



OYA Training Academy

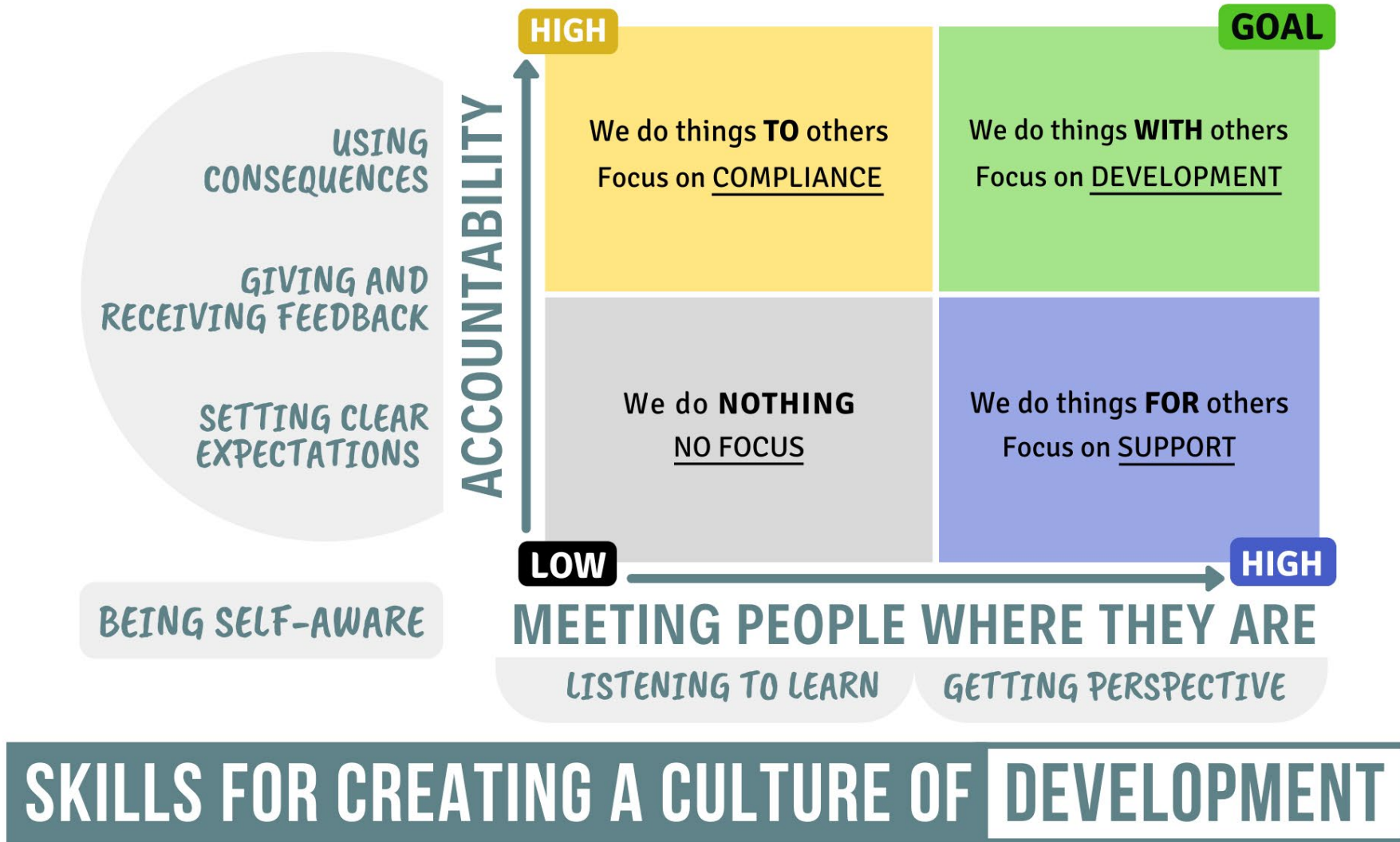
IMPACT Measures

José Guardado, Training Academy Director | Development Services

3/12/2026



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



| 1 | General | Lead | Status |
|-----|--|------------------|-------------|
| 1.1 | Include an additional slide related to training advisory committees, who serves on them, who attends, and how often do they meet? | Training Academy | Completed |
| 1.2 | Training Content- Suggestion for training academy to add in and reenforce social science experiments on how groups impact behavior. | Training Academy | In Progress |
| 1.3 | Customer service surveys-How do we make sure we are meeting everyone's needs. | Training Academy | In Progress |
| 1.4 | How do we know training is working? Thoughts about how this would show up in the data. (i.e., if our staff are being trained effectively, in what areas would we see this?) | Training Academy | In Progress |
| 1.5 | Start conversations related to test of learning retention after workday trainings or new employee training, possibly start with the top 5 or 10 policies or skills that should be known. | Training Academy | In Progress |
| 2 | New Employee Training | Lead | Status |
| 2.1 | For those that start new employee training: how many are scheduled to attend, how many show up to training, and how many employees are still here 6 months after training has ended? | Research | In Progress |



What We Do

The Training Academy coordinates and facilitates the agency's training program to ensure the training needs of OYA's offices and facilities are met in a consistent manner that reflects the agency's mission and values.

GUIDING PRINCIPLES



Engage staff early and consistently throughout the training process, ensuring timely and actionable feedback.

Recognize learning and development as a continuous, evolving journey over time.

Partner closely with employee managers and key agency stakeholders to align efforts.

Facilitate an inclusive onboarding experience that empowers staff to understand their role and embrace workplace culture.

Deliver the most relevant information first through a blended learning approach—grounded in real-world scenarios, data-driven decisions, and informed by youth perspectives.

ENGAGEMENT POINTS



In-Service & Ongoing Training

Workday Online Learning (role/location specific, new employee, annual)

New Employee Training (NET) within 90 days of hire date

Orientation Training within 60 days of hire date



Training Advisory Committee



*The Training Advisory
Committee meets*

*quarterly to assess agency
training needs and align
training strategies to most
effectively support and
implement agency (and
juvenile justice) business
initiatives. Membership
must include the Training
Academy director and
representative decision-
makers from all OYA
departments, professional
trainers, and OYA training
end users.*

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Training Academy Director

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Definitions

| Term | Definition |
|--|--|
| Orientation Training | All new staff must complete mandatory orientation training within 60 days of their hire date. This training is provided online, in a classroom, and one-on-one mentoring; or a combination of these delivery methods. |
| NET (New Employee Training) | New staff must complete NET within 90 days of their hire date, as appropriate to their job duties and classification. A full NET cycle lasts 5 weeks and includes: 2 weeks in the classroom-2 weeks of on-the-job-shadow training-1 week back in the classroom. The total duration may vary depending on the staff position description (PD). |
| Workday Learning | An Oregon state employee learning management system that retains employee training records and online courses. Supplement the in-person training that occurs at NET. Required trainings are based on staff position descriptions. |
| Annual Training | All OYA staff must complete annual training. Training topics will include those required according to job classification, law, OYA policy, and related bargaining agreements. |
| Learning Path | This framework provides learners with a structured pathway through NET, tailored to assigned role within the agency. The overall duration may vary based on the staff member's position description (PD). |
| In-service Training | Professional development provided to employees while they are actively working in their roles. Its purpose is to strengthen skills, update knowledge, and enhance competencies so staff remain aligned with agency expectations. Key features of this training are role specific-tailored to the employee's current responsibilities and job functions; continuous-delivered regularly to keep pace with evolving policies and practices; practical application-emphasizes hands-on, real-world learning over theory alone; and collaborative-encourages interaction, discussion, and sharing of experiences among participants. |
| Physical Intervention | Direct physical contact where reasonable force is applied to a youth to either restrict movement or mobility or to disengage from harmful behavior. Only staff who have been trained in physical intervention by the Training Academy may use this intervention within OYA facilities. |
| TAC (Training Advisory Committee) | An agency committee that assesses agency training needs and aligns training strategies to most effectively support and implement agency (and juvenile justice) business initiatives. Membership must include the Training Academy director and representative decision-makers from all OYA departments, professional trainers, and OYA training end users. |



IMPACT

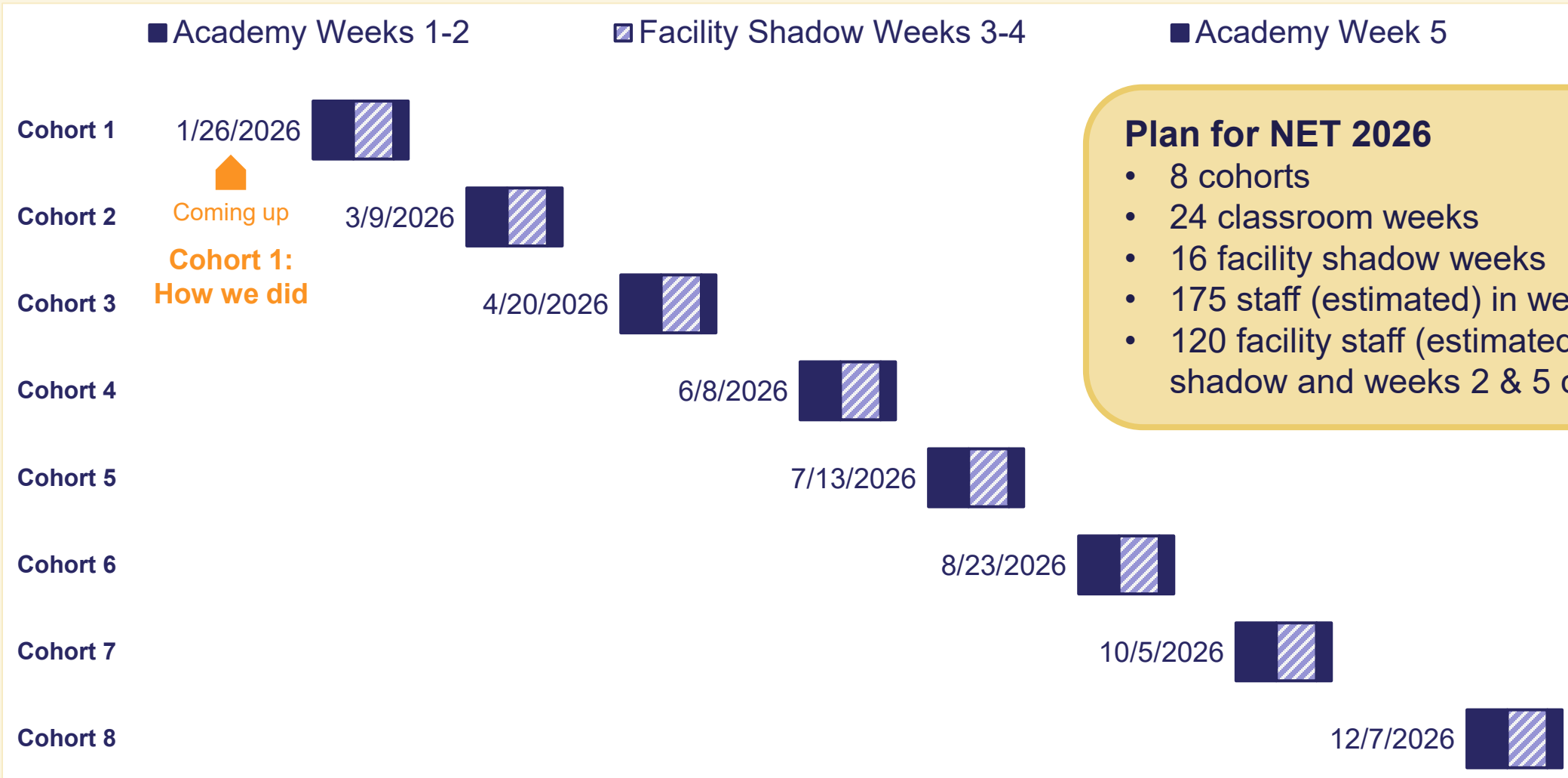
Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Performance Metrics




2026 New Employee Training Plan



Plan for NET 2026

- 8 cohorts
- 24 classroom weeks
- 16 facility shadow weeks
- 175 staff (estimated) in week 1 classroom
- 120 facility staff (estimated) in weeks 3 - 4 shadow and weeks 2 & 5 classroom





De-escalation / Conflict Management

- Feel better prepared to manage verbal conflicts and calm tense situations
- Importance of staying calm, maintaining professionalism and setting clear boundaries with youth.

Supporting Youth Development

- Recognize the importance of building rapport with youth and supporting their development and decision-making

Team Collaboration and Communication

- Importance of coordinating with coworkers during difficult situations.

Physical Intervention Confidence

- Understanding when and how physical intervention may be necessary

Need for More Experience / Practice

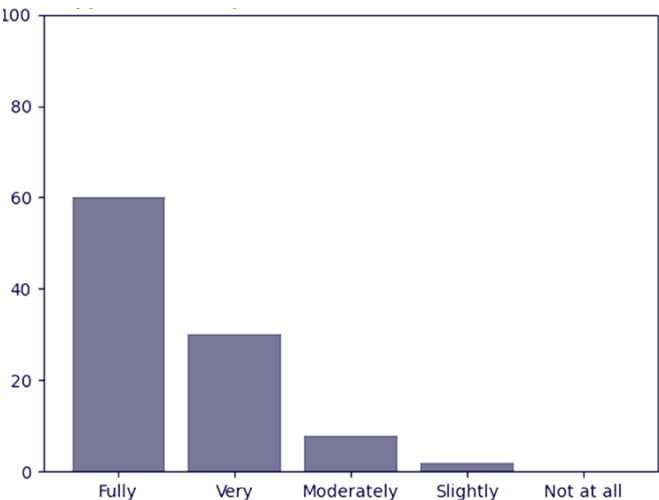
- Recognition that continued practice and experience will help them further develop confidence in applying the skills learned.



Preparedness at Graduation

Overall responses indicate strong confidence and preparedness across core competencies required for direct-care roles

Proportion of all responses



Overall Sentiment Trends

- Most participants selected 'Very' or 'Fully' prepared across nearly all competency areas.
- Very few responses fell within the 'Slightly' or 'Not at all' prepared categories.

Areas of Highest Confidence

- High confidence levels were consistently observed in safety procedures, de-escalation techniques, professional boundaries, and contraband control.

Development Opportunities

- Ongoing practice of complex scenario-based decision making.
- Reinforcement of suicide risk assessment protocols.
- Continued skill-building in high-stress de-escalation situations.



NET Physical Intervention: Cohort 1 Leveraging AI

OYA Class Feedback Survey
Topic: Physical Intervention

NO YES

How would you rate the quality of instruction received by the instructors?

1000000...

Did you have any fears or concerns about attending the Physical Intervention class(es) and, if so, was the class conducted in a manner that helped reduce or eliminate those?
BUT I THINK ANY PRESSURE APPLIED TO PUSH US OUT OF OUR COMFORT ZONES WAS APPROPRIATE/NECESSARY. ALWAYS FELT LIKE A SAFE SPACE.
YES, APPREHENSION AT FIRST.

Overall, how would you describe the experience of the Physical Intervention classes and do you have ideas for improvement that you would like us to review?

AMAZING CLASSES!
IT WOULD BE NICE TO IMPLEMENT MORE PAREO/CUFF TIME INTO COURSEWORK.

Reality Based Trainings are designed to "stress test" students by putting them in situations that are difficult and specifically designed to have students face "failure" under duress. Was the environment provided one that allowed you to feel safe in "failing?"
SCENARIOS BUT YES, FAILED IN MULTIPLE MORE FROM MY MISTAKES ALLOWED ME TO LEARN

Did you receive sufficient one-on-one time and attention from the instructors?

YES they helped alot

Feedback Summary

- Instructor performance and professionalism were repeatedly praised.
- Participants consistently felt safe learning through realistic scenario-based exercises.
- Many respondents reported increased confidence in applying physical intervention techniques.
- The most common improvement request was additional mat time and hands-on scenario practice.



Over the past 12 months, 91% of Orientation Training has been completed on time

93% of orientation training (both on time and late) assigned between March 1, 2025, and February 28, 2026, has been completed. The All-Time completion rate is 98%.



Measure Ideas

~~Participant feedback forms for specific curriculum~~

- ~~• Feedback surveys returned as of January (series)~~

~~Required Workday Training~~

- ~~• % completed vs due for 12 prior months (series)~~
- ~~• Maybe: % who complete training at least one month prior to due date.~~

NET

- ~~• Descriptives (GLC/Represented/All)~~
- **Wishlist:**
 - Self assessment at 2-weeks and retest after shadow week
 - Specific NET course feedback forms

In-Service Training

- % of business units scheduled
- % of units delivered
- Feedback
- Show facilities delivered & % of eligible who participated
- Goal is 1 in-service/quarter per facility
- 7 delivery sites, so goal = 7 per quarter

~~Orientation Training (history is quarterly then monthly)~~

- ~~• % of ppl who complete within 60 days~~

Wishlist?





Supplemental Slides



On-time completion rate for online training

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There are no updates to display this month

Courses due before Dec 2025

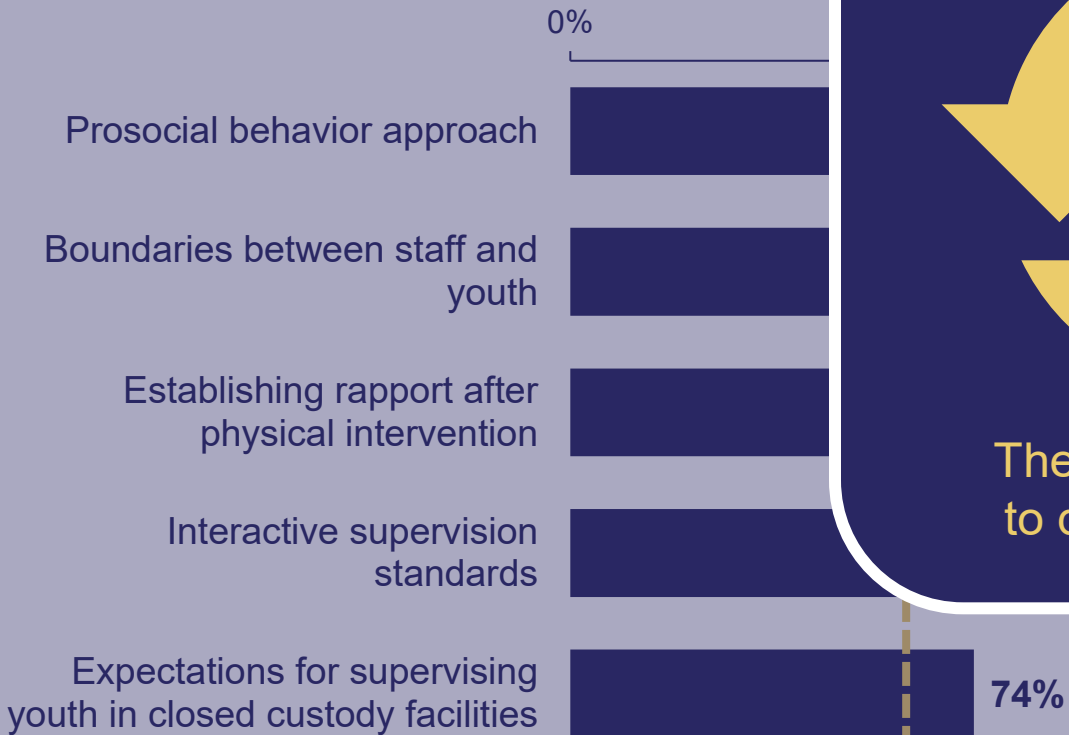
Courses due 12/31/2025



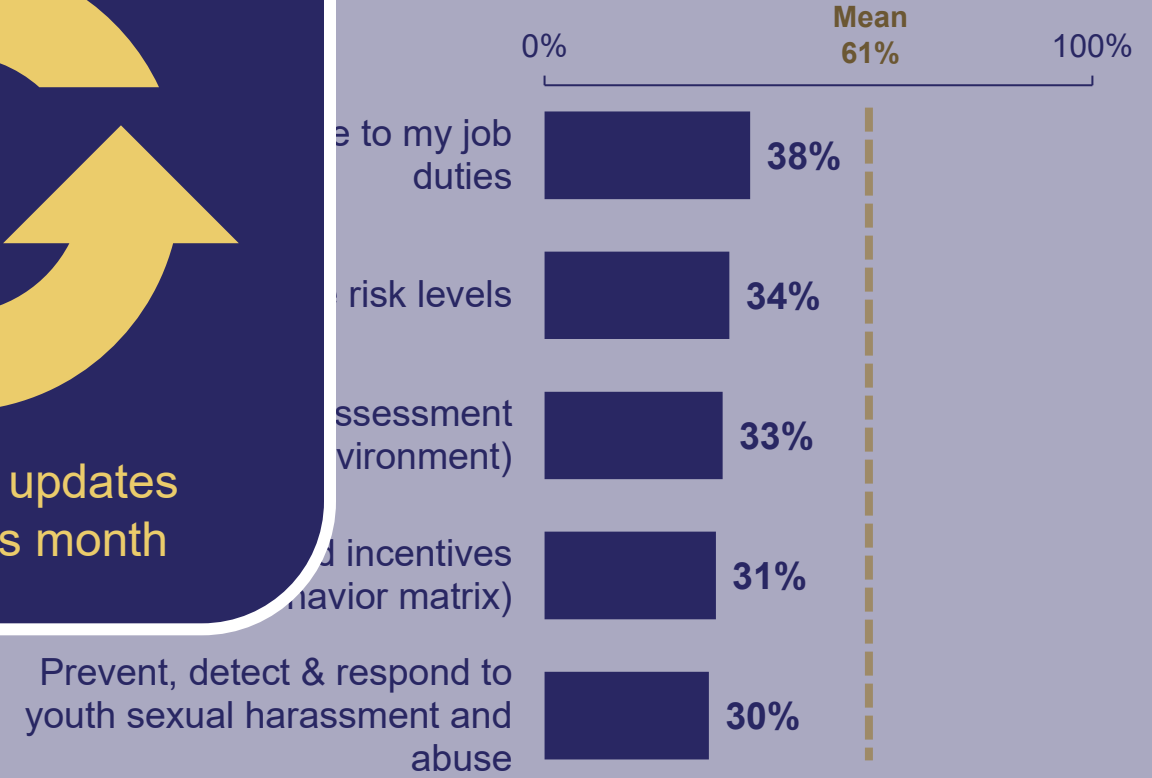
The mean score on NET Pre-Shadow Self Assessment items was 61% in January 2026

Top strengths and priority improvement areas by % of possible score

Top 5 Items



Items





Who Attends New Employee Training?

GLCs participated in NET at disproportionately higher rates than their share of the overall workforce.

Represented staff participated in NET at rates very similar to their share of the overall workforce.





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?

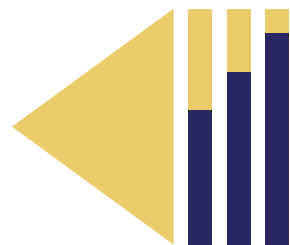


Employee Engagement

Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback