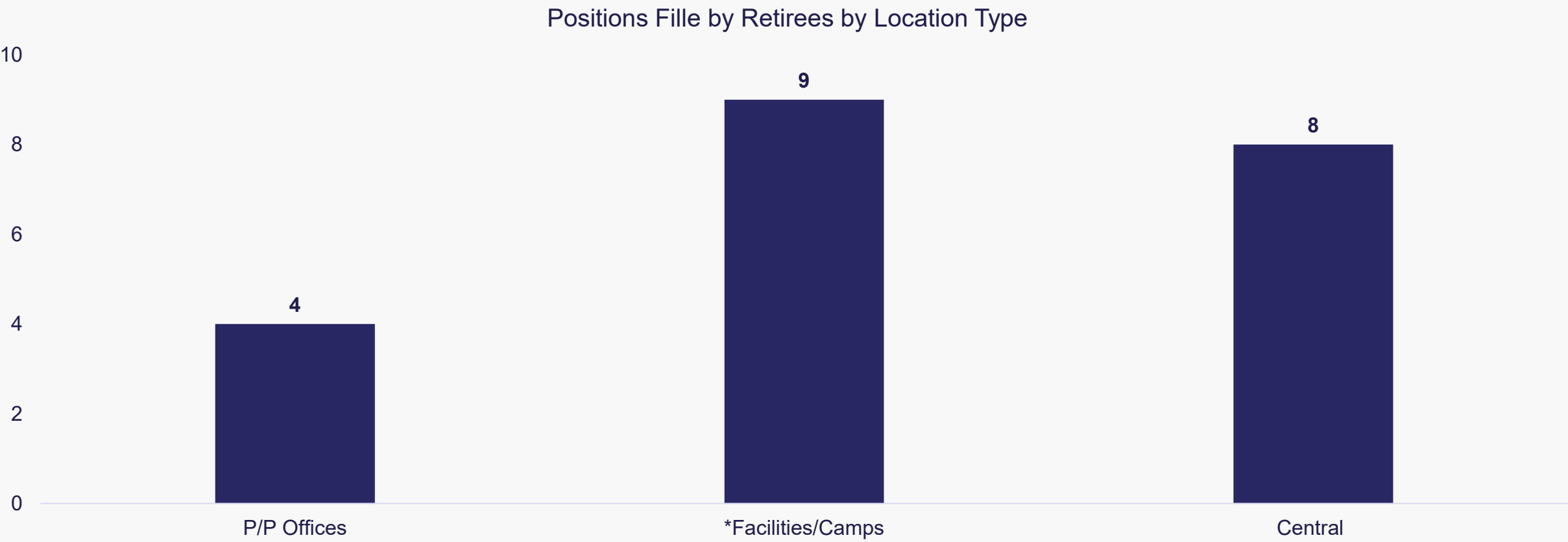
Nearly half of all JPPOs are eligible to retire; over 60% can retire in five years or less.





# Post-Retirees

Retirees make up **2.24%** of our employees.



\* Includes 4 GLCs



# Pockets of Excellence (Retention Addition)

Action  
Item  
**4.6**

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





# Recruiter Activities

Recruiters screened 571 applications last month!

## July and August 2026 Recruiter Activities

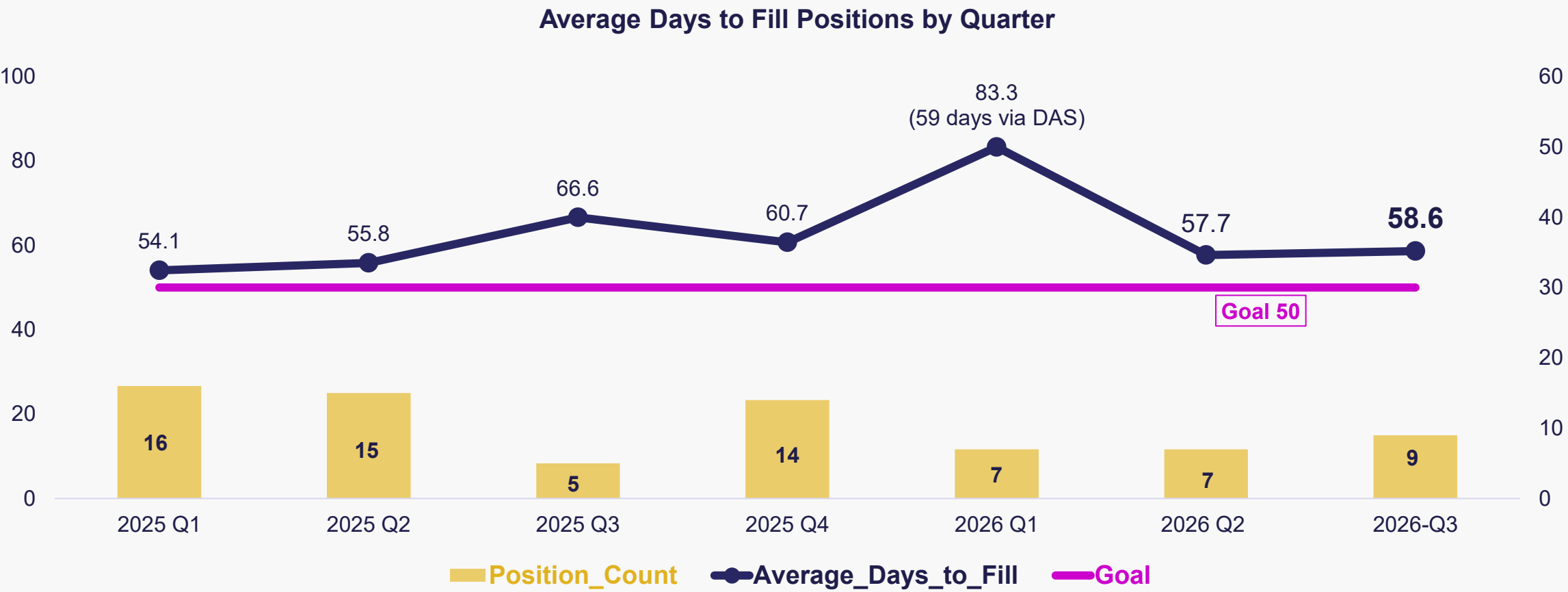
|                     | Candidate Screenings | Open REQs  | Bids Opened | Job Announcements Pending | Completed Pay Analysis (Pending UA) | Bid Transfers | Hires     | Bid Reports | Job Announcement Posted | Career Chats | Q&A Session |
|---------------------|----------------------|------------|-------------|---------------------------|-------------------------------------|---------------|-----------|-------------|-------------------------|--------------|-------------|
| July                | 659                  | 172        | 28          | 25                        | 14                                  | 11            | 9         | 8           | 7                       | 7            | 4           |
| August              | 571                  | 151        | 26          | 8                         | 17                                  | 9             | 16        | 22          | 3                       | 3            | 25          |
| <b>Grand Totals</b> | <b>1230</b>          | <b>323</b> | <b>54</b>   | <b>33</b>                 | <b>31</b>                           | <b>20</b>     | <b>25</b> | <b>30</b>   | <b>10</b>               | <b>10</b>    | <b>29</b>   |



# Time to Fill Vacant Positions

Action  
Item  
**3.5/3.6**

Average days to fill are higher than we would like.

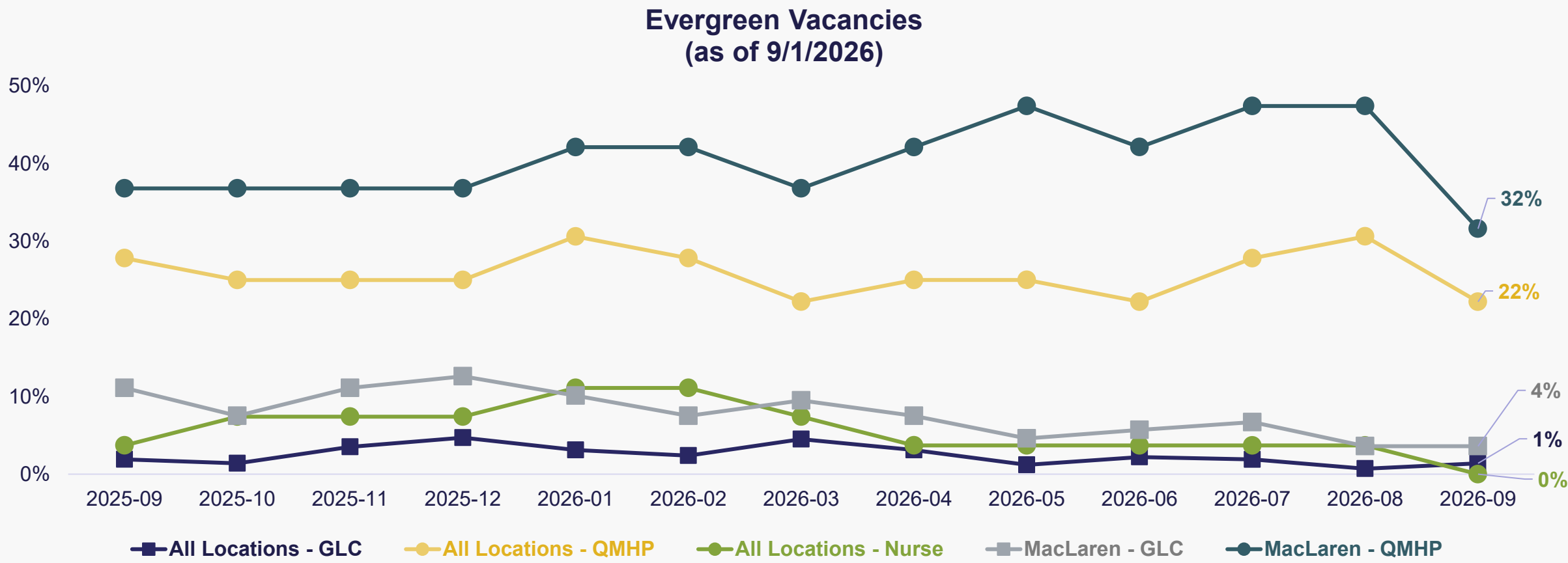




# Evergreen Vacancies

Action  
Item  
3.36

System-wide QMHP vacancies dropped 15%.

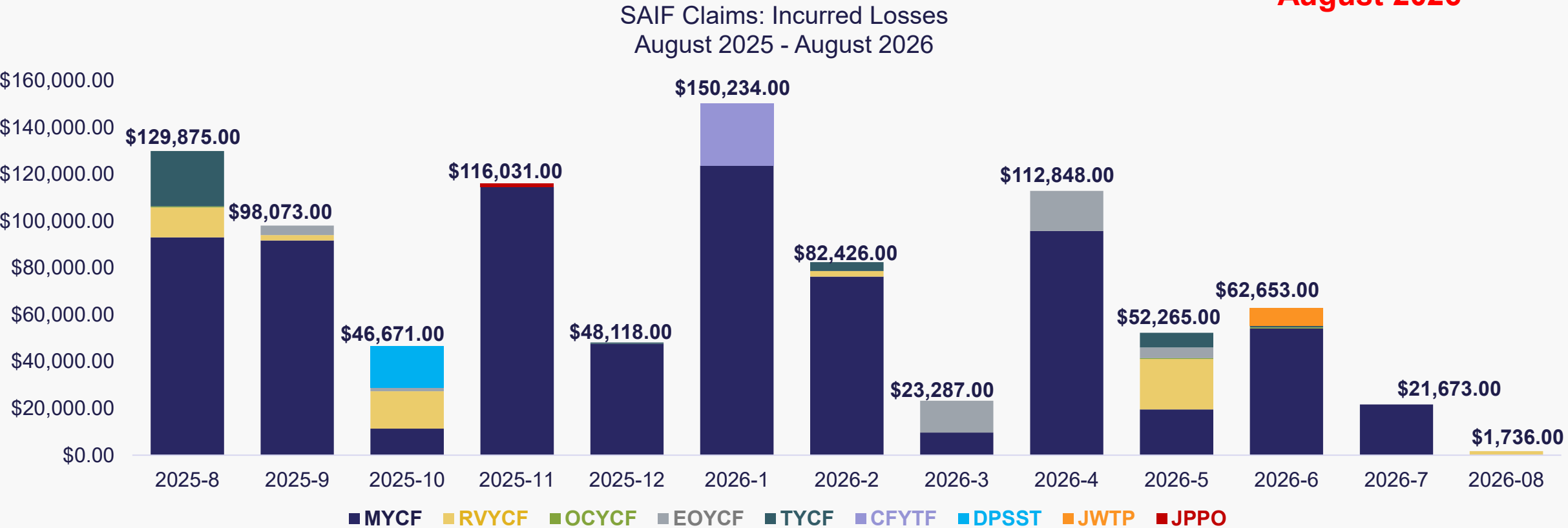




# SAIF Claims

OYA paid over \$1.89 million in SAIF claims between August 2025 and August 2026.

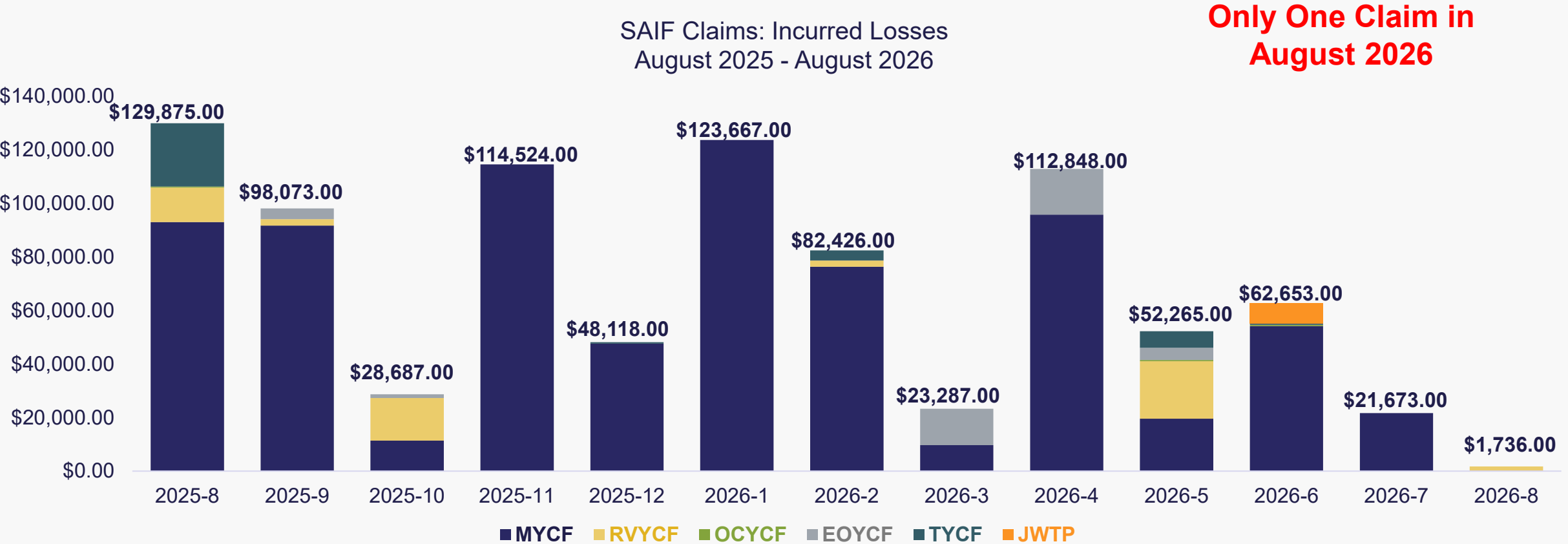
Only One Claim in  
August 2026





# SAIF Claims

Close custody claims accounted for 95% of incurred loss (\$1.799 million).





# SAIF Rate Trends

Action  
Item  
**1.9**

How have SAIF insurance rates increased?

- Getting new DAS reports that may help us track rate trends





Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Performance Metrics



# Investigations

Action  
Item  
8.19

20 investigations were resolved and eight new investigations were added in August.



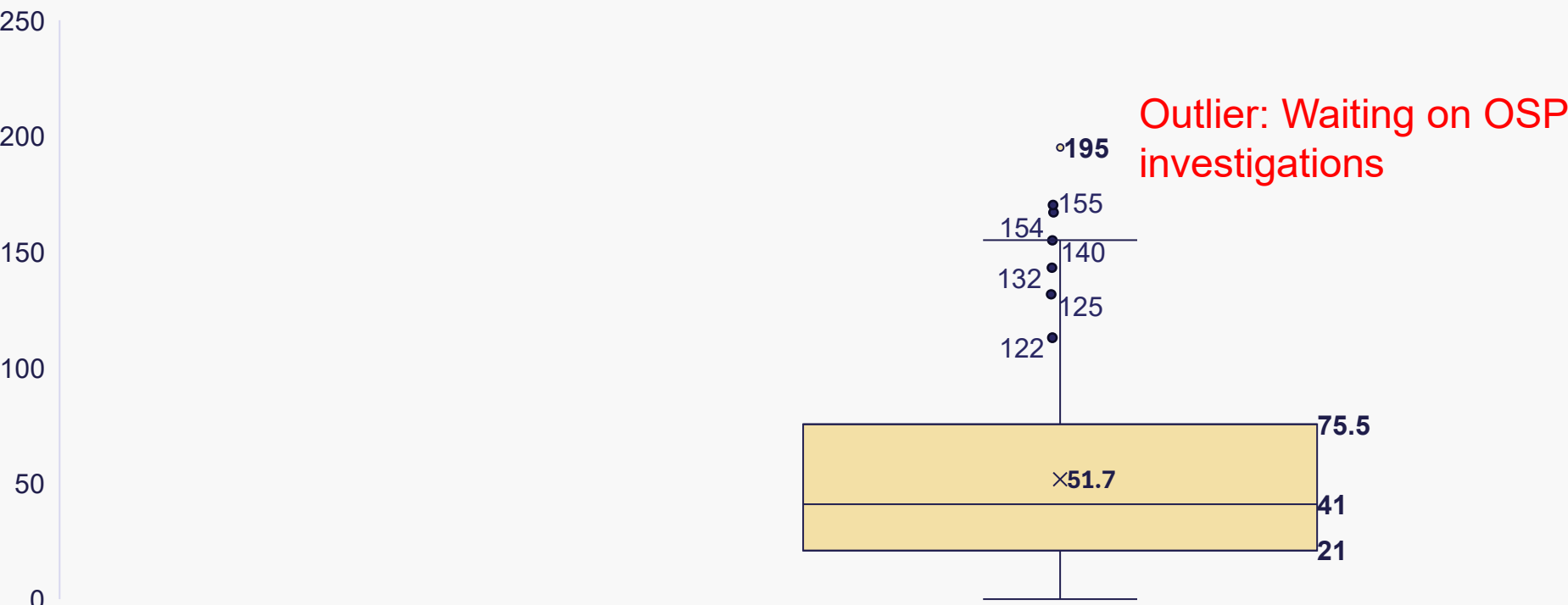


# Resolved Investigations

Action  
Item  
**1.20**

55/80 (68.75%) resolved in less than 60 days.

Resolved Investigation Duration  
(May 2026 – August 2026)





# Paid Administrative Leave

To date in 2026, 14 employees put on Administrative Leave. Total count has dropped.

| 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         | 8/8/2026  | 31          | Inadequate Supervision, Contraband, Conduct/Behavior/Professionalism           | 9/8/2026      |
| Yes         | 1/14/2026 | 36          | Work Performance, Inadequate Supervision                                       |               |
| Yes         | 4/16/2026 | 129         | Criminal Activity                                                              |               |
| Yes         | 6/4/2026  | 55          | Conduct/Behavior/Professionalism, Work Performance, Youth Boundaries Violation |               |
| Yes         | 7/14/2026 | 52          | Work Performance, Medication Administration, Conduct/Behavior/Professionalism  |               |



# 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).

- Yes
- Workday does not have a report that will fulfill our needs
- Put in request for new report; EIS must approve for statewide accessible report
- No ETA from EIS



# 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

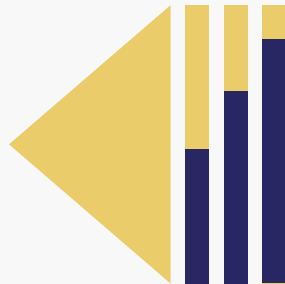
Updates on employee engagement efforts and areas of focus.



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](https://bit.ly/oyaimpactsurvey)



# Supplemental Slides