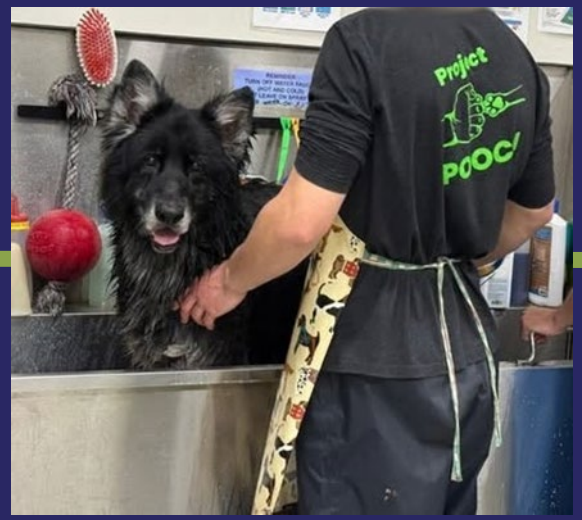


OYA Professional Standards Office

PSO Case Statistics

Ken Jeske, Chief Investigator

11/14/2025

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.

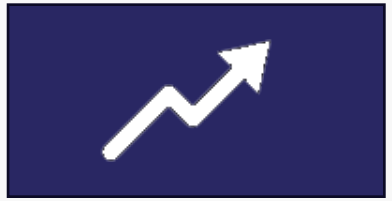
Transparency Builds Trust

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

Professional Standards Office

October 2025 Action Plan

Status update

1	General	Lead	Status
1.2	Add Signed off by Chief "or Designee" on closed definition	Research	Completed
1.3	Can we account for population change?	Research	Completed
1.4	Add (Time & Motion or Task/Process) analysis of PSO-related activities to inform staffing discussions	PSO/ Research	Not Started
1.5	Can we generate average times by case and by severity level	Research	Completed
1.6	Change reporting standard to January 1, 2025, and compute monthly	Research	Completed
1.7	Reset backlog total to 733 to align with previous reporting (slide 11)	Research	Completed
1.8	Monthly activity trends for the 733 cases and another for the unsigned cases.	Research	Completed
1.9	Add box & whisker charts: How long to close complaints and investigations.	Research	Completed
1.9a	Bring recommendations for benchmarks (green, yellow, red) 90% complaint closures	PSO	Completed
1.9b	Add complaint (CPT), (SCC), and (CS) acronyms to definitions and other slides where terms are referenced	Research	Completed

2	PM1: Percentage of investigations completed within 90 days	Lead	Status
2.1	Remove "never suspended" (Slide 4, 6)	Research	Completed
2.2	Progress on suspended cases	Research	Completed

3	PM2: Percentage of complaints completed within 30 days	Lead	Status
	N/A		

4	PM3: Percentage of YIRs reviewed within 14 days	Lead	Status
4	Analyze YIRs that have not been locked	Research	In Progress

5	PM4: Percent of Reporting Line calls returned by the next business day following retrieval of the message	Lead	Status
5.1	Account for weekends and holidays in assessment of reporting line call return timeliness (Slide 9)	Research	Completed
5.2	Add that the data on slide 9 is reflecting complaints.	Research	Completed
5.3	Can we add in the investigations?	Research	Completed
5.4	Clarify reporting standards and review analysis code.	Research	Completed

Definitions

Term	Definition
Professional Standards Office (PSO)	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.
Prison Rape Elimination Act (PREA)	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.
Complaint (CPT, SCC)	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.”
Investigation (CS)	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.
Youth Incident Report (YIR)	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.)
Reporting Line	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.
Reported Date	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.
Open	The initial state of a case is entered into the PSO case management system is “Open.”
Suspended	Investigators halt their work temporarily when a case has been suspended to law enforcement or Department of Human Services.
Closed	When investigators complete a case, they close and sign it.
Signed	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.

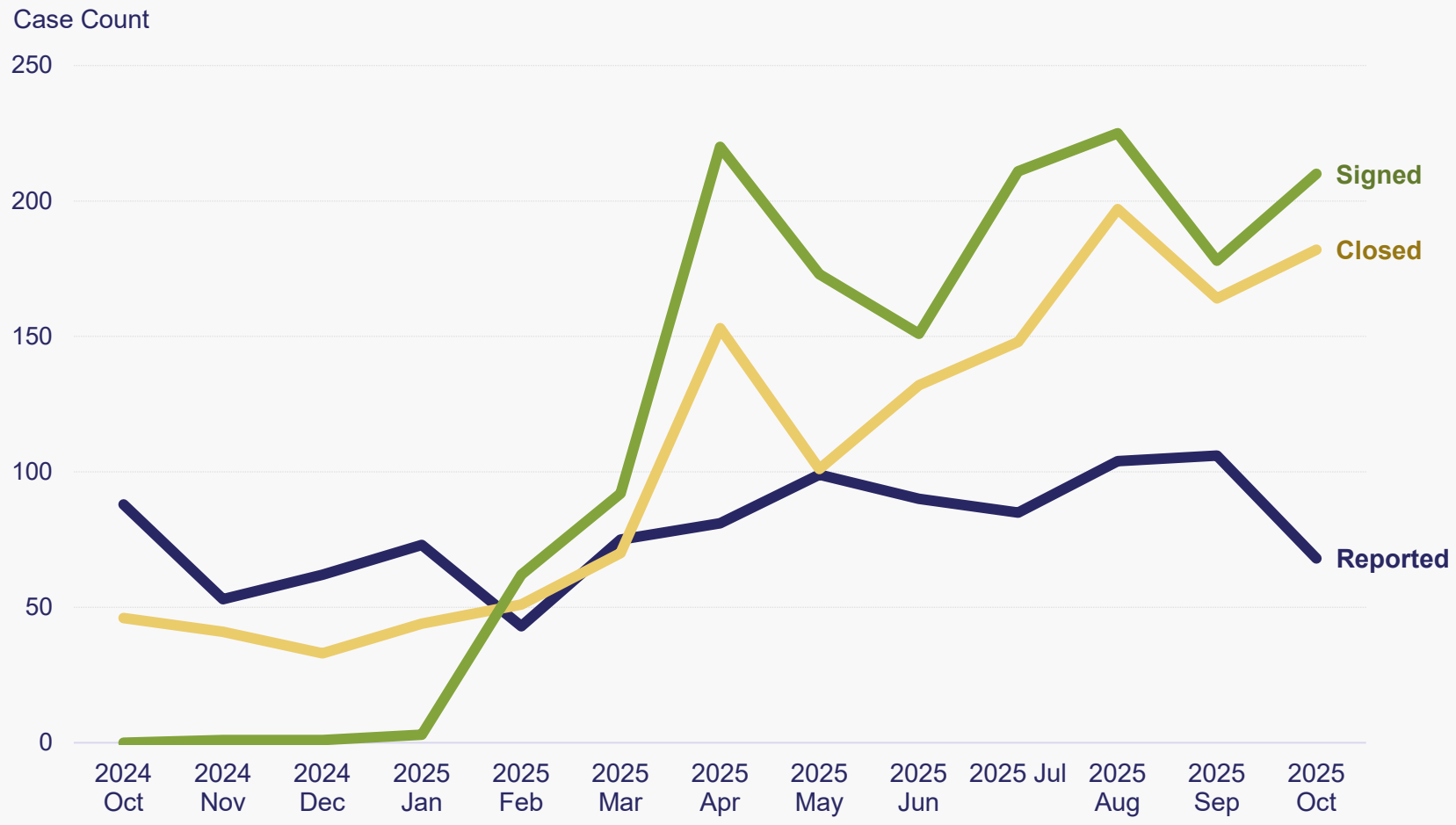
Professional Standards Office

So far in 2025, PSO has closed about 3 cases for every 2 new cases

Monthly Case Activity

Month	Cases Reported	Cases Closed	Cases Signed
2024 Oct	88	46	0
2024 Nov	53	41	1
2024 Dec	62	33	1
2025 Jan	73	44	3
2025 Feb	43	51	62
2025 Mar	75	70	92
2025 Apr	81	153	220
2025 May	99	101	173
2025 Jun	90	132	151
2025 Jul	85	148	211
2025 Aug	104	197	225
2025 Sep	106	164	178
2025 Oct	68	182	210
All 2025	**824**	**1242**	**1525**

Data as of 11/4/2025.



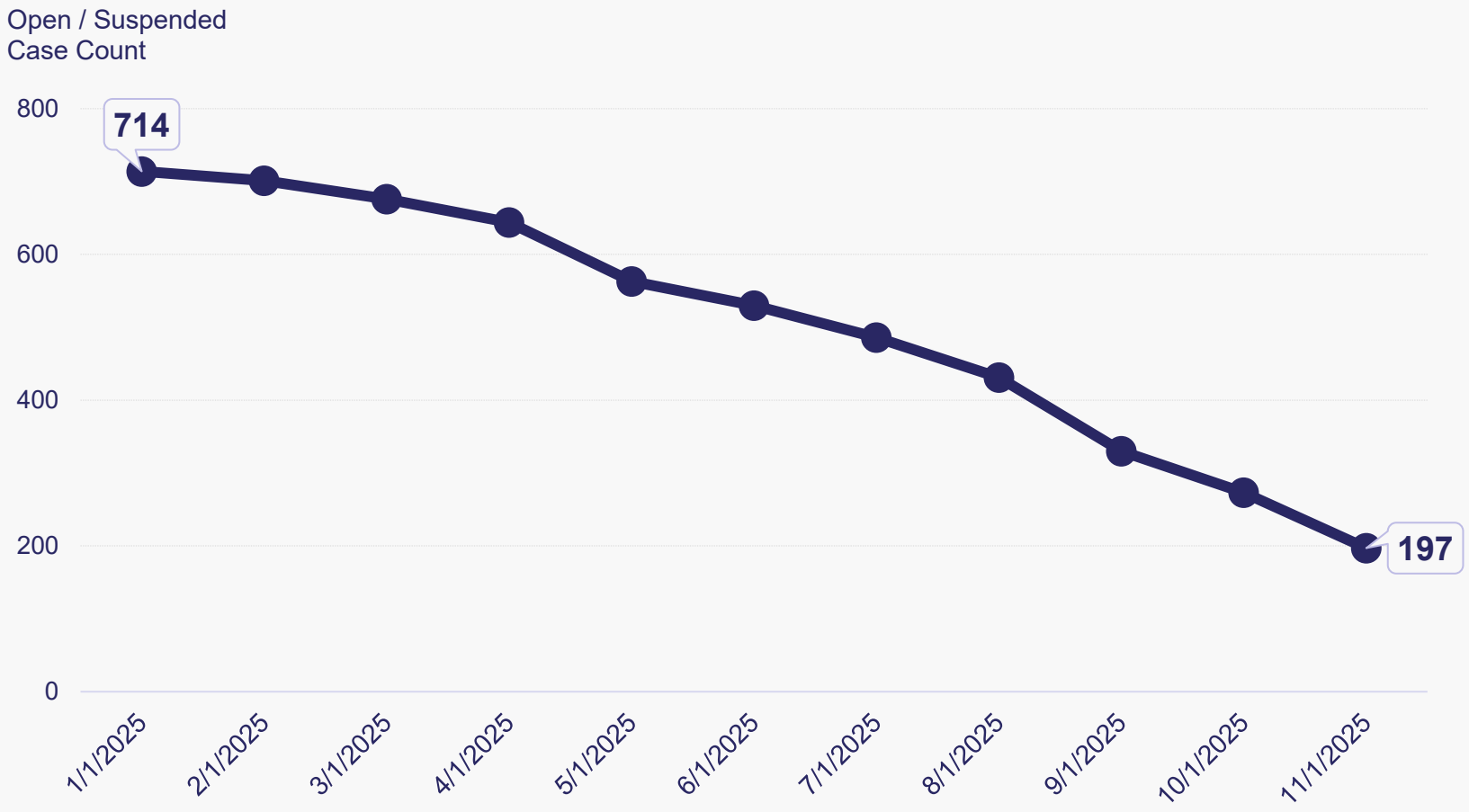
Professional Standards Office

As of November 1, 2025, PSO had closed 72% of the cases that were open or suspended on 1/1/2025

Pre-2025 Caseload: Closure Activity	
714	Open and suspended cases 1/1/2025 *
– 517	Closed since 1/1/2025
197	Pre-2025 open and suspended cases as of 11/1/2025

* Initially reported as 733. Ongoing case review and cleanup identified duplicate cases, which have been removed from the system. Data as of 11/4/2025.

Pre-2025 open/suspended caseload

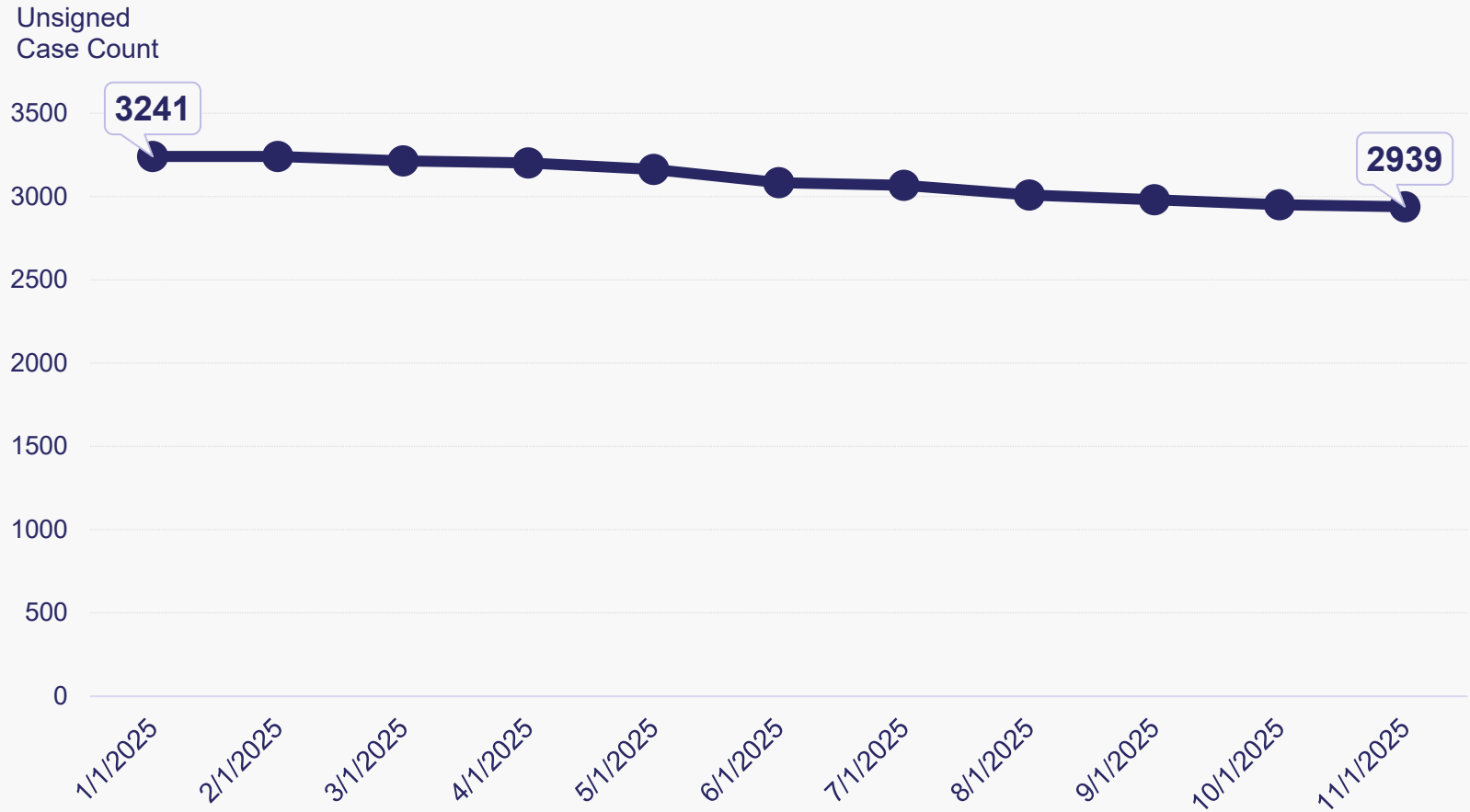


Professional Standards Office

The Chief Investigator (or designee) has signed 302 of the cases that were awaiting review on 1/1/2025

Pre-2025 Caseload: Review Activity	
3241	Unsigned on 1/1/2025
– 302	Reviewed & signed since 1/1/2025
2939	Cases closed prior to 1/1/2025 still awaiting review as of 11/1/2025

Pre-2025 Unsigned Caseload

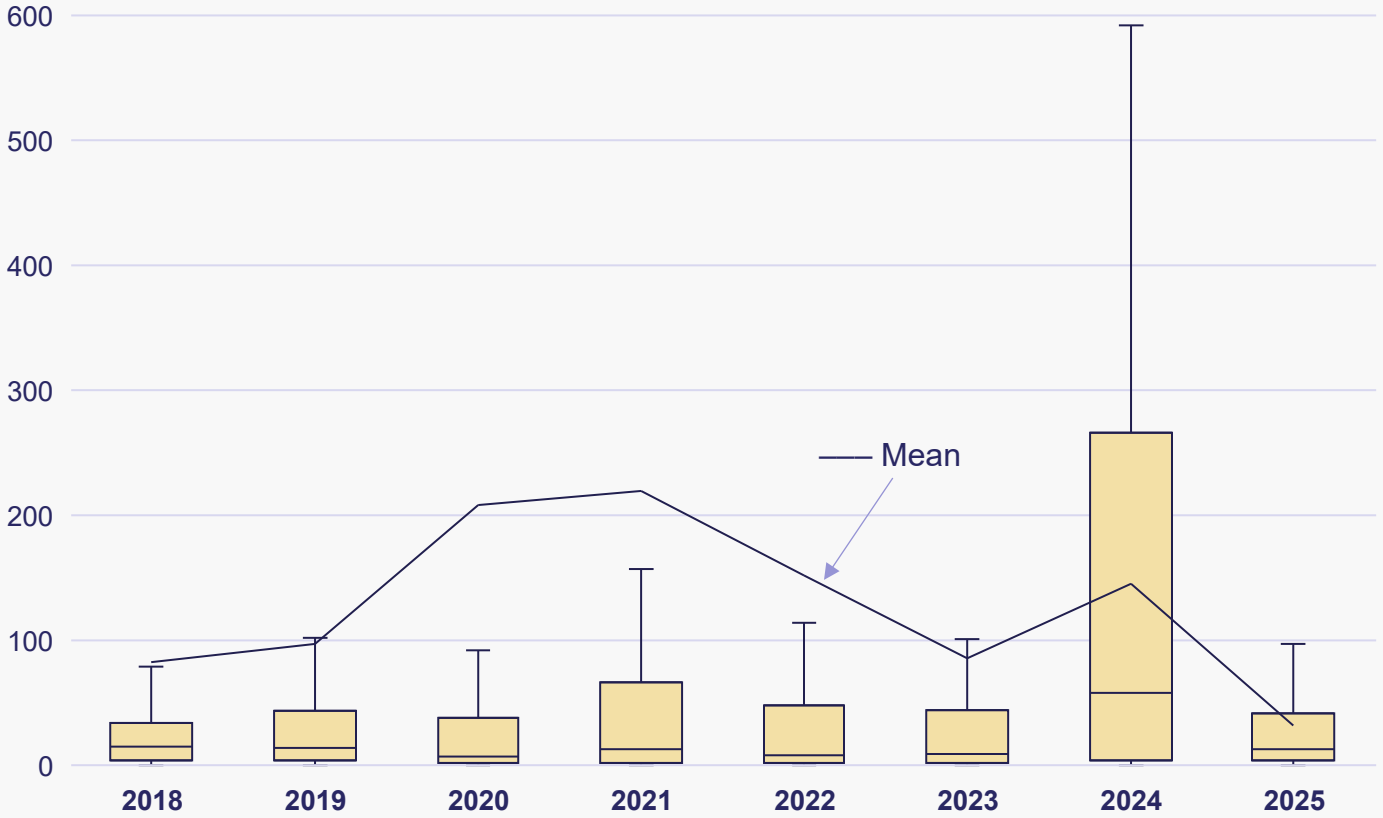


Professional Standards Office

2025 PSO performance is delivering faster and more consistent closures, even as more cases are processed

Days between case reported date and close date

By reported year without outliers displayed



Boxplot statistics by reported year

Statistic (Days)	2023	2024	2025 YTD
Minimum	0	0	0
25th percentile (Q1)	2	4	4
Median (Q2)	9	58	13
75th percentile (Q3)	44.25	266	41.5
Maximum	1006	592	280
Mean Average	85.53	145.29	31.75

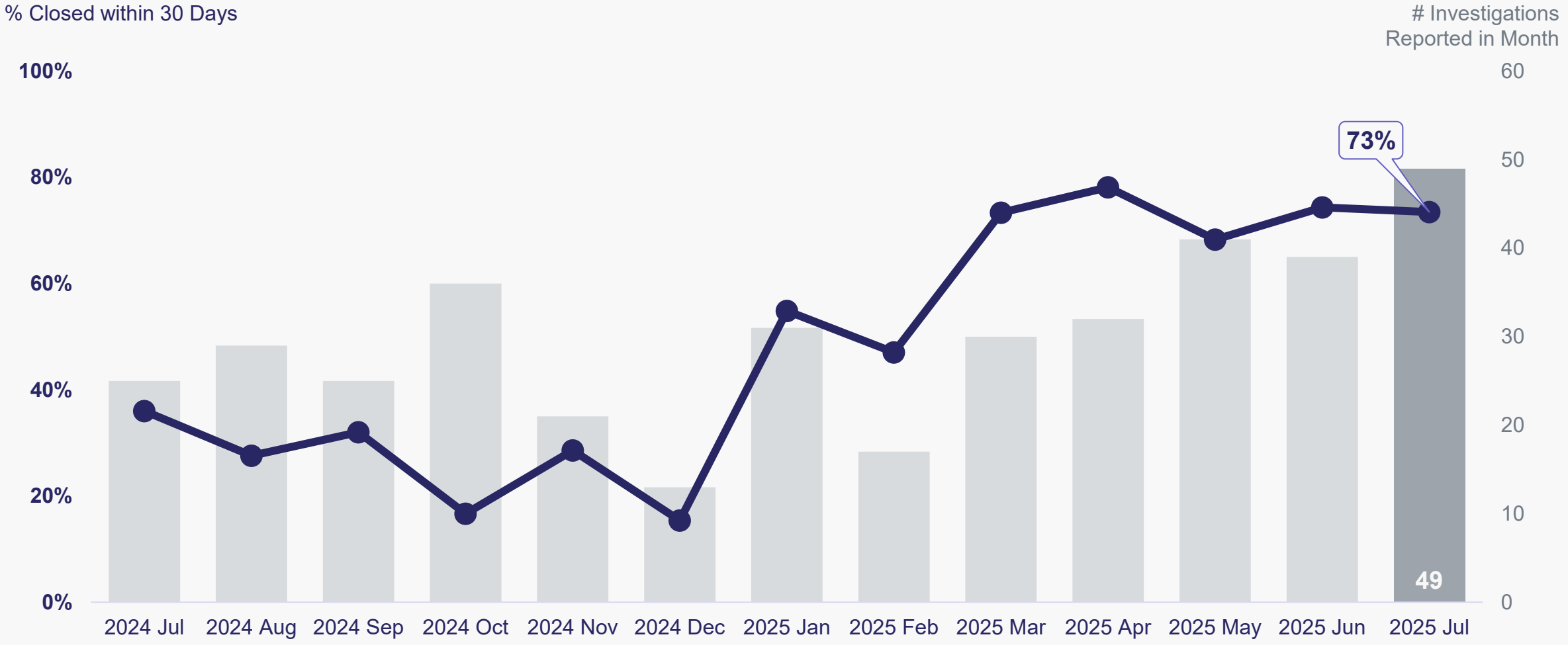
Statistic (Count)	2023	2024	2025 YTD
Outliers (count)	73	0	51
Closed Cases (N)	476	652	731

Data as of 11/4/2025

Performance Metrics

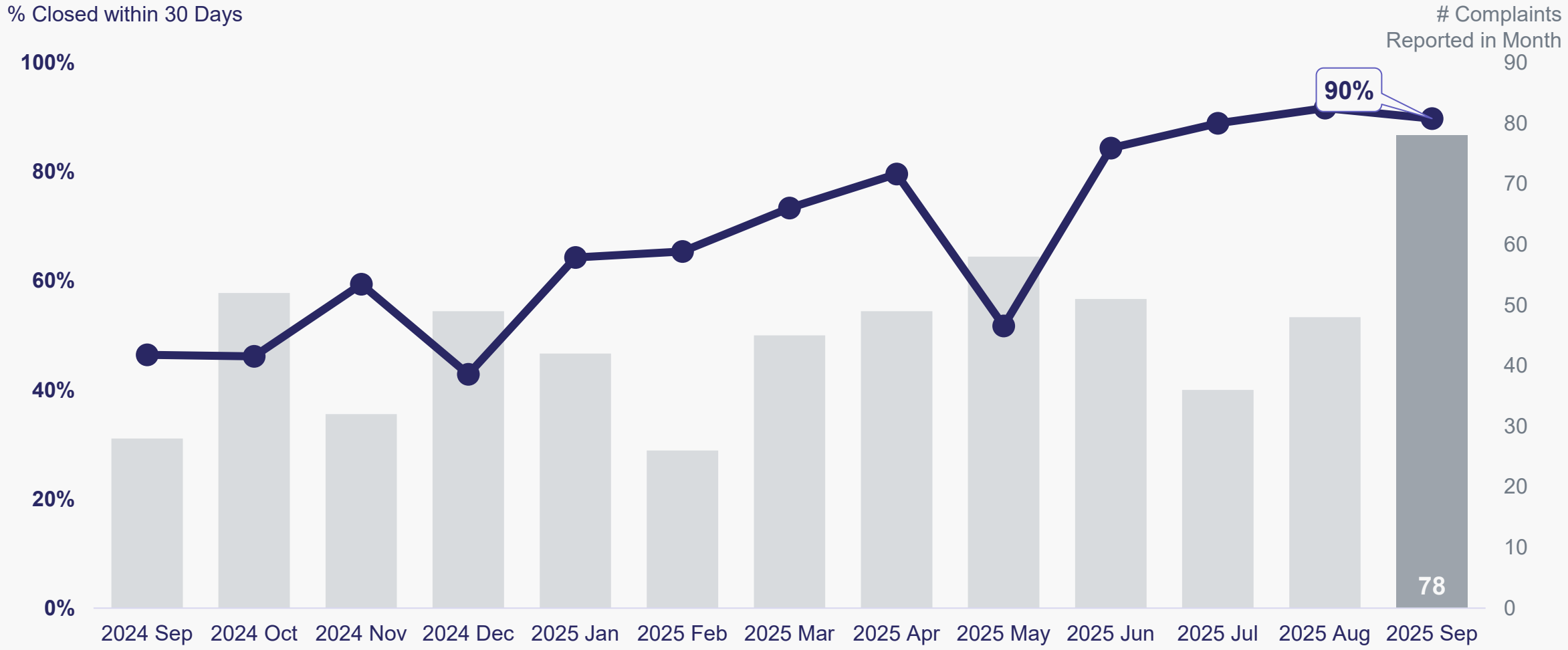
Professional Standards Office

73% of investigations reported in July 2025 closed within 90 Days



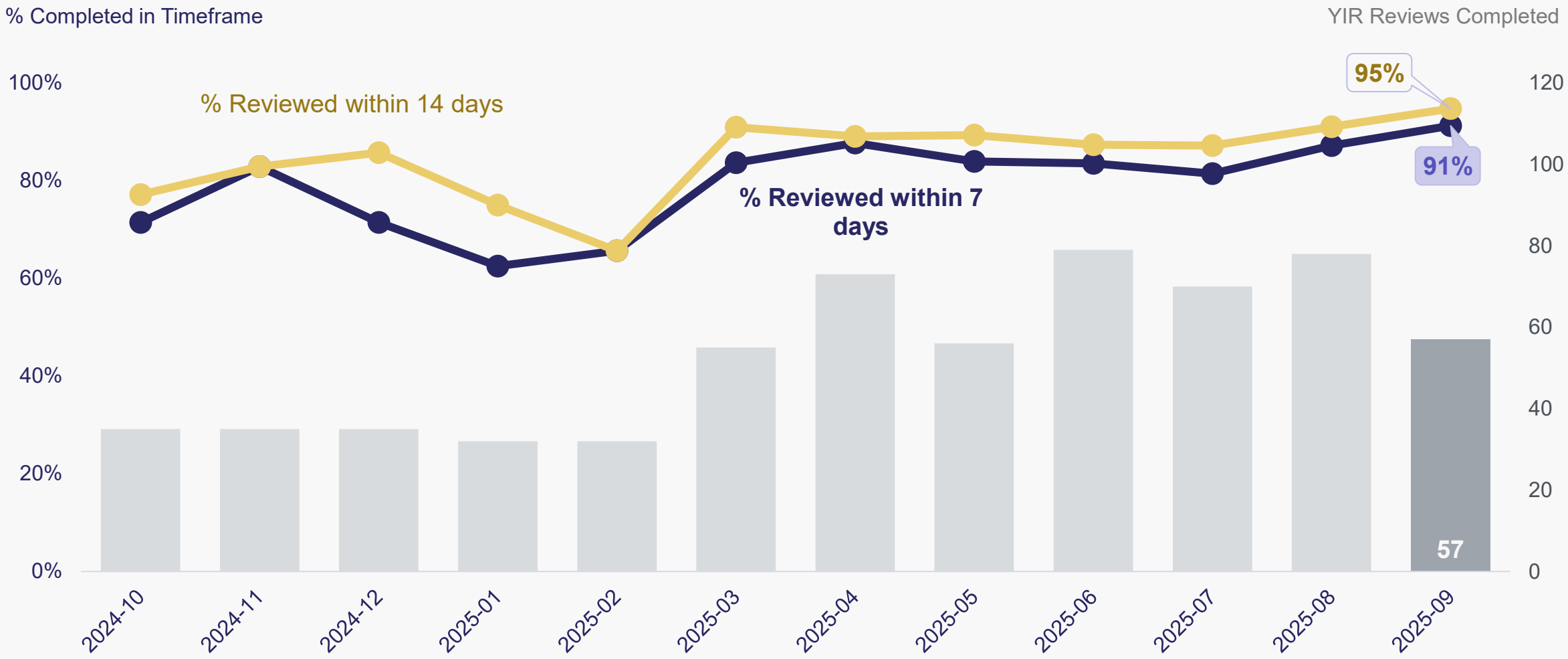
Professional Standards Office

90% of complaints reported in September 2025 closed within 30 Days



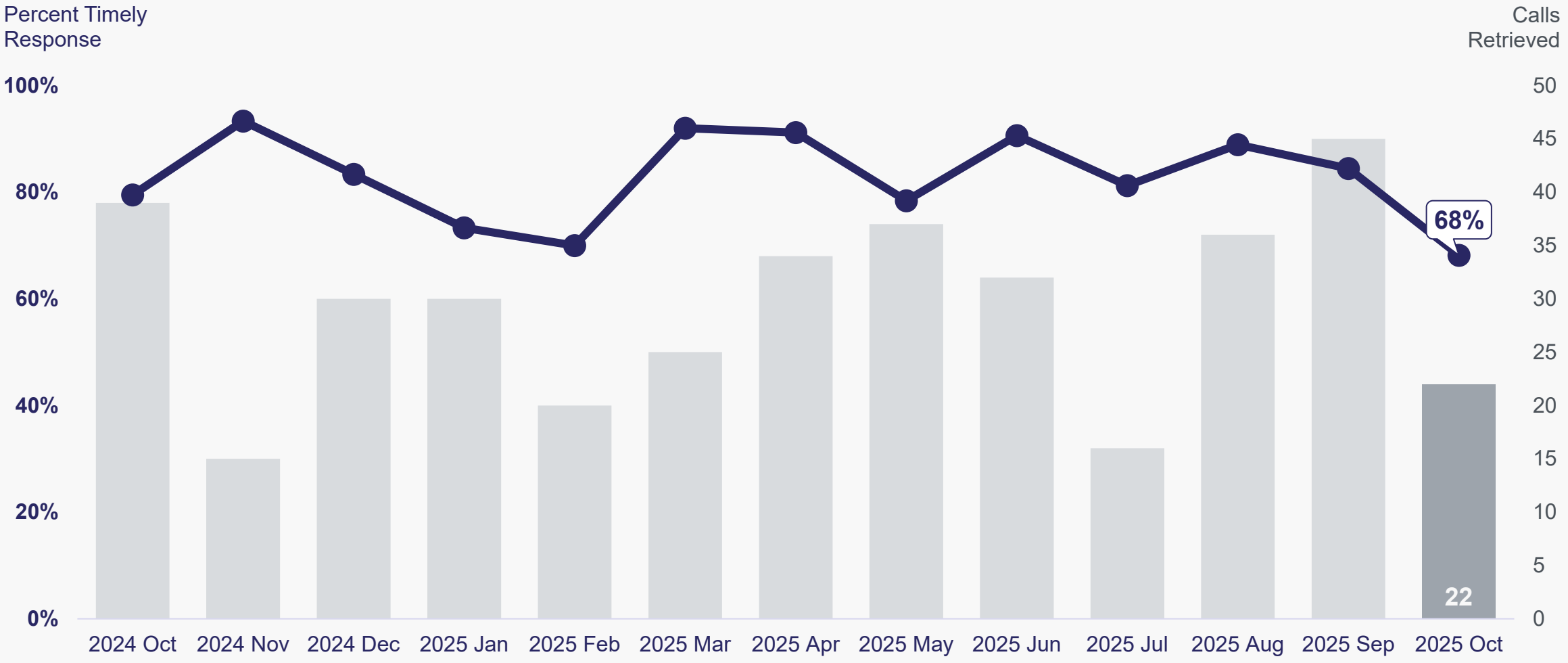
Professional Standards Office

Of YIRs entered in September 2025, 95% were reviewed within 14 days and 91% within 7 days



Professional Standards Office

68% of reporting line calls retrieved in October 2025 were returned within one day



Supplemental Slides

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	58	26.41
2) Staff on youth non-sexual or other criminal act	29	27.90
3) Staff on youth racism or discrimination	7	16.86
4) Youth on youth sexual or boundary violation	91	42.63
5) Youth on staff assault	2	6.00
6) Youth on youth other crimes	28	18.54
7) All other cases	244	14.17
All classified cases closed on or after 5/1/2025 *	**459**	**22.45**

Data as of 11/4/2025

* Table excludes 8 unclassified cases closed after 5/1/2025.

Classified Cases

Findings by Case Classification

Case Classification	Substantiated	Partially Substantiated	Unfounded	Inconclusive	Referred	Combined	Other[1]
1) Staff on youth sexual or boundary violation	3	1	19	24	1	4	6
2) Staff on youth non-sexual or other criminal act	4	0	6	8	3	6	2
3) Staff on youth racism or discrimination	1	0	0	2	4	0	0
4) Youth on youth sexual or boundary violation	34	4	15	21	3	7	7
5) Youth on staff assault	1	0	0	0	0	1	0
6) Youth on youth other crimes	6	2	3	5	5	5	2
7) All other cases	27	4	49	20	79	17	48
All classified cases closed on or after 5/1/2025 [2]	**76** (16.6%)	**11** (2.4%)	**92** (20.0%)	**80** (17.4%)	**95** (20.7%)	**40** (8.7%)	**65** (14.2%)

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

[2] Table excludes 8 unclassified cases closed after 5/1/2025.

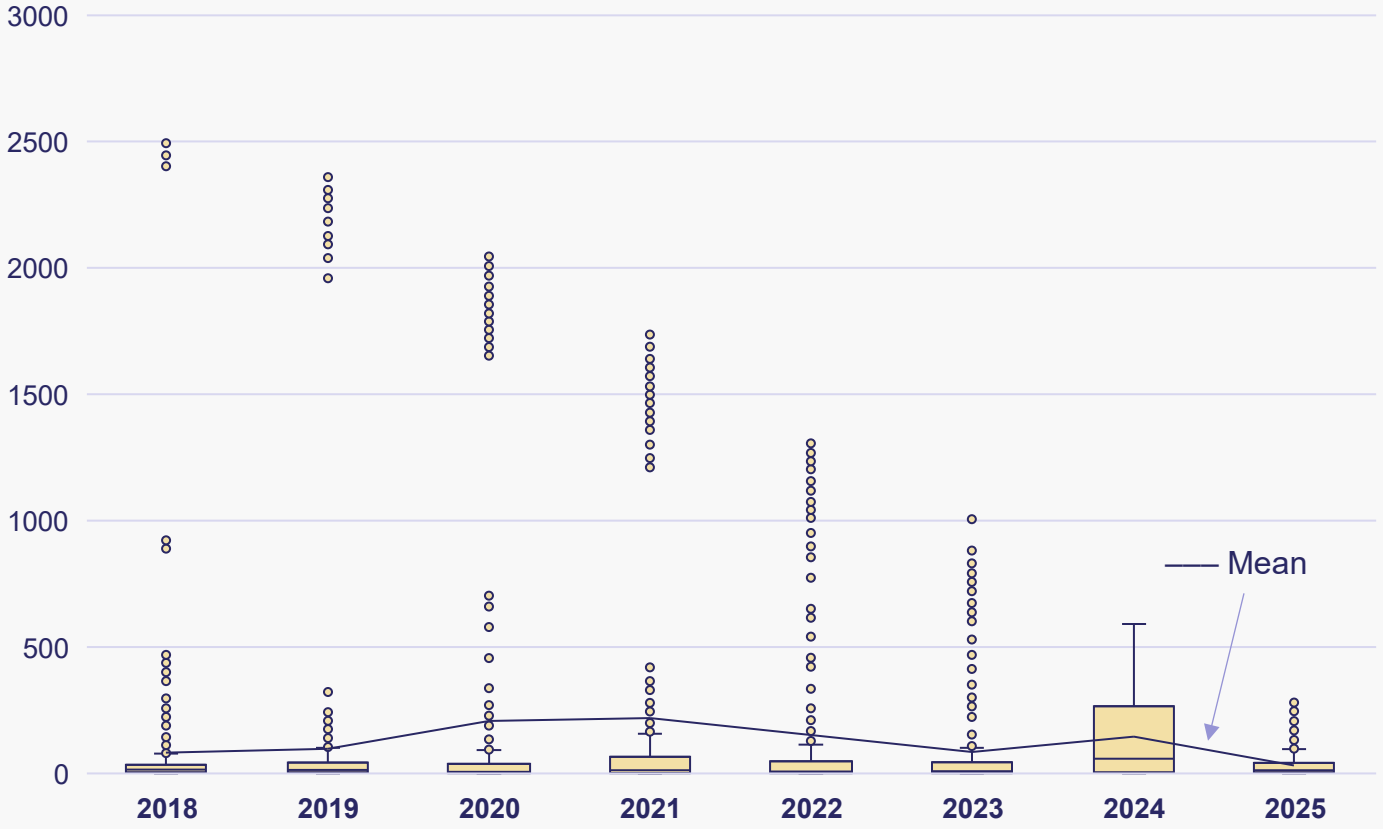
Professional Standards Office

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



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