



# OYA Professional Standards Office

## PSO Case Statistics

Tim Thrasher, Chief Investigator

2/12/2026



# 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*



# January 2026 Action Plan

## Status update

1	General	Lead	Status
1.4	Add (Time & Motion or Task/Process) analysis of PSO-related activities to inform staffing discussions	PSO/ Research	In Progress
1.13	Follow-up on referred cases at facilities to determine there is documentation of outcomes or procedure	PSO	Not Started
1.15	Suspended cases - clean-up date discrepancies	PSO/ Research	In Progress
1.16	In 2 months, develop standard practices and expectations when it comes to 14 day YIR expectation	PSO	Completed
1.17	Identify anticipated completion date for "unsigned cases".	PSO	Completed
1.18	Trend complaints and investigations	Research	Completed
1.19	Discuss ideas to celebrate zero-ed out caseload	Shannon Myrick	Not Started
1.20	Add chart to track number of suspended cases	PSO/ Research	In Progress

2	Percentage of investigations completed within 90 days	Lead	Status
2.3	Account for time in suspension	Research	In Progress
2.4	Investigations closed within 90 days – add with and without suspended cases	Research	In Progress

2	Percentage of investigations completed within 90 days	Lead	Status
2.5	Review investigations reported in August to determine if there are patterns (esp. by investigator), and potential patterns on why they still haven't closed within the 90 days, are any suspended?	PSO/ Research	In Progress

3	Percentage of complaints completed within 30 days	Lead	Status
3.1	Account for time in suspension	Research	In Progress
3.2	Look at complaint closures within 30 days by investigator to see if there are any patterns	PSO/ Research	In Progress

4	Percentage of YIRs reviewed within 14 days	Lead	Status
4.1	Analyze YIRs that have not been locked	Research	In Progress
4.5	Change in measurement should be included in the notes and why we changed that	Research	Completed
4.6	Add some clarification about what a YIR PSO review is and the process	Research	Completed

5	Percent of Reporting Line calls returned by next business day following retrieval of the message	Lead	Status
5.6	Reporting line call data cleanup	Research/ PSO	In Progress



# What We Do

*The mission of the Professional Standards Office (PSO) is to help eliminate organizational conditions which may foster, permit, or encourage inappropriate behavior by OYA employees. PSO ensures that the integrity of the agency is maintained through a system of fair, objective, and impartial administrative investigation and review.*



## Investigation & Documentation

- Investigate allegations of misconduct involving youth and any responsible party, including employees, volunteers, and contract providers.
- Log, track, and respond to complaints received through the Reporting Line, online forms, email, youth incident reports, and other channels.



## Compliance

- Ensure compliance with the Prison Rape Elimination Act (PREA).



## Reporting & Analysis

- Prepare reports summarizing youth safety complaints and their outcomes.
- Analyze trends to identify and address conditions that enable misconduct.



## Training & Ethics

- Assist with staff training on ethics, professional boundaries, and related policies.



# Definitions

Term	Definition
<b>Professional Standards Office (PSO)</b>	The Professional Standards Office (PSO) conducts impartial investigations into allegations of abuse and other inappropriate or illegal behavior upon the part of staff or youth, works to ensure the safety of the youth committed to OYA, and holds staff accountable for meeting OYA's core values of professionalism, accountability, integrity, and respect.
<b>Prison Rape Elimination Act (PREA)</b>	The Prison Rape Elimination Act (PREA) is federal law that supports prevention of sexual assault and rape within corrections systems and also sets minimum standards for responding to allegations of sexual assault and sexual harassment.
<b>Complaint (CPT, SCC)</b>	Complaints are lower-level cases related to OYA facilities, OYA parole/probation offices, residential providers, proctor homes, OYA foster homes, or any other location. PSO has a goal of closing complaints within 30 days of reported date. Note: Outside this slide deck, complaints about residential providers, proctor homes, and OYA foster homes may be classified separately under "Sub-Care" or "SCC," with all other complaints classified as "CPT."
<b>Investigation (CS)</b>	Investigations are higher-level cases with serious allegations such as a PREA incident. PSO has a goal of closing investigations within 90 days of reported date and within 60 days for PREA cases.
<b>Youth Incident Report (YIR)</b>	Youth incident reports are entered into JJIS, typically by facility staff. Some YIRs are flagged for PSO review based on a variety of criteria (e.g., PSO notification checkbox, PREA-related, various problem groups, escape, director notification checkbox, etc.)
<b>Reporting Line</b>	The Reporting Line is available 24x7 for OYA youth, OYA staff, parents, OYA residential and foster care providers, and community members to report concerns. Calls may be left anonymously. PSO attempts to return all Reporting Line calls by the end of the next business day, when contact information is available.
<b>Reported Date</b>	Reported date is when an individual contacted PSO about an issue, e.g., left a message on the reporting line, sent an email, or called the PSO office. PSO tracks cases from the reported date, which may be earlier than the date the case is entered into the case management system.
<b>Open</b>	The initial state of a case is entered into the PSO case management system is "Open."
<b>Suspended</b>	Investigators halt their work temporarily when a case has been suspended to law enforcement or Department of Human Services.
<b>Closed</b>	When investigators complete a case, they close and sign it.
<b>Signed</b>	The final step in the lifecycle of a case is review by the Chief Investigator or the chief's designee. The case is signed off if it meets PSO standards for documentation, investigation, evidence, etc.



Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Performance Metrics



# 73% of investigations reported in October 2025 closed within 90 Days

% Closed within 90 Days

# Investigations Reported in Month

100%

70

Target 90%

80%

60

60%

50

40%

30

20%

20

0%

0

73%

40

2024 Oct

2024 Nov

2024 Dec

2025 Jan

2025 Feb

2025 Mar

2025 Apr

2025 May

2025 Jun

2025 Jul

2025 Aug

2025 Sep

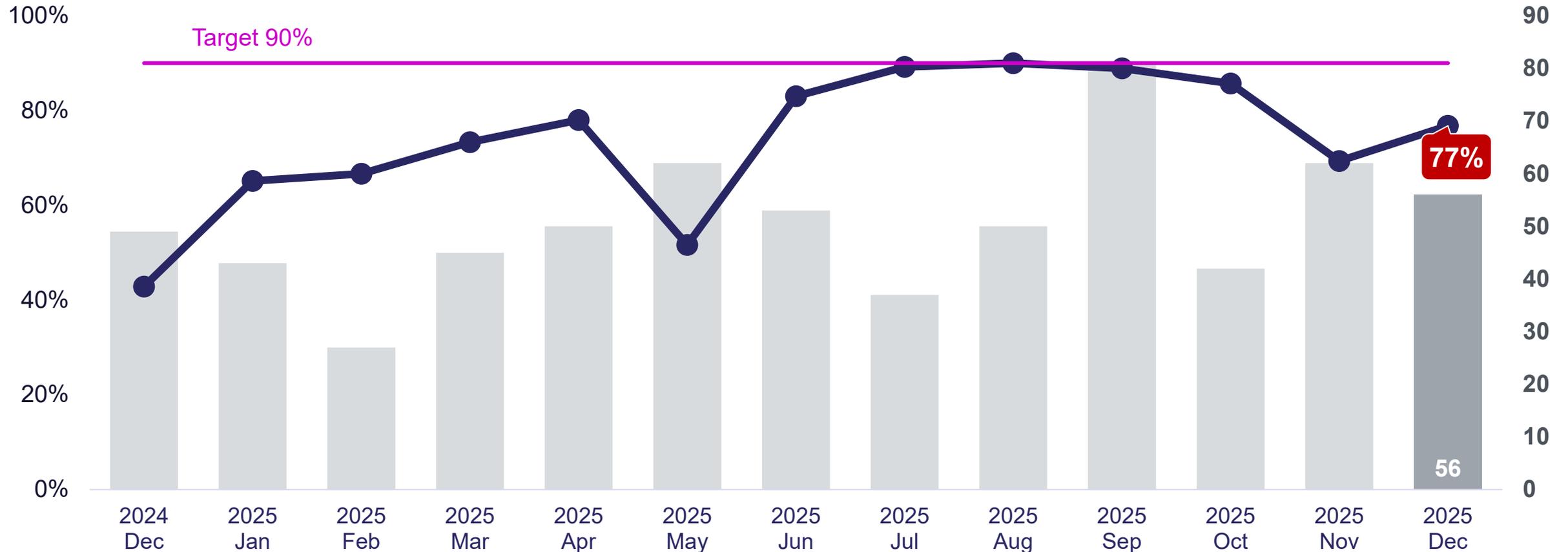
2025 Oct



# 77% of complaints reported in December 2025 closed within 30 Days

% Closed within 30 Days

# Complaints Reported in Month



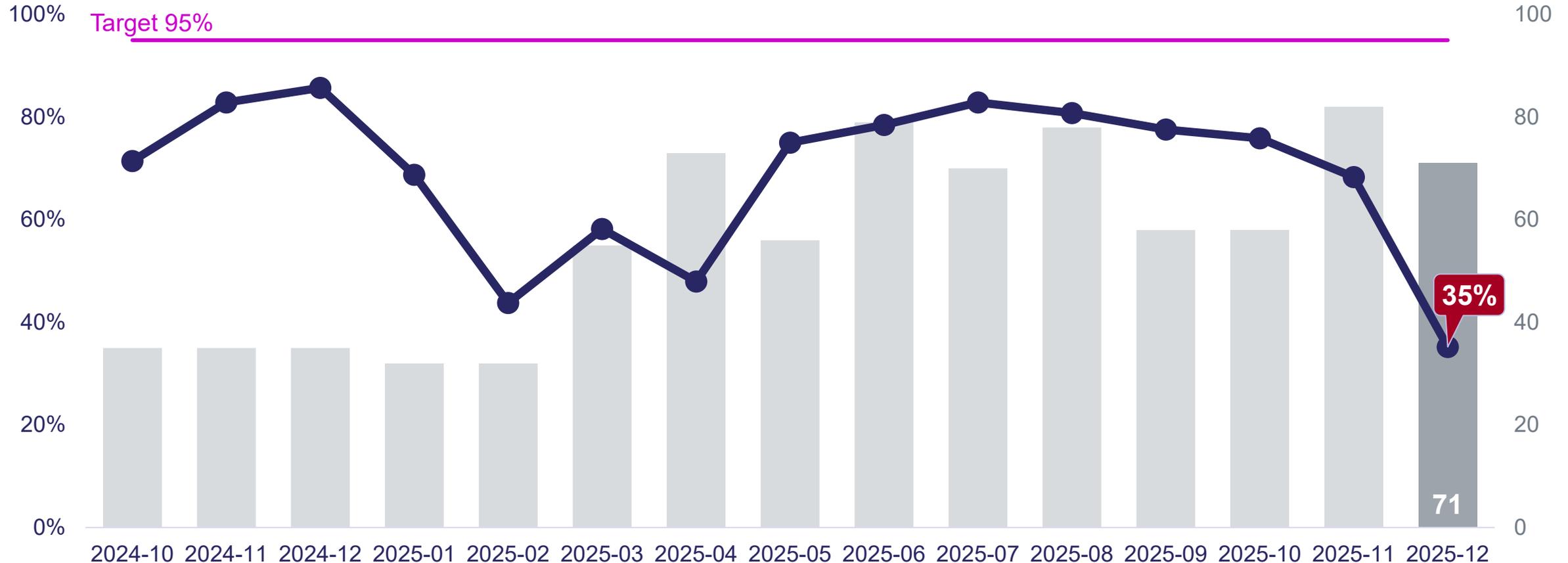


# 35% of YIRs flagged for PSO attention in December 2025 were reviewed by PSO within 14 days

PSO staff review the YIR incident details to determine whether to open a PSO case.

% of YIRs Reviewed within 14 days

# of YIRs Logged for PSO Review





# 69% of the reporting lines calls were returned within 1 business day of retrieval during January 2026

% Calls Returned in <= 1 Day

Calls Retrieved

100%

70

Target 90%

80%

69%

60%

40%

20%

0%

50

40

30

20

10

0

2025 Jan 2025 Feb 2025 Mar 2025 Apr 2025 May 2025 Jun 2025 Jul 2025 Aug 2025 Sep 2025 Oct 2025 Nov 2025 Dec 2026 Jan

36



# Supplemental Slides



As of February 1, 2026, PSO had closed 98% of the cases that were open or suspended on 1/1/2025

Pre-2025 Caseload: Closure Activity

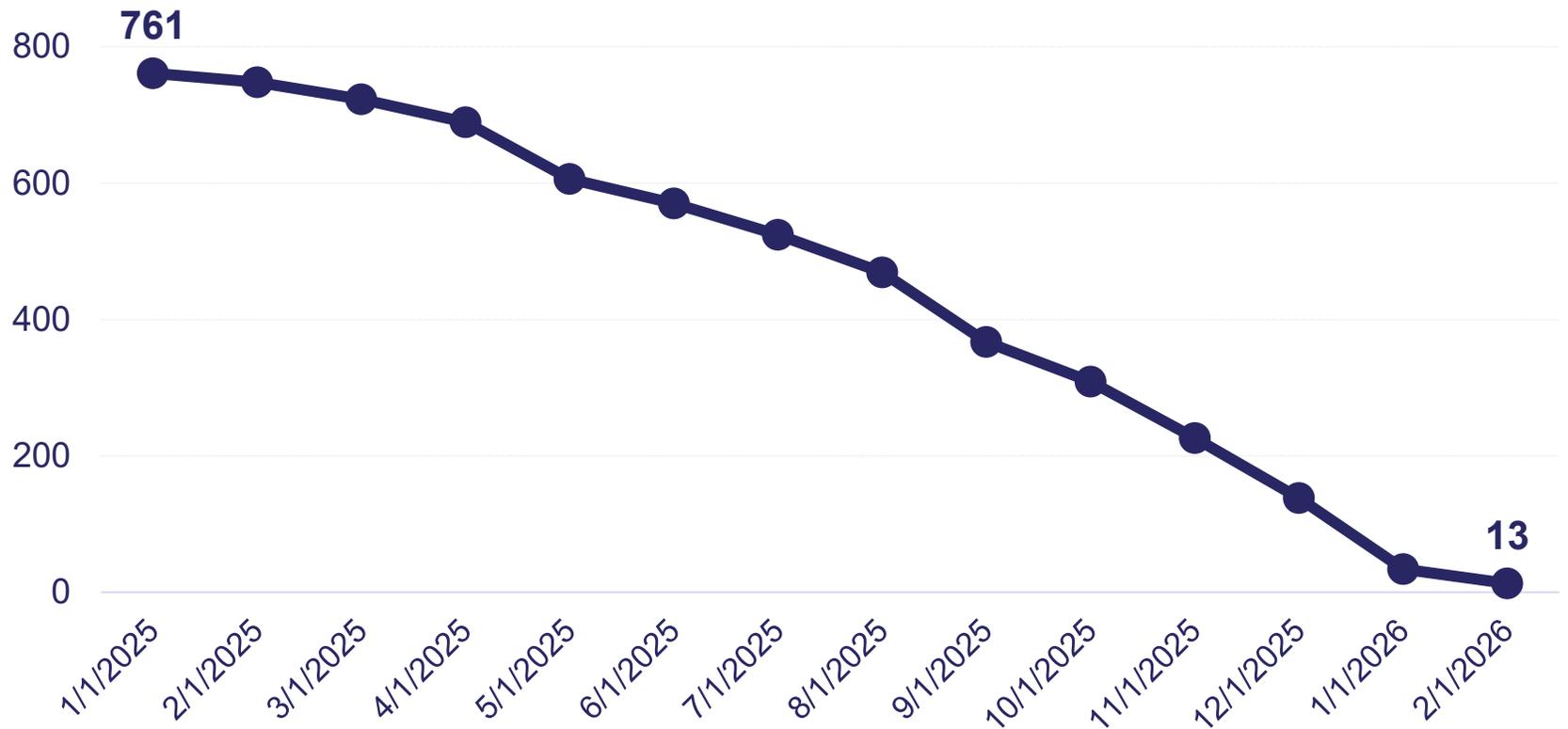
**761** Open and suspended cases 1/1/2025 \*

**- 748** Closed since 1/1/2025

**13** Pre-2025 open and suspended cases as of 1/1/2026

Pre-2025 Open/Suspended Caseload

Open / Suspended Case Count



\* Initially reported as 733. Ongoing case review and cleanup has identified duplicate cases and caused some cases to be reopened, resulting in adjustments to this figure. Data as of 2/6/2026.



The Chief Investigator (or designee) has signed 358 of the cases that were awaiting review on 1/1/2025

Pre-2025 Caseload: Review Activity

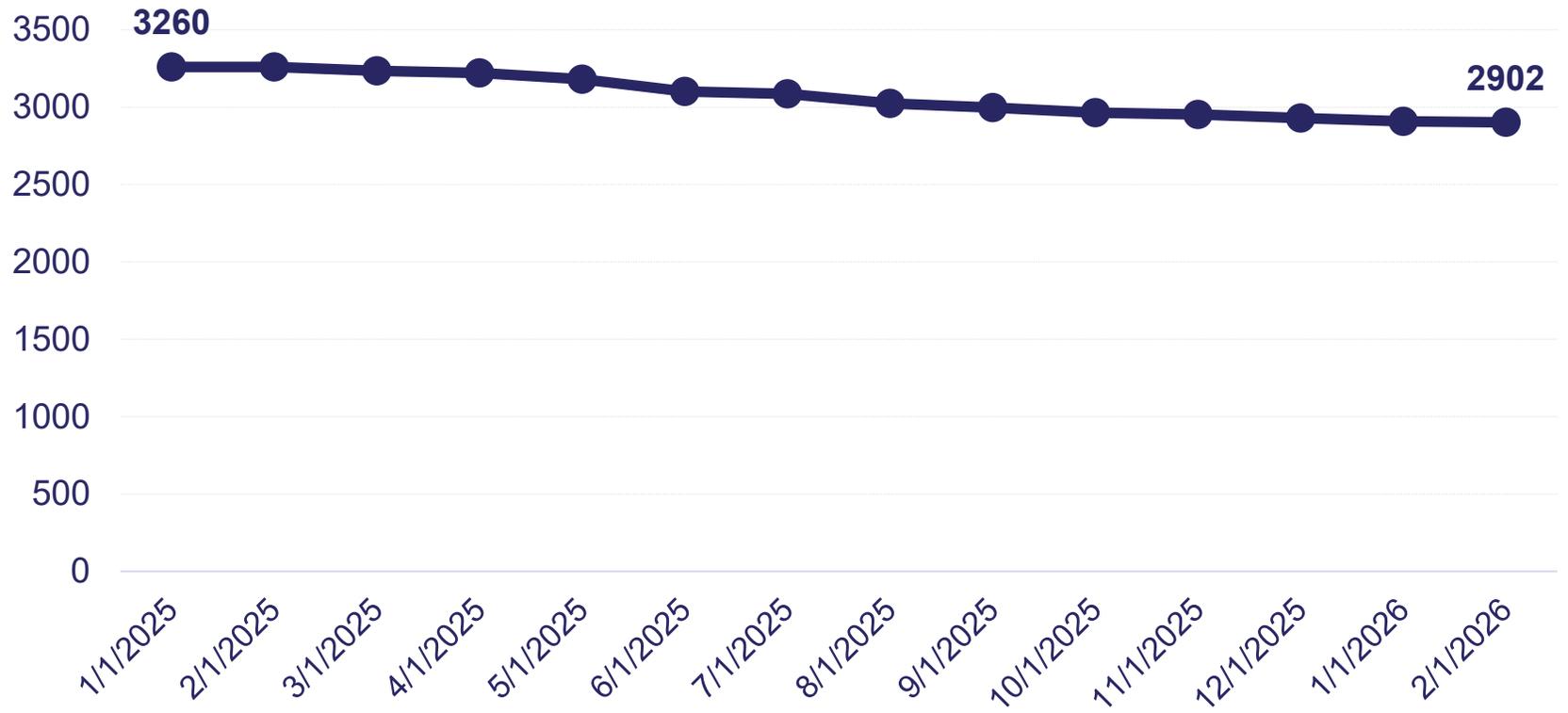
**3260** Unsigned on 1/1/2025

**- 358** Reviewed & signed since 1/1/2025

**2902** Cases closed prior to 1/1/2025 still awaiting review as of 11/1/2025

Pre-2025 Unsigned Caseload

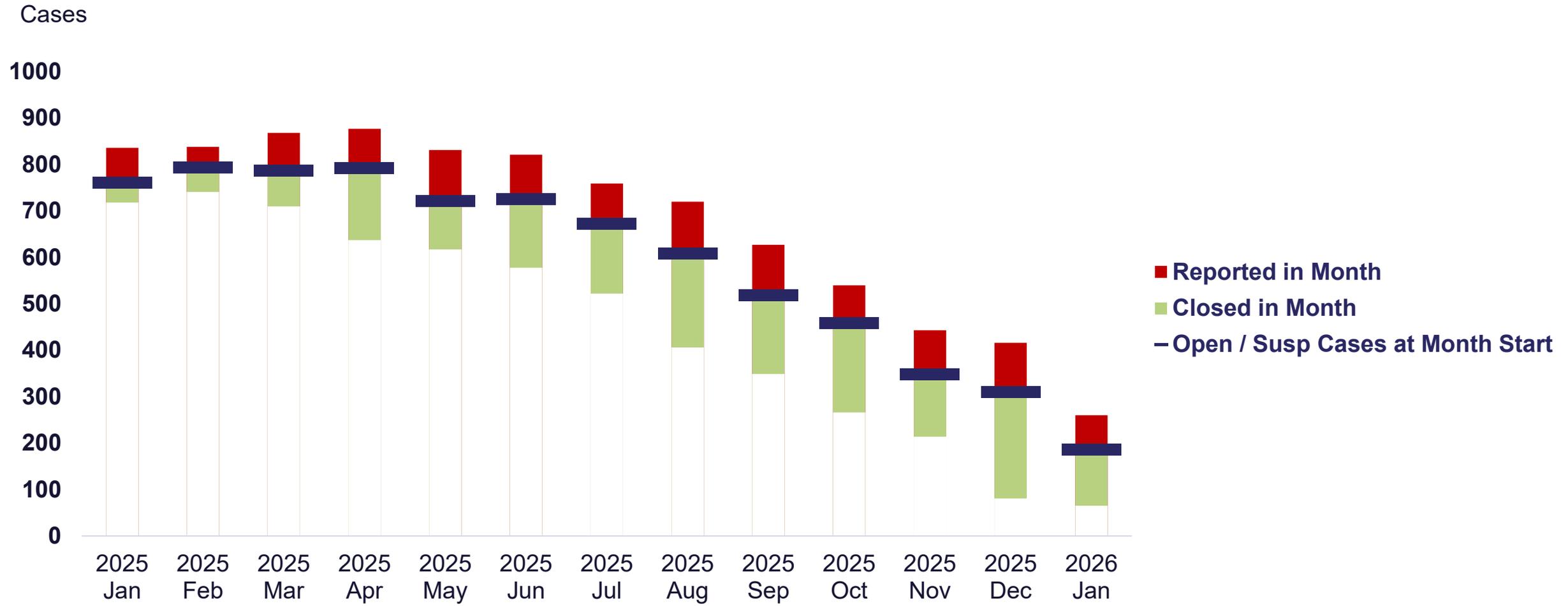
Unsigned Case Count



AIM data as of 2/6/2026.

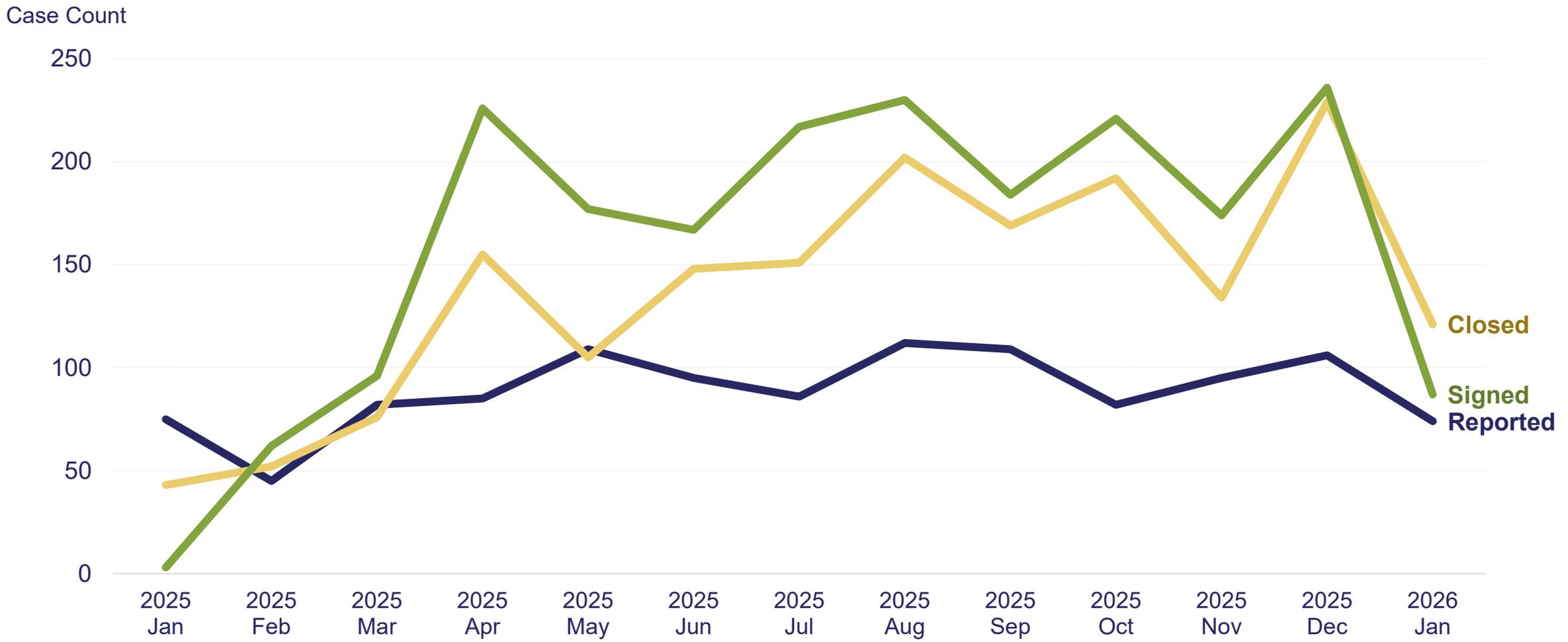


# PSO Case Flow





# Closed and signed cases have outpaced newly reported cases since April 2025

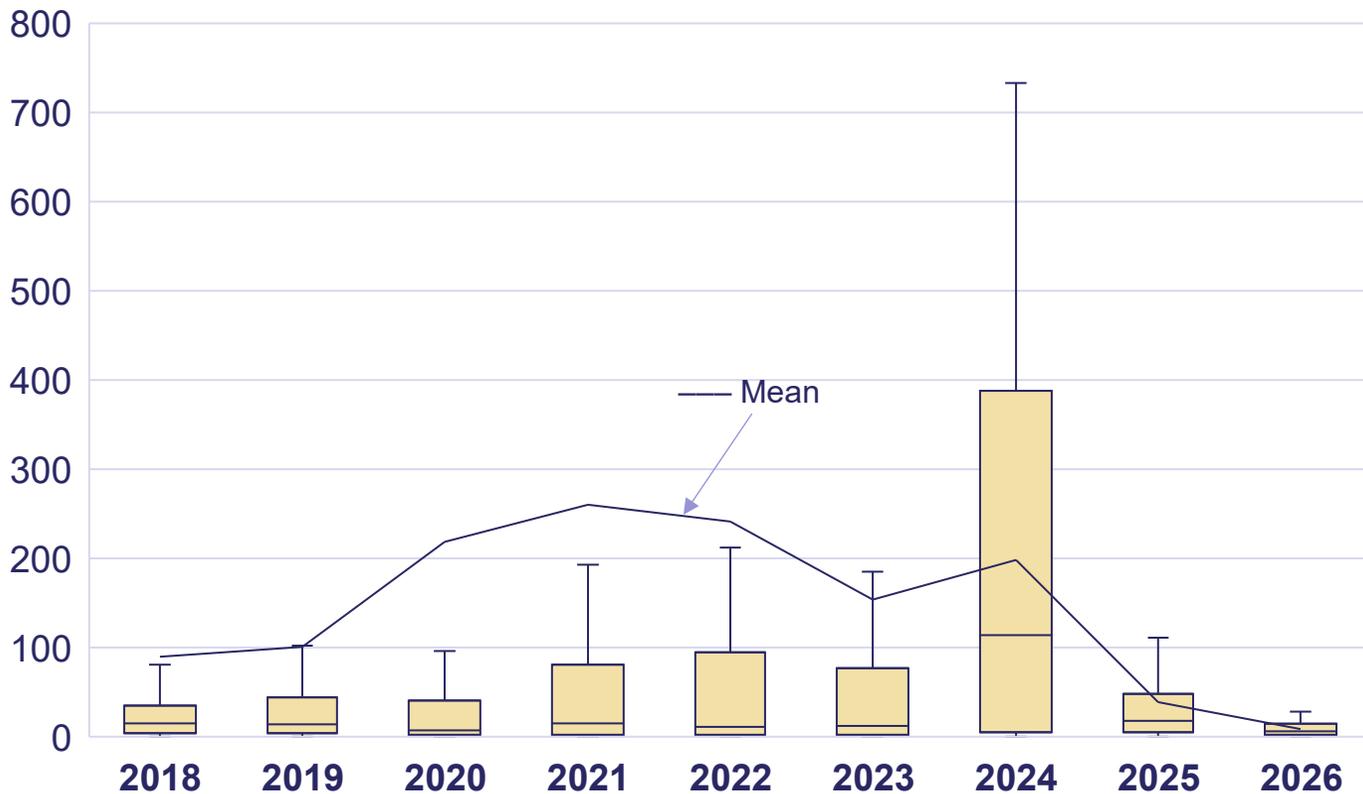




# Distribution of Days to Case Closure

By reported year with outliers displayed

Days between case reported date and close date  
By reported year without outliers displayed



Boxplot statistics by reported year

Statistic (Days)	2024	2025	2026 YTD
Minimum	0	0	0
25 <sup>th</sup> percentile (Q1)	5	4.25	2
Median (Q2)	102.5	16.5	6
75 <sup>th</sup> percentile (Q3)	376.5	47	14
Maximum	733	340	28
Mean Average	193.59	37.81	8.42
Statistic (Count)	2024	2025	2026 YTD
Outliers (count)	0	81	0
Closed Cases (N)	750	946	45

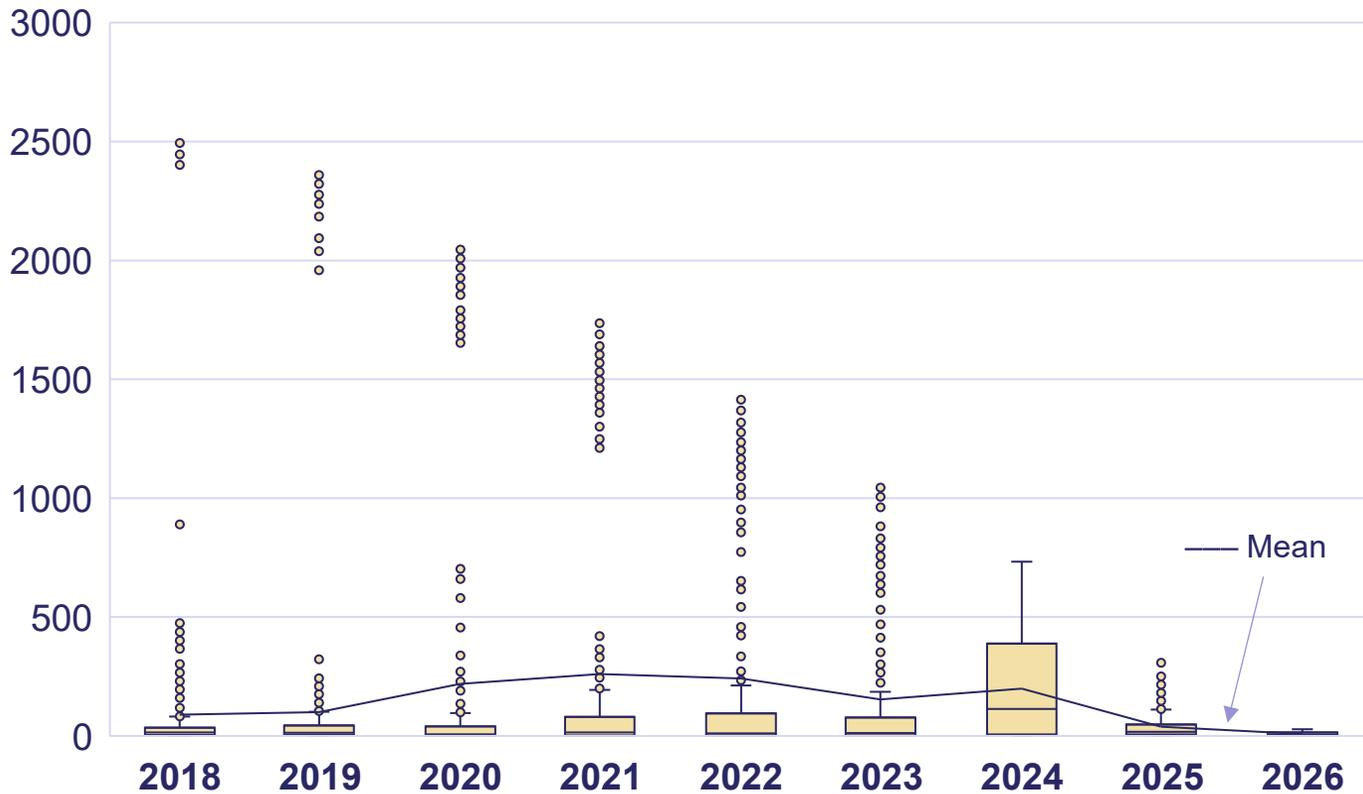
Data as of 2/6/2026



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Statistic (Count)	2024	2025	2026 YTD
Outliers (count)	0	81	0
Closed Cases (N)	750	946	45

Data as of 11/4/2025



# Classified Cases

## Days to Close

PSO began implementing case classification in spring 2025. As of May 1, 2025, PSO had classified all open and suspended cases and continues to classify all newly reported cases.

Case Classification	Case Count (N)	Average Days to Close
1) Staff on youth sexual or boundary violation	86	40.3
2) Staff on youth non-sexual or other criminal act	47	35.7
3) Staff on youth racism or discrimination	8	17.1
4) Youth on youth sexual or boundary violation	129	54.3
5) Youth on staff assault	3	15.0
6) Youth on youth other crimes	38	24.9
7) All other cases	391	18.1
<b>All classified cases closed on or after 5/1/2025 *</b>	<b>702</b>	<b>29.0</b>

\* Table excludes 16 unclassified cases reported and closed after 5/1/2025.



# Classified Cases

## Findings by Case Classification

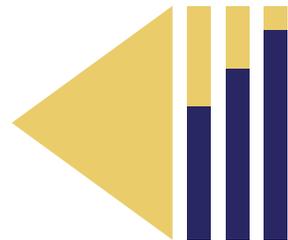
Case Classification	Substantiated	Partially Substantiated	Unfounded	Inconclusive	Referred	Combined	Other <sup>1</sup>
1) Staff on youth sexual or boundary violation	7	2	24	35	4	7	7
2) Staff on youth non-sexual or other criminal act	6	0	14	10	4	10	3
3) Staff on youth racism or discrimination	1	1	0	2	4	0	0
4) Youth on youth sexual or boundary violation	53	6	19	32	3	7	9
5) Youth on staff assault	2	0	0	0	0	1	0
6) Youth on youth other crimes	11	2	3	7	6	6	3
7) All other cases	50	9	70	35	114	28	85
<b>All classified cases closed on or after 5/1/2025 <sup>2</sup></b>	<b>130</b> (19%)	<b>20</b> (3%)	<b>130</b> (19%)	<b>121</b> (17%)	<b>135</b> (19%)	<b>59</b> (8%)	<b>107</b> (15%)

<sup>1</sup> Other findings: Resolved Prior to PSO Contact, Unable to Contact, No Complaint, and any data errors of closed cases with a pending finding.

<sup>2</sup> Table excludes 16 unclassified cases and cases without a specified finding.

# IMPACT

Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Help us improve

Follow QR code to provide feedback