



# OYA Training Academy

## IMPACT Measures

José Guardado, Training Academy Director | Development Services

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# 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*



# 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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# Definitions

Term	Definition
<b>Annual Training</b>	All OYA staff must complete annual training. Training topics will include those required according to job classification, law, OYA policy, and related bargaining agreements.
<b>In-service Training</b>	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.
<b>Knowledge, Skills, and Abilities (KSAs)</b>	A competency framework describing the knowledge and individual must possess, the skills they must be able to perform, and the abilities—both natural and developed—that support effective job performance.
<b>Learning Path</b>	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).
<b>NET (New Employee Training)</b>	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.
<b>Orientation Training</b>	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.
<b>Physical Intervention</b>	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.
<b>Reality Based Training Scenarios (RBTs)</b>	Realistic practice situations used to build and assess staff skills in any training environment, including classroom spaces. They include two modules: one that develops verbal intervention and communication skills, and another that adds in the approved physical intervention techniques. Together, they give learners a safe way to practice decision-making, apply policy, and strengthen trauma-informed, culturally responsive approaches.



## Definitions (continued)

Term	Definition
<b>Training Advisory Committee (TAC)</b>	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.
<b>Training Evaluation System</b>	A structured way to understand how well training works by collecting immediate participant feedback, checking how effectively people use what they learned on the job, measuring skill growth and behavior change at 3- and 6-month intervals, and looking at how all of this contributes to the agency's overall performance and goals.
<b>Workday Learning</b>	An Oregon state employee learning management system that retains employee training records and online courses. Supplements the in-person training that occurs at NET. Required trainings are based on staff position descriptions.



Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



# Performance Metrics



# 2026 New Employee Training Plan

## 2026 NET Cohort 2

### NET Track

- 23 Week 1
- 16 Weeks 2 – 5

### Representation

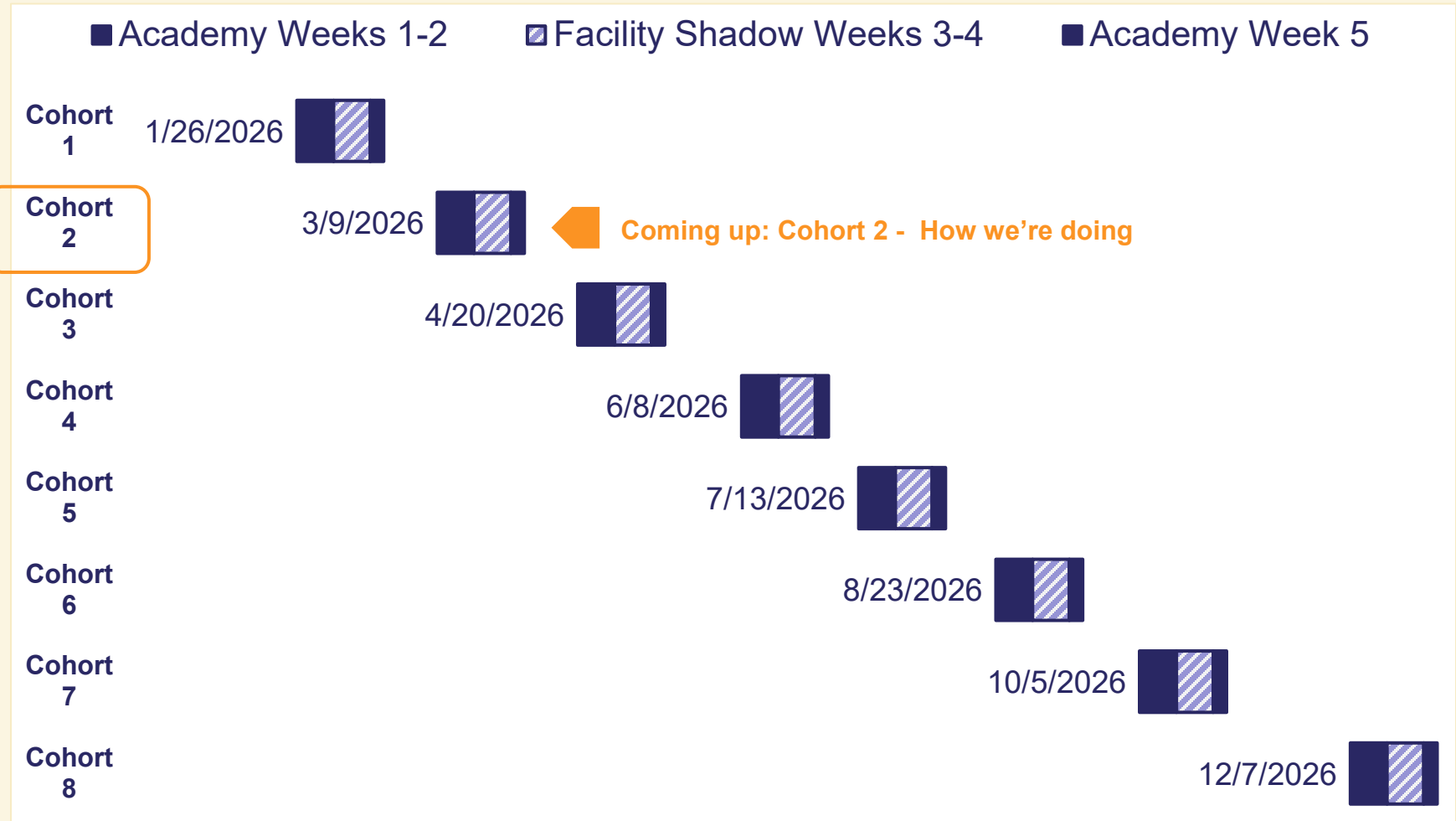
- 19 Represented
- 4 Management / Non-Rep'd

### Role

- 14 Group Life Coordinator
- 3 QMHP / Health Service
- 6 Other Roles

### Attendance

100% All participants signed up for Cohort 2 attended Day 1





What are one or two key things you took away from this week?

*SAFETY + DOCUMENT!  
Very very important*

How did this week's training help you understand your role more clearly?

*To reach out and help the youth a mentor*

What learning activities worked best for you?

- Role play*
- - Practicing what to do and not do  
what to say and not say*

What topics would you like to review again in the next few weeks?

- DOS + DON'TS FOR PHYSICAL INTERVENTION*

How did this week's training help you understand your role more clearly?

*Policy is key to becoming successful in this line of work. This job is rewarding in the most positive way with youth + staff.*

What learning activities worked best for you?

*Youth brain development.*

### Key Themes

- Role clarity – better understanding of expectations and responsibilities
- Communication and de-escalation – Importance of interpersonal skills and conflict management
- Youth development and trauma awareness – Participants recognized the impact of trauma and the importance of supportive relationships
- Interactive learning – Role play, group discussions, and activities were the most frequently cited effective learning methods.

### Topics Participants Want Reviewed

- CPI / physical intervention procedures
- Verbal de-escalation techniques
- Documentation practices
- Interpersonal communication skills
- Safety protocols

### Key Takeaways for Training Team

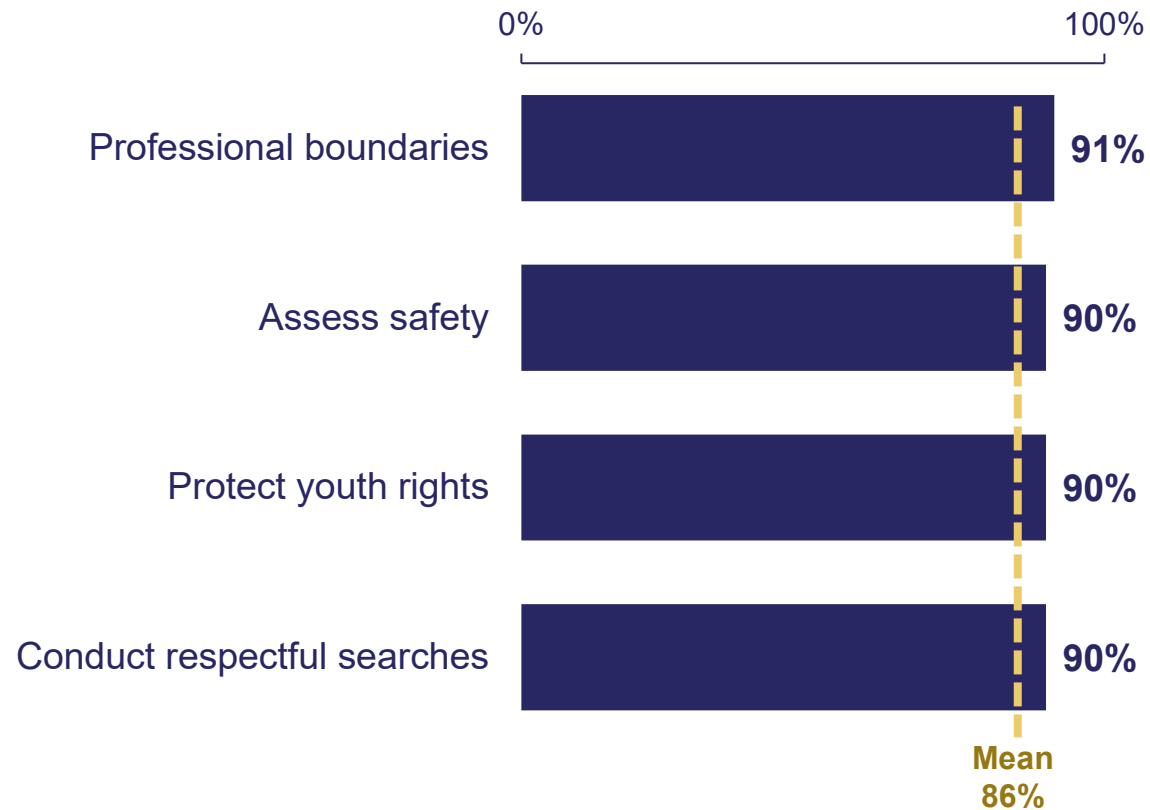
- Continue emphasizing experiential learning methods (role play, group activities).
- Provide additional practice and clarification around CPI and de-escalation.
- Include deeper coverage of documentation and safety procedures.
- Reinforce trauma-informed approaches and youth development principles.
- Maintain opportunities for staff to share real-world experiences.



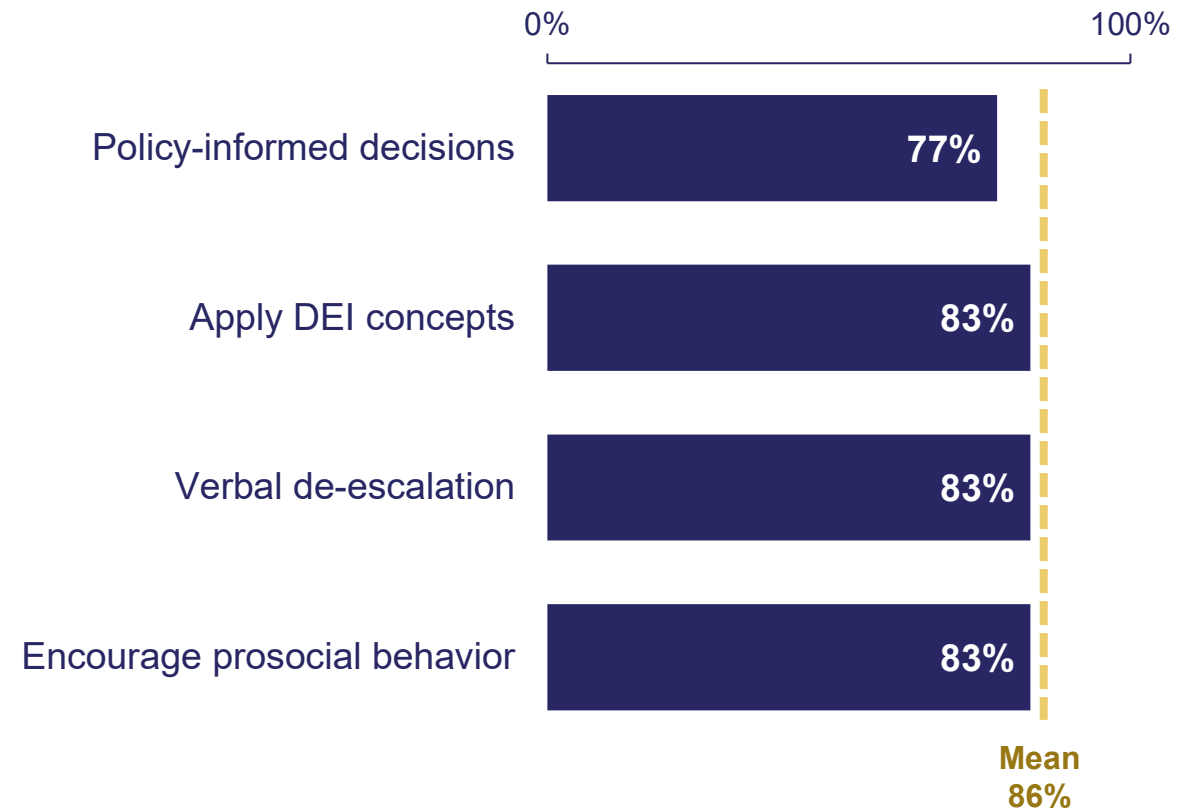
## Cohort 2: Mean score on NET Pre-Shadow Concept Confidence Check items was 86%

Areas of greatest and least confidence by % of possible score

### Highest confidence items

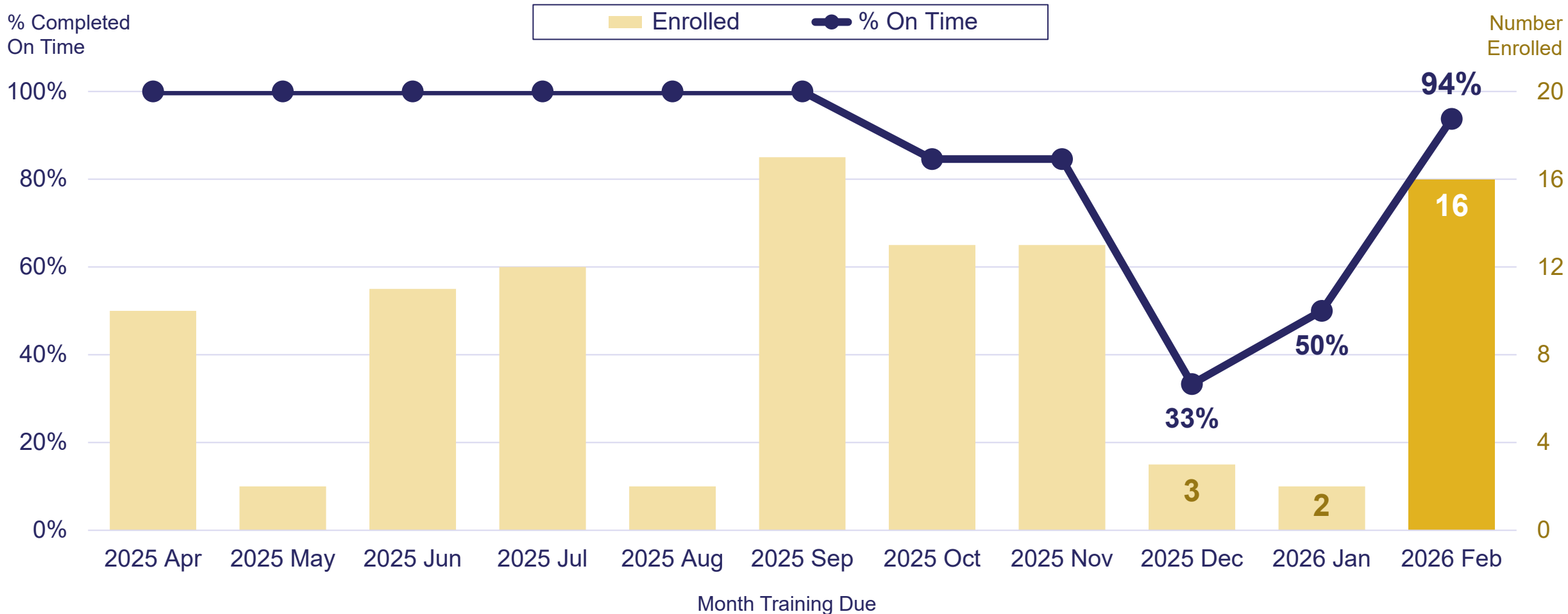


### Lowest confidence items





## 94% of Orientation Training due in February was completed on time



Note: Over the past 12 months (Jan 2025 – Feb 2026), 87% of employees completed orientation training on time.



# Supplemental Slides



### NET Attendance – Cohort 2

How many are scheduled to attend?

**21** participants expected

How many show up to training?

**21** participants attended

#### Attendance

**100%** showed up at NET Day 1

Note:

The number of expected participants for prior cohorts is not known. Training Academy will capture this information going forward.

### Retention – 2025 NET participants

Original: How many employees are still here 6 months after training has ended?

Recast: How many who attended New Employee Training in 2025 were still at OYA on 1/1/2026?

**61%** (110 out of 180) NET Day 1 participants in 2025 were still employed at OYA on 1/1/2026.

#### Notes:

- Due to data limitations, **61%** is likely an **underestimate** of how many remain with OYA.
- **70** participants appear to be separated from OYA based on either a known separation date or inability to match their NET roster name to a list of current OYA employees from Workday reports.



## 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?

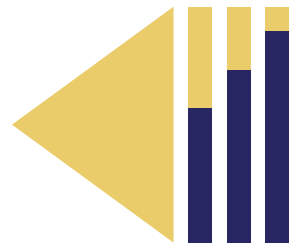


## Employee Engagement

Updates on employee engagement efforts and areas of focus.

# IMPACT

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Continuous Improvement | Transparency



# Help us improve

Follow QR code to provide feedback