



OYA Professional Standards Office

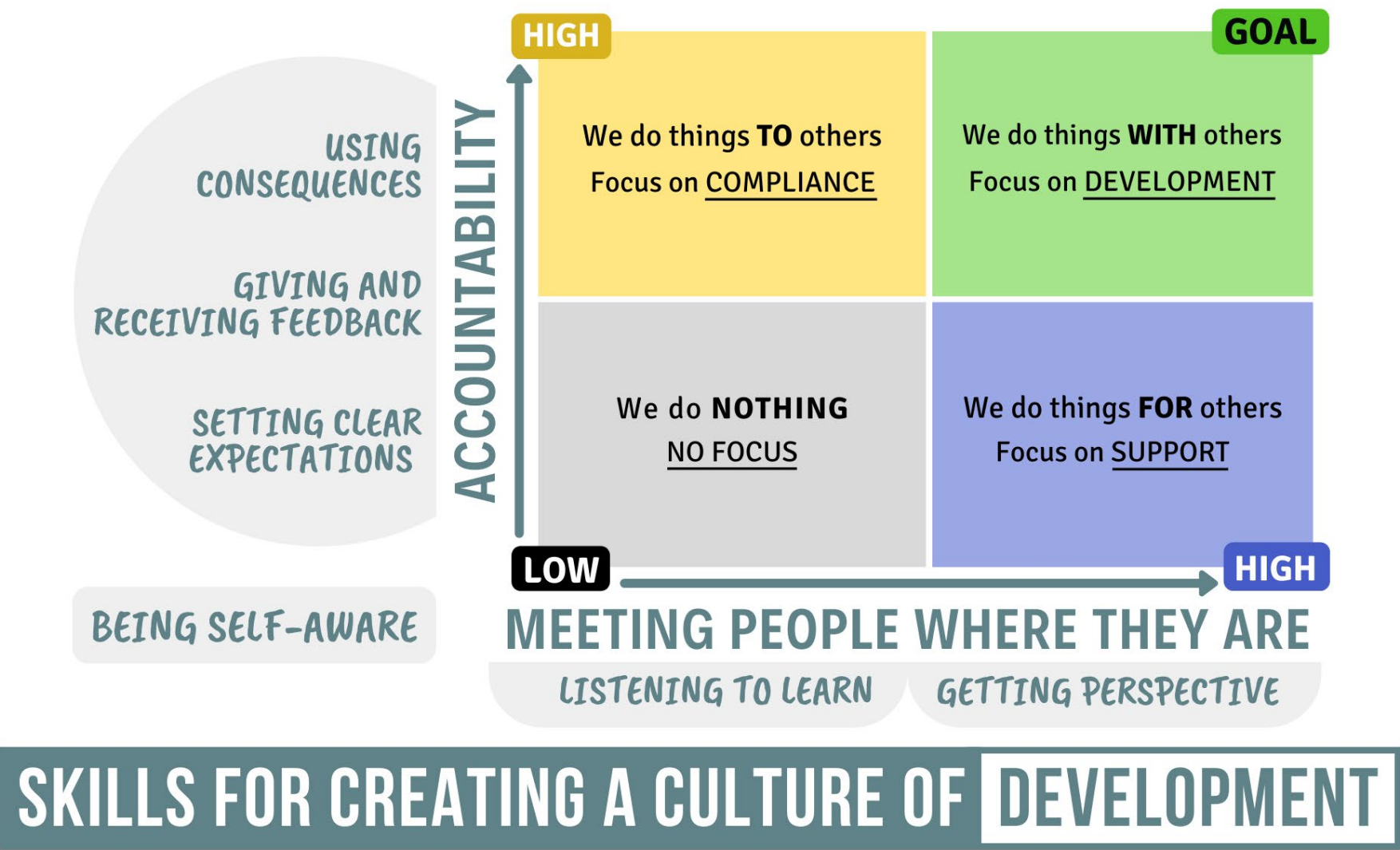
PSO Case Statistics

Catherine Davidson, Deputy Chief Investigator

9/16/2026



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



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
PSO	The Professional Standards Office (PSO) conducts impartial investigations into allegations of abuse and other inappropriate or illegal behavior by 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.
PREA	The Prison Rape Elimination Act (PREA) is a 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 60 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."
CS Investigation	CS investigations are higher-level cases with serious non-PREA allegations. PSO has a goal of closing investigations within 90 active case days from the reported date. Active case days exclude days a case is suspended.
PREA Investigation	PREA investigations are higher-level cases that include a PREA allegation. PSO has a goal of closing PREA investigations within 60 active case days from the reported date. Active case days exclude days a case is suspended.
YIR	Youth Incident Reports (YIRs) 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 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.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

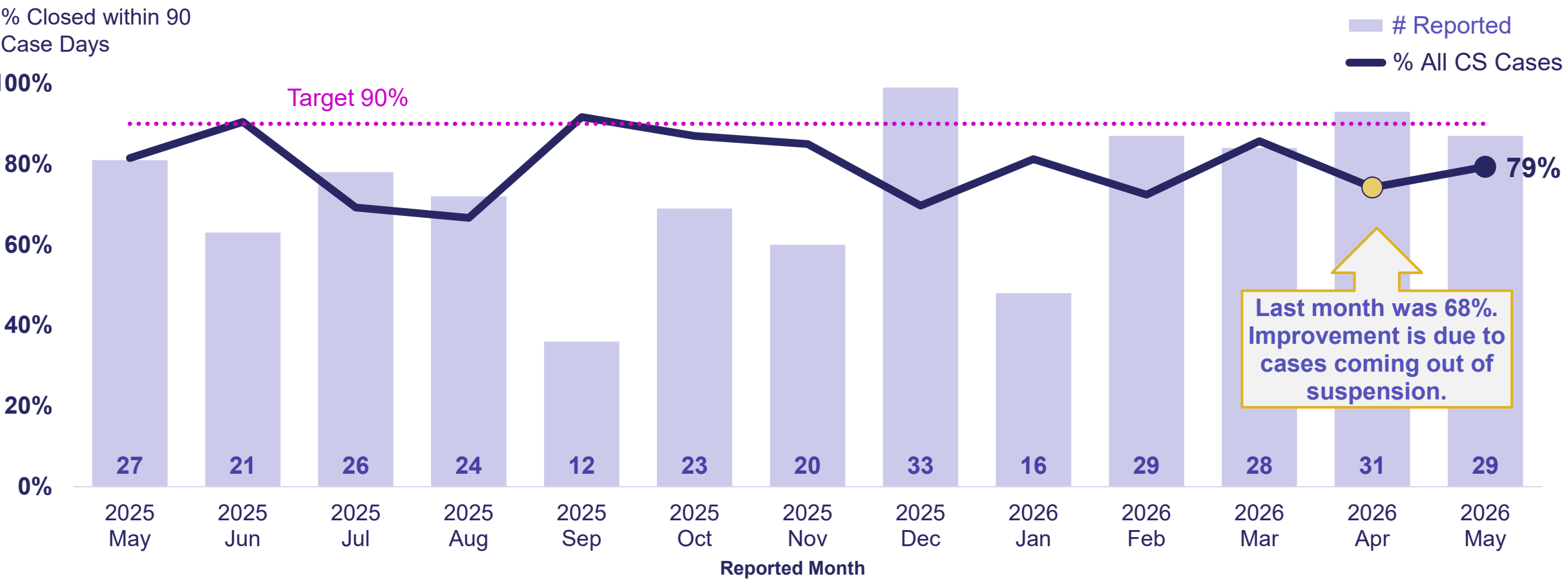


Performance Metrics



79% of all CS investigations reported in May closed within 90 case days.

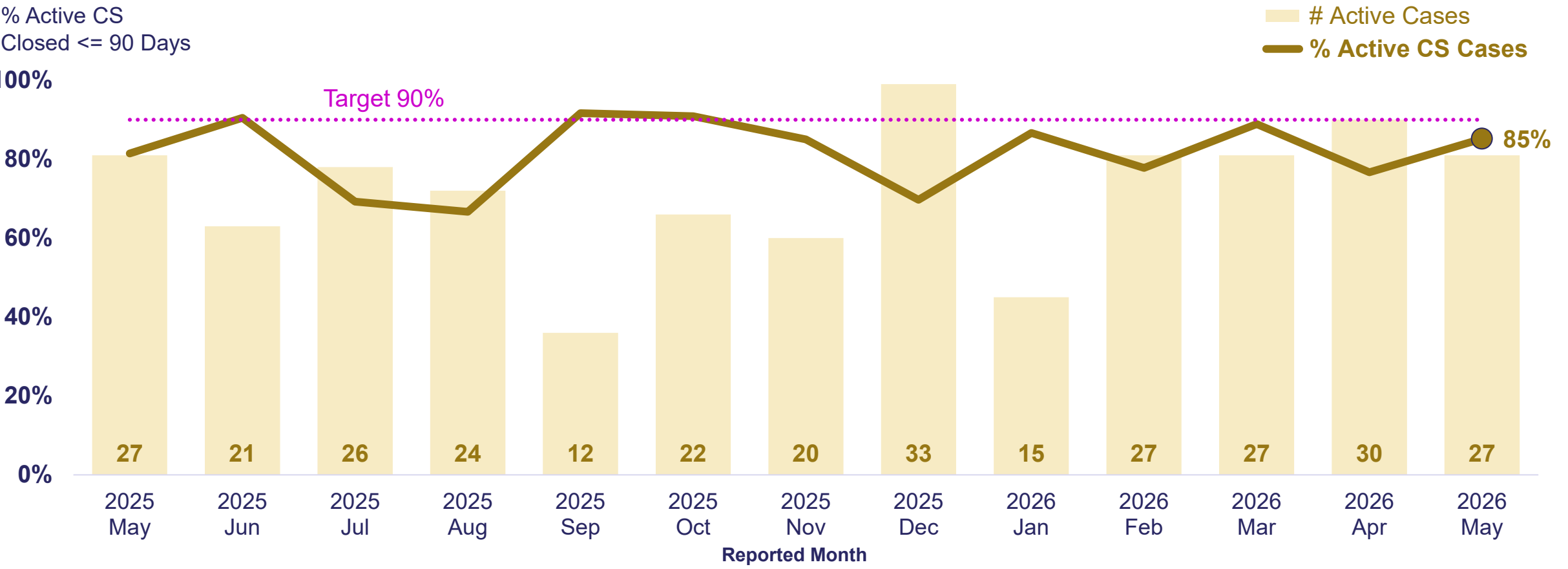
This measure reports **all CS investigations (includes suspended cases)**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.





85% of **non-suspended CS** investigations reported in May closed within **90 case days**.

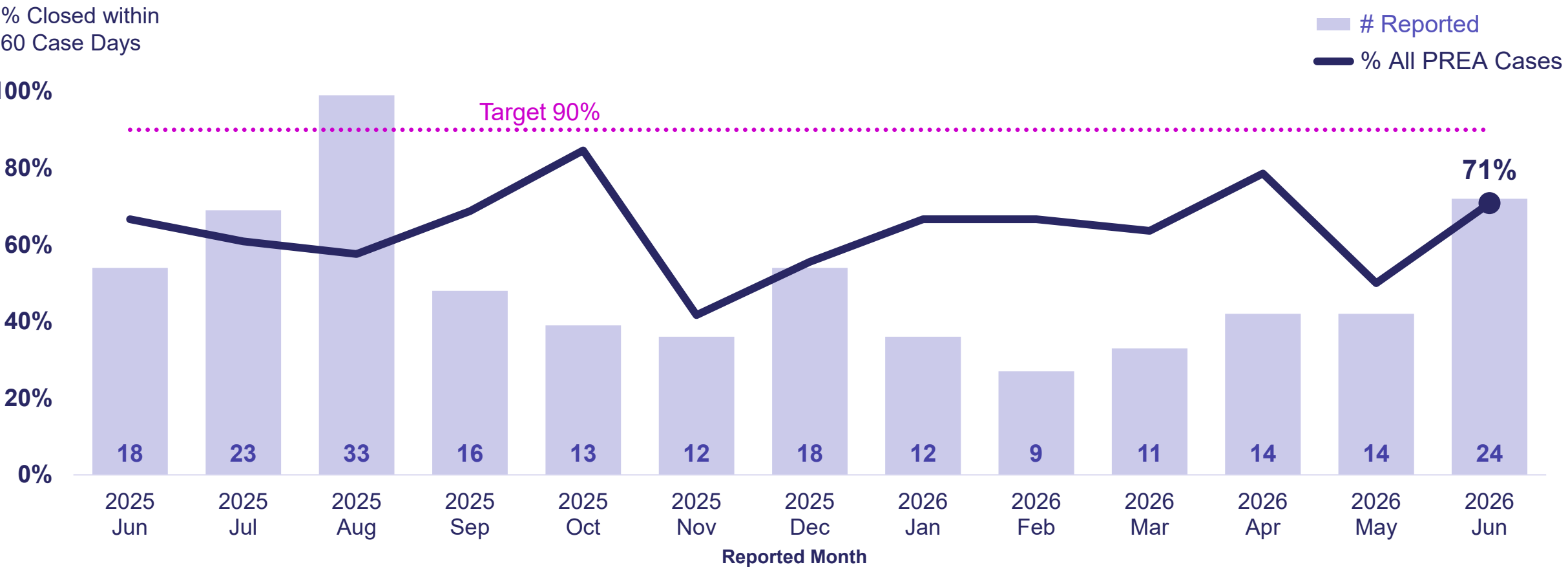
This measure reports **only non-suspended CS investigations**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.





71% of **all PREA investigations** reported in June closed within **60 case days**.

This measure reports **all PREA investigations (includes suspended cases)**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.

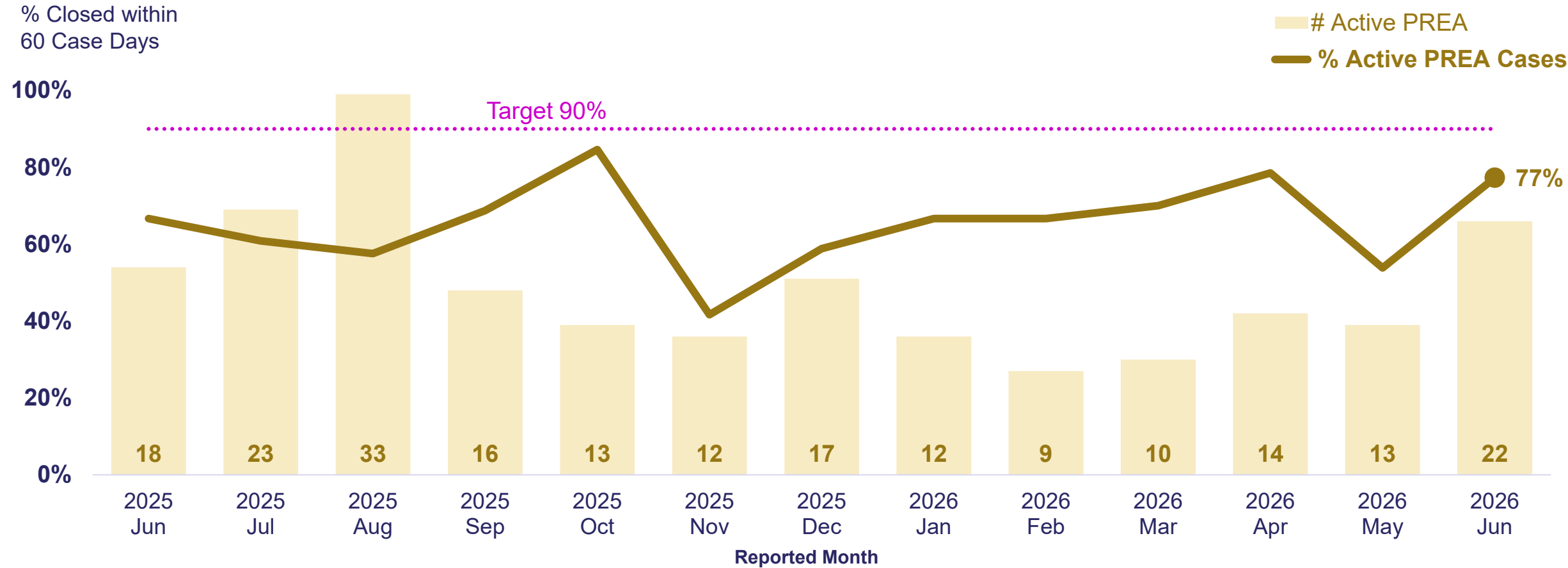




77% of **non-suspended PREA** investigations reported in June closed within **60 case days**.

This measure reports **only non-suspended PREA investigations**. Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.

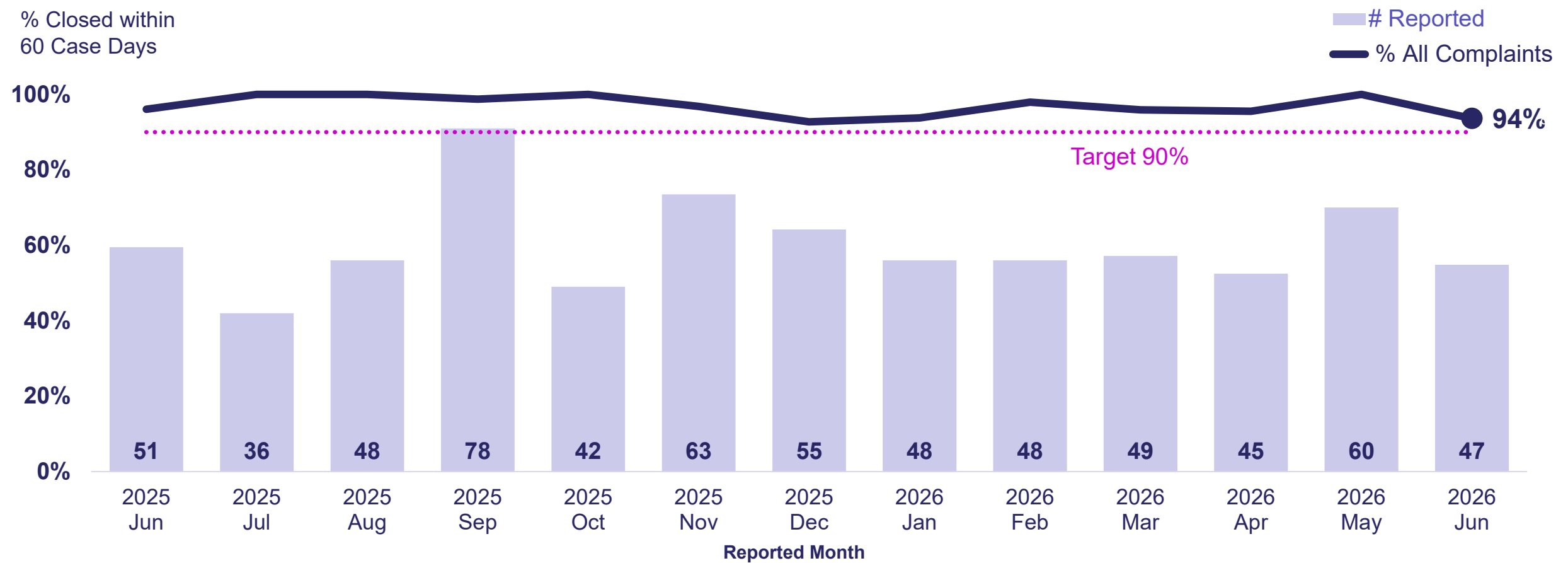
% Closed within 60 Case Days





94% of all complaints reported in June closed within 60 case days.

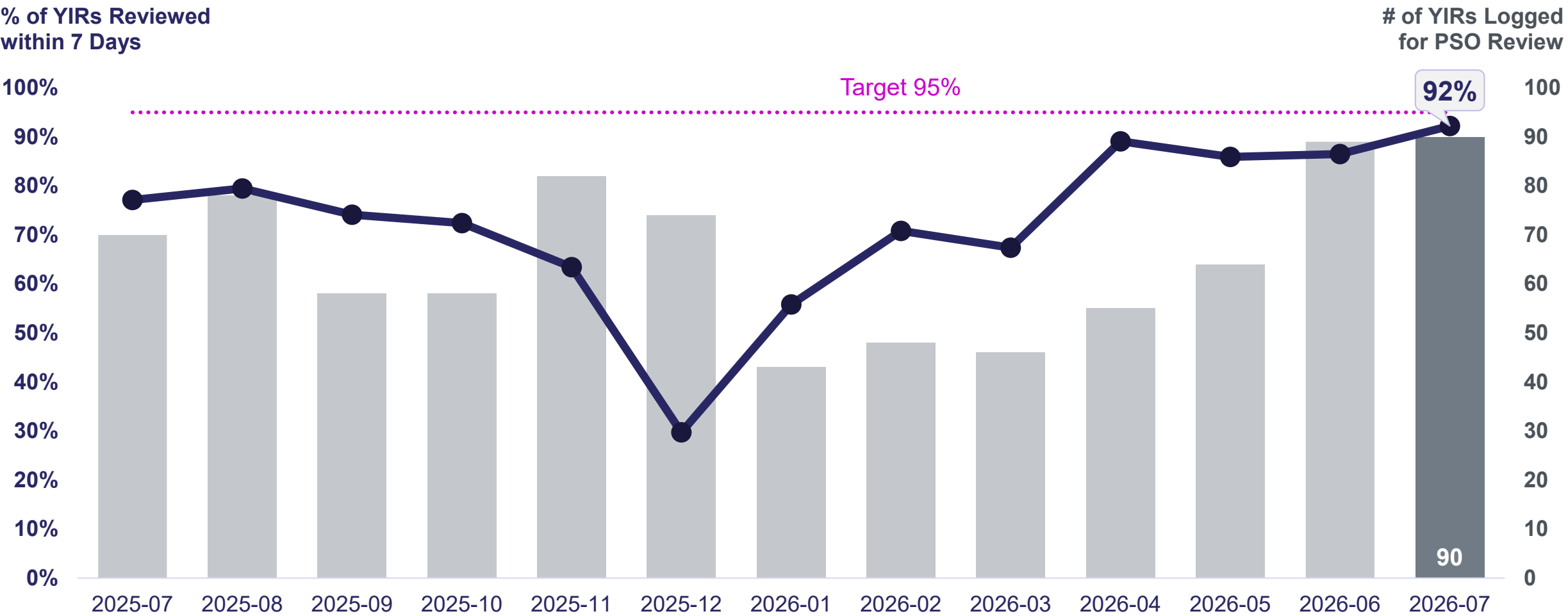
This measure reports all complaints and substitute care cases (includes suspended cases). Case days exclude suspended days. Past percentages will likely change as suspended cases are reactivated and closed.





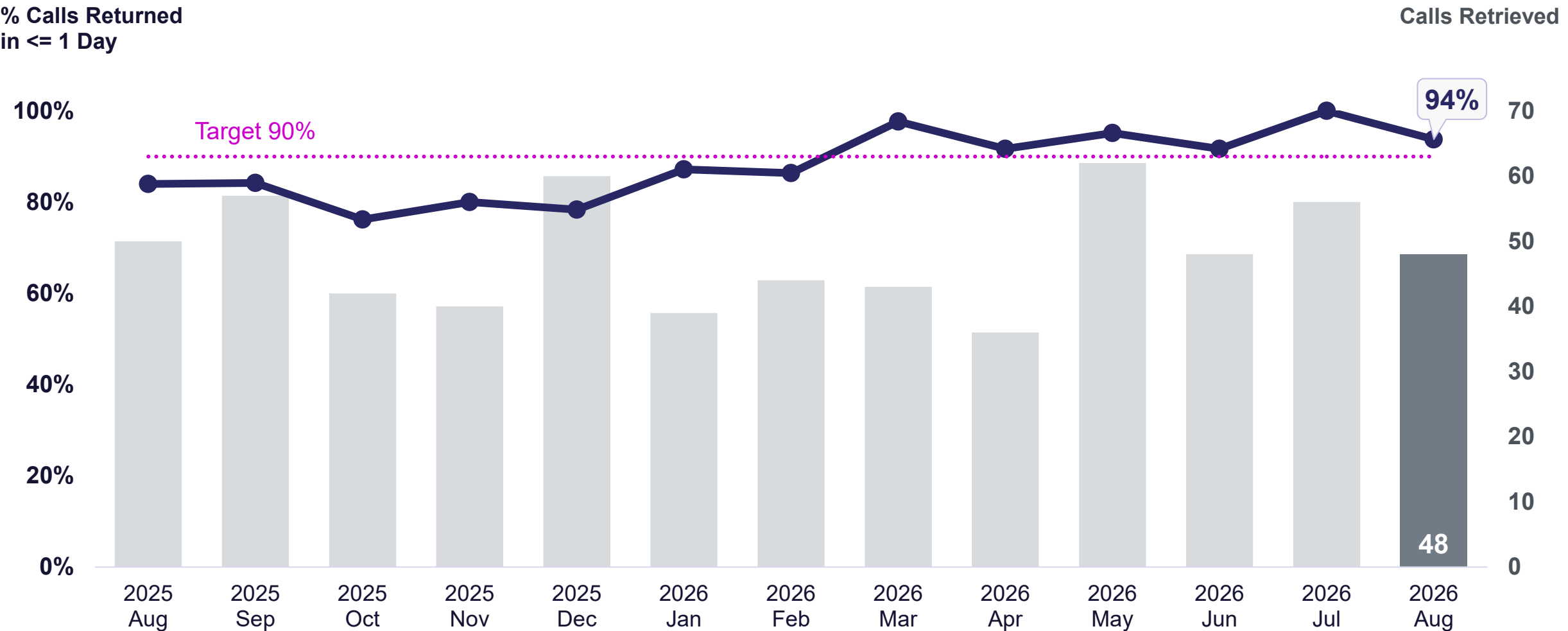
92% of YIRs flagged for PSO attention in July were reviewed by PSO within 7 business days.

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





94% of Reporting Line calls were returned within 1 business day of retrieval during August.

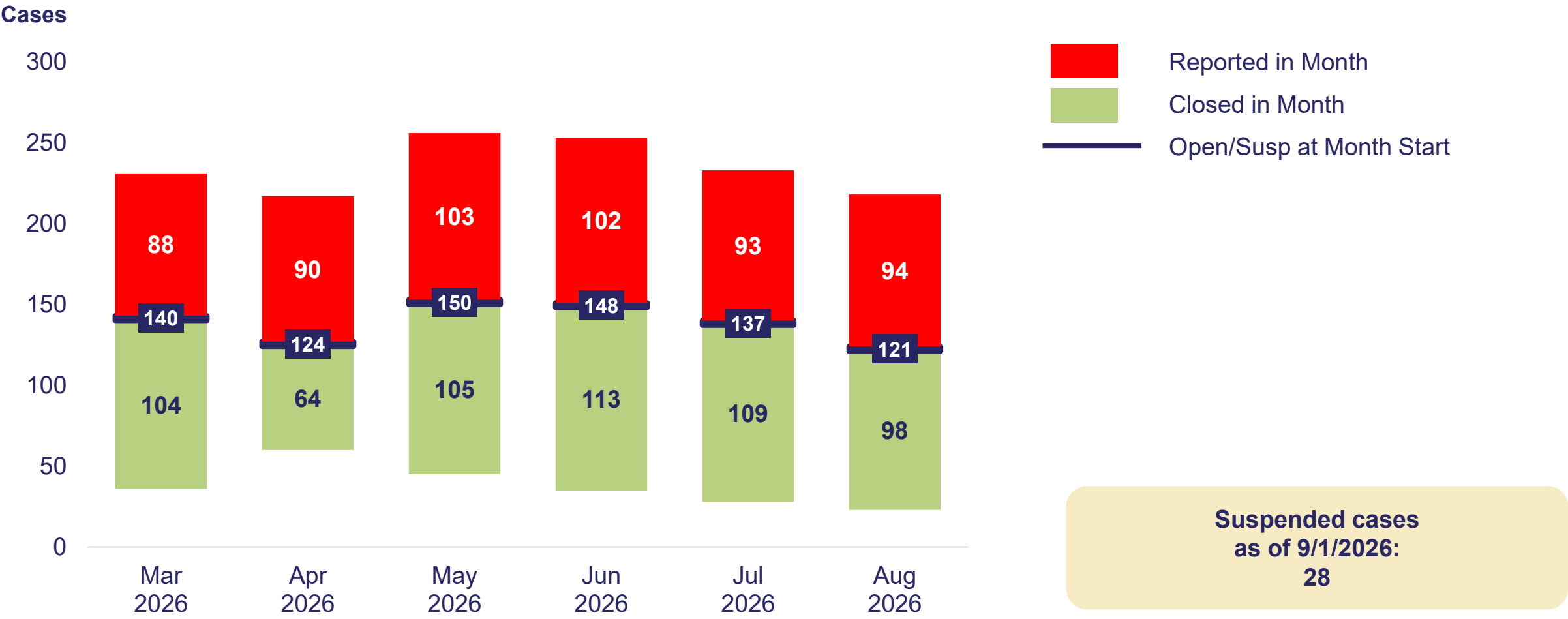




Supplemental Slides



PSO Case Flow

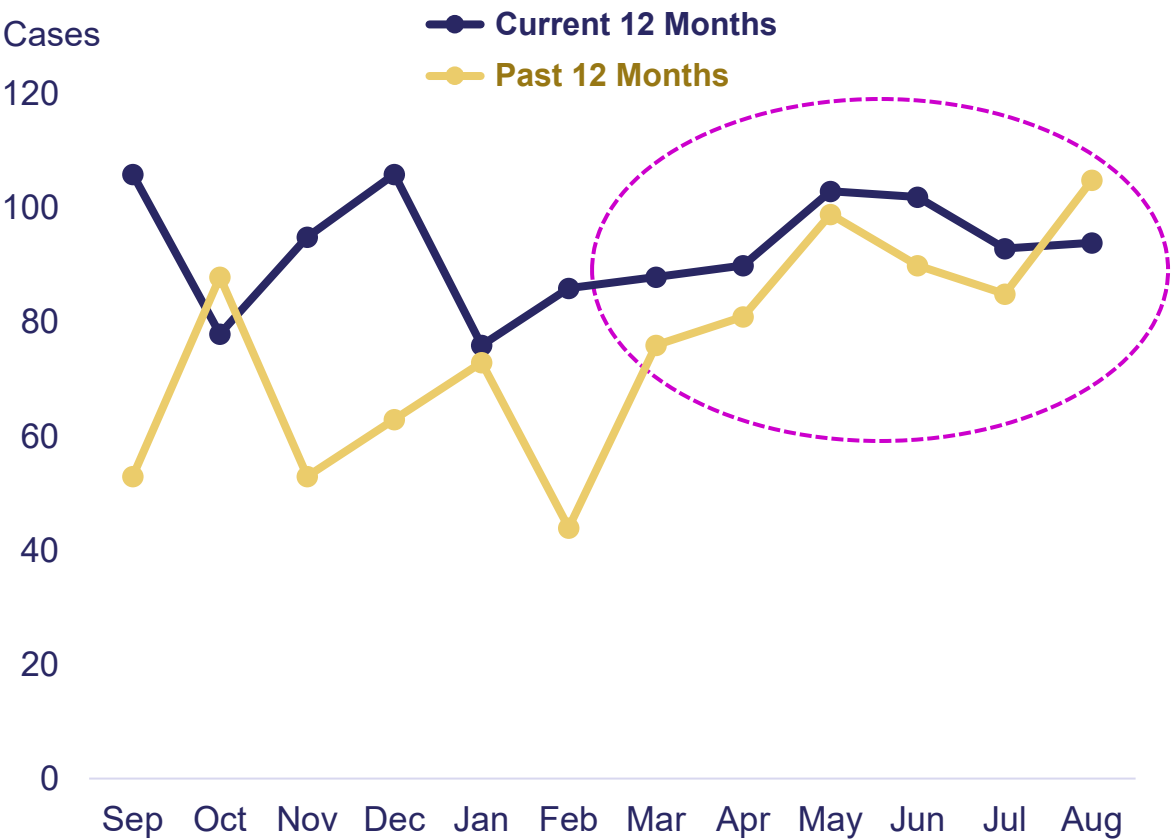




Reported Cases Over Time

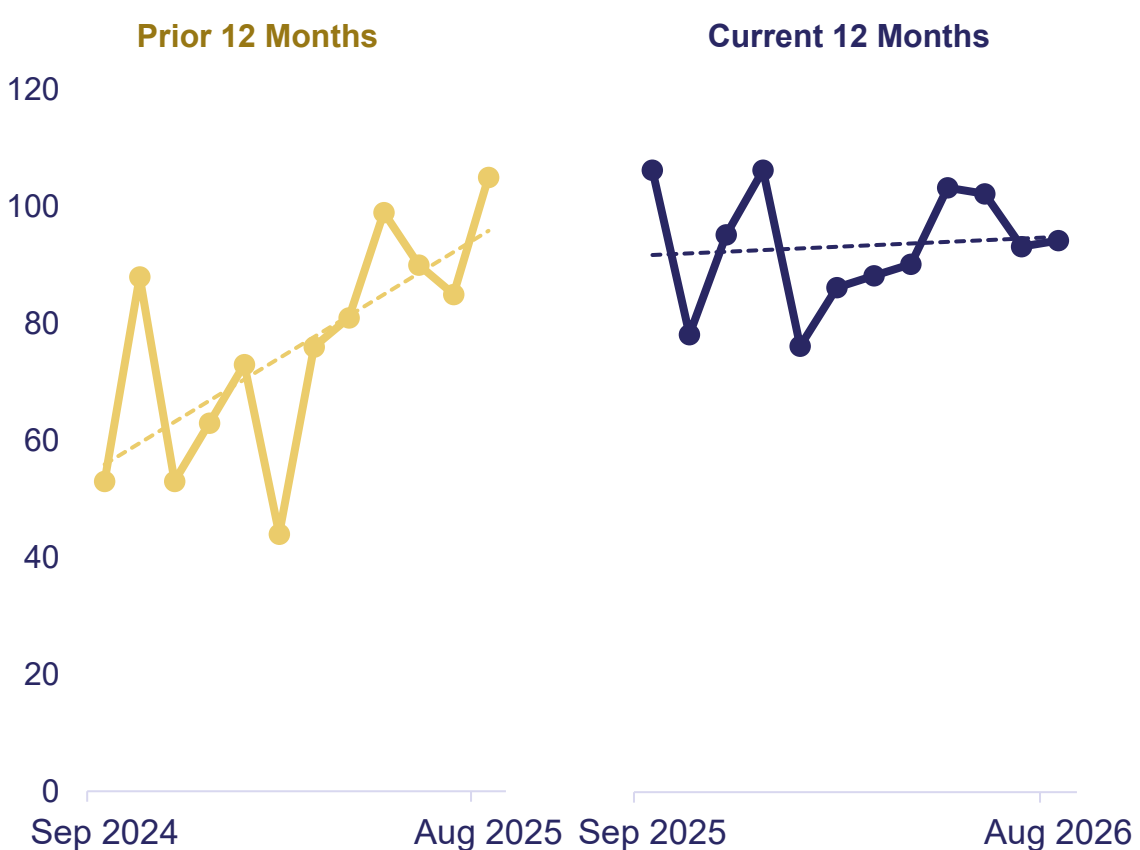
Year-Over-Year (Sep 2024 – Aug 2026)

Year-over-year, a trend in reported cases may be emerging.



Most Recent 24 Months

While numbers remain higher than the prior year, reported cases appear to be leveling off.



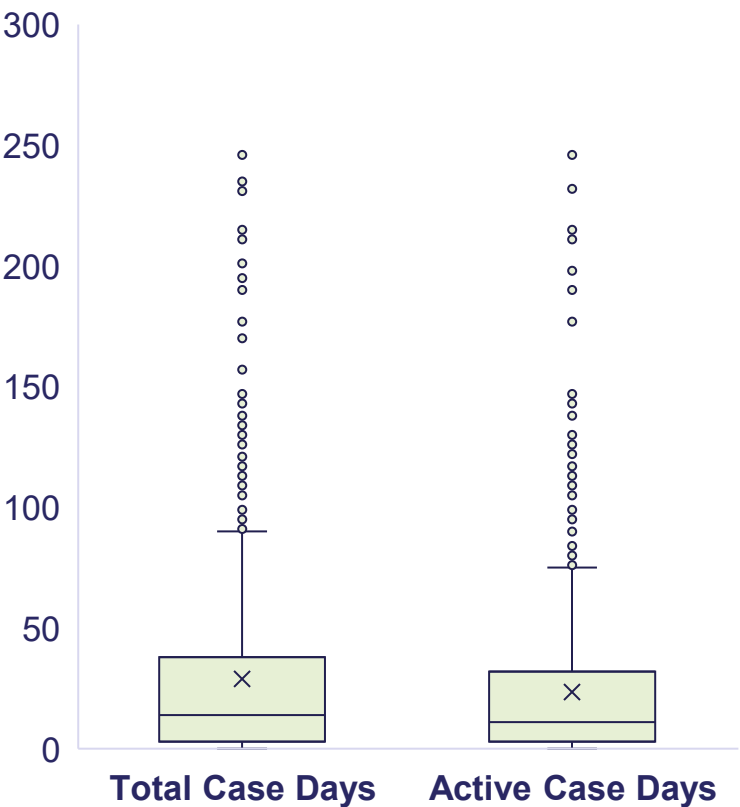


Distribution of Days to Case Closure

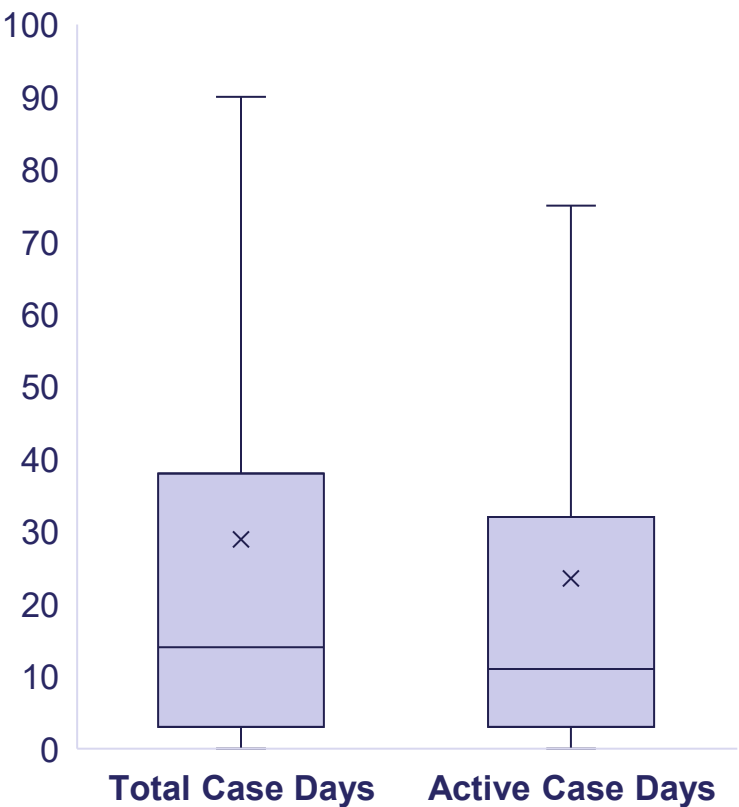
Cases closed in last 12 months by Total Case Days and Active Case Days*

Days between reported date and close date

With outliers displayed



Without outliers displayed



Boxplot statistics by
Total and Active Case Days

Days Statistics	Total	Active
Minimum Days	0	0
25 th percentile (Q1)	3	3.0
Median (Q2)	14	11
75 th percentile (Q3)	38	32
Maximum Days	246	246
Mean Days	28.9	23.5
Counts	Total	Active
Outliers	83	65
Closed Cases (N)	1006	1006

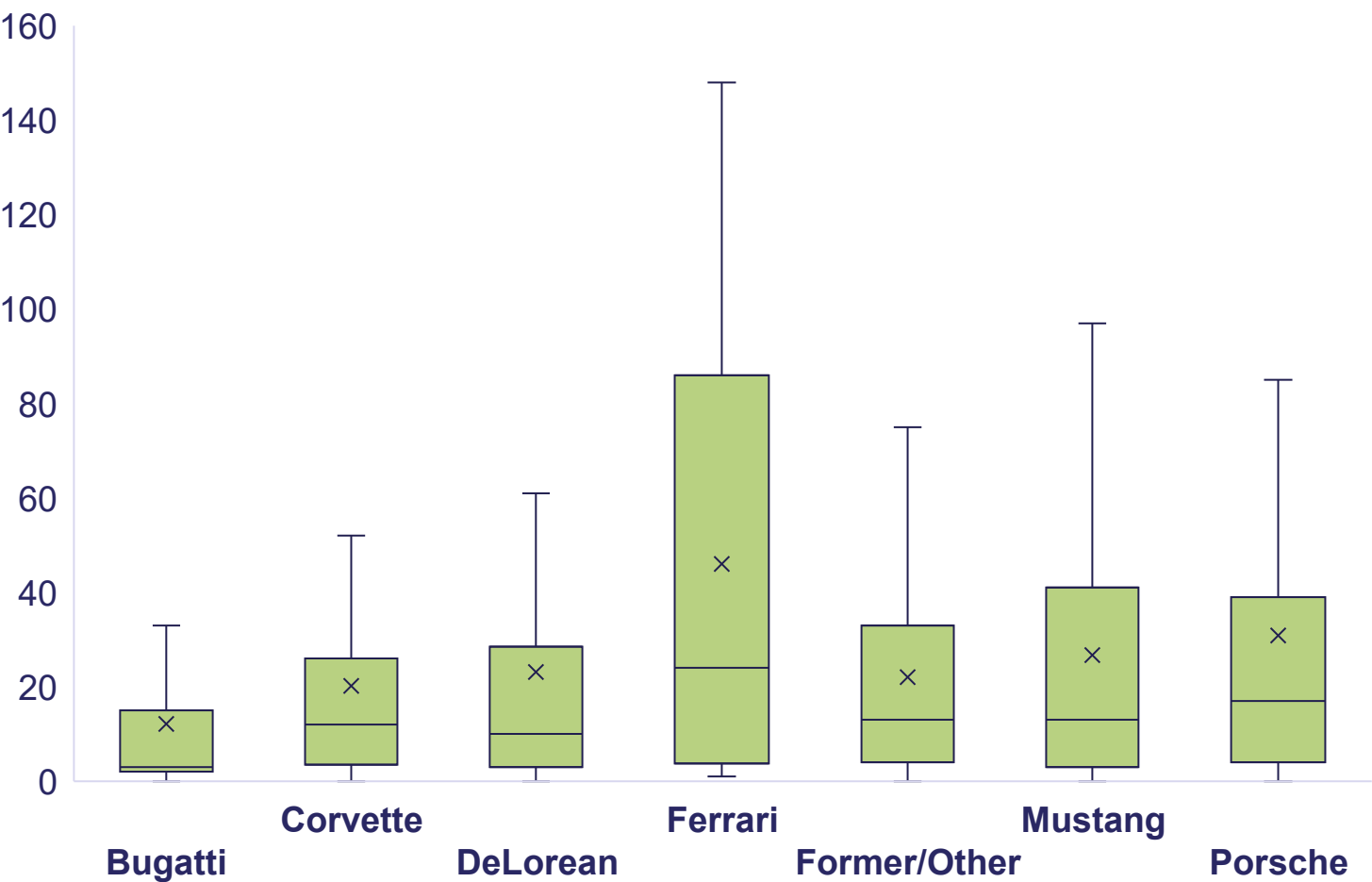
* Total Case Days **includes** suspended days; Active Case Days **excludes** suspended days.



Distribution of Active Days to Case Closure

Cases closed in the last 12 months

Active Case Days between Reported Date and Close Date by Investigator



Boxplot Statistics by Investigator

Investigator	Cases (N)	Mean Days	Median Days
Bugatti	86	12.2	3
Corvette	157	20.2	12
DeLorean	149	23.1	10
Ferrari	28	46.0	24
Former/Other	303	22.0	13
Mustang	168	26.7	13
Porsche	115	30.9	17
ALL CASES	1006	23.5	11



PSO Case Volume and Duration Variability

By Case Type – Cases Reported and Closed Since 9/1/2025

Action Item 1.43

Investigations:

- Largest volume (399) and longest median duration (33 days)
- Wide variability and many longer-running cases indicates opportunities for improvement
- Major contributor to overall workload

Complaints:

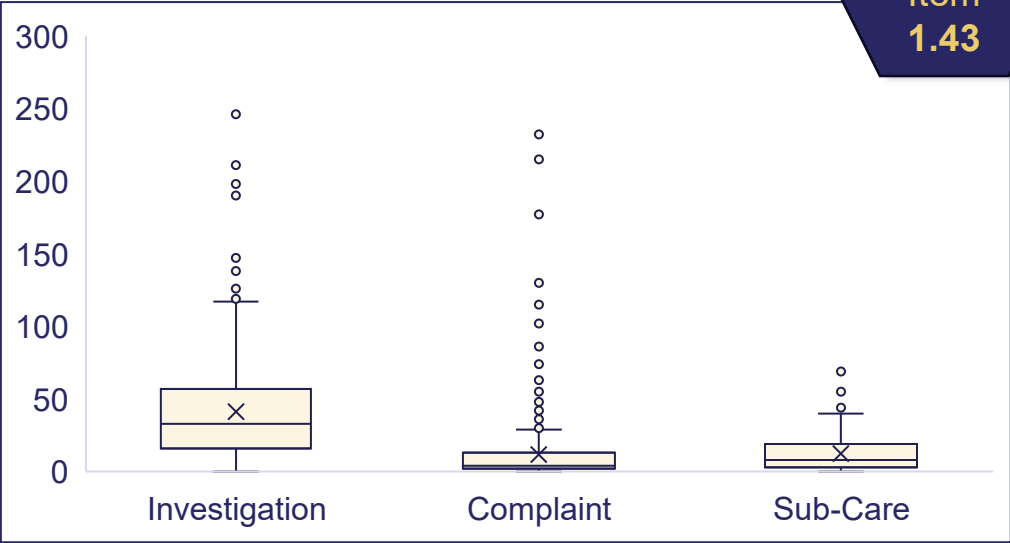
- Very fast overall (median 4 days)
- The average (11.7 days) is more than double the median due to outliers, suggesting some cases may not be correctly typed

Sub-Care:

- Consistent and predictable with few outliers

Overall:

- Case type assignment appears effective for the vast majority of cases. Investigations are more complex and naturally take longer than Complaints or Sub-Care cases.
- However, Complaints are more likely than other case types to become outliers, which may indicate the need for better triage refinement.



Statistics	Investigation	Complaint	Sub-Care
Min Days	0	0	0
25 th p'tile (Q1)	16	2	3
Median (Q2)	33	4	8
75 th p'tile (Q3)	57	13	18.5
Max Days	246	232	69
Mean Days	41.3	11.7	12.5
Outliers (#)	17	41	4
Cases (N)	399	481	126



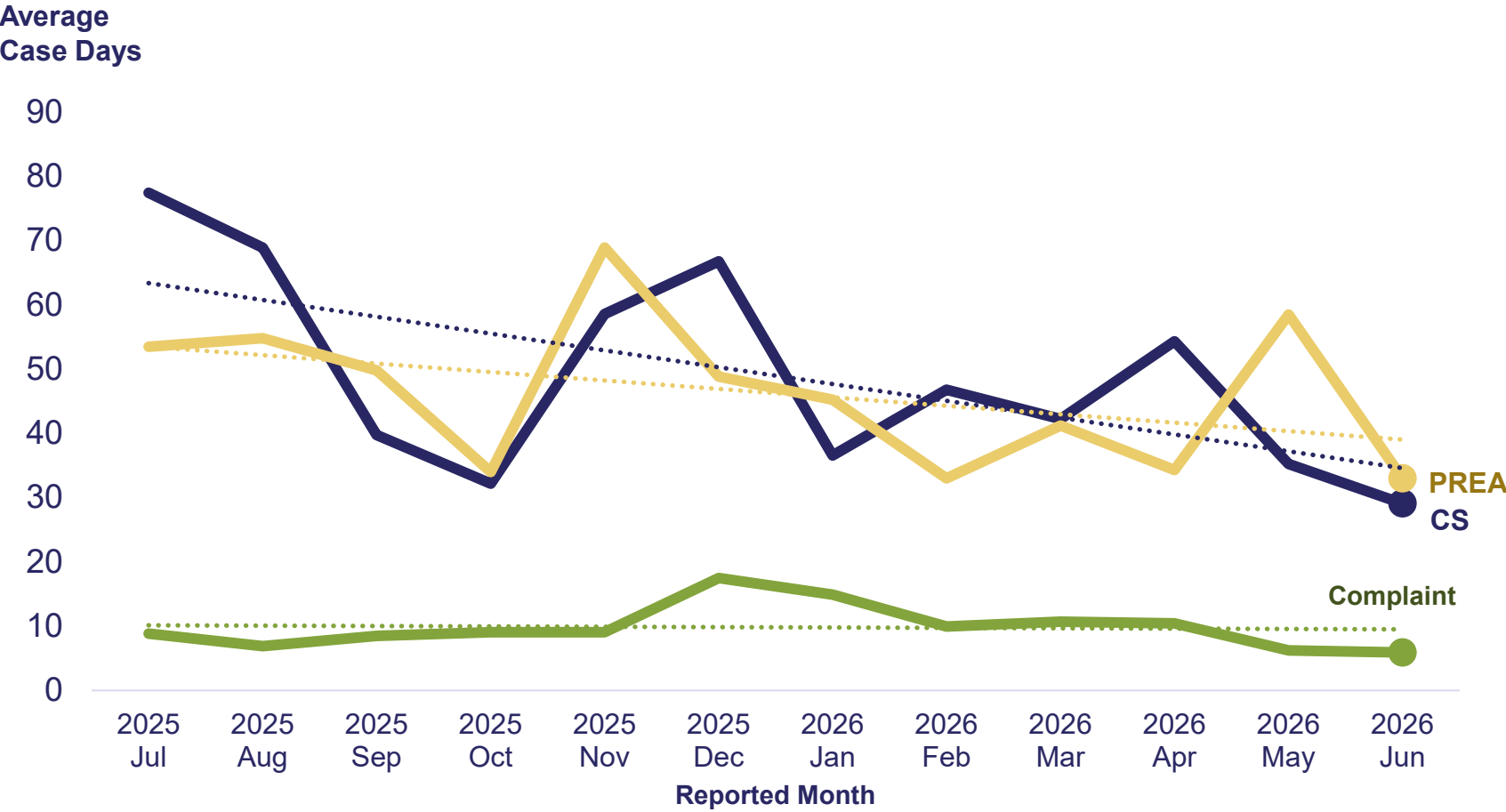
Average Days to Close by Case Type

12-Month Average Days to Close

Cases Reported
July 1, 2025 – June 30, 2026

Case Type	Days
CS Investigation	50.3
PREA Investigation	47.4
Complaint	9.8

CS and PREA investigation times have fluctuated but overall trended downward. Complaint cases have remained relatively steady at 6 to 17 days.



*Case days exclude suspended days. Past averages will change as cases from prior months are closed. 20



Classified Cases

*** Case Days Report to Close ***

PSO began implementing case classification in spring of 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 Case Days to Close
1) Staff-on-youth sexual harassment or abuse	149	39.5
2) Staff-on-youth non-sexual or other criminal act	88	45.5
3) Staff-on-youth racism or discrimination	17	18.1
4) Youth-on-youth sexual harassment or abuse	282	44.4
5) Youth-on-staff assault	8	30.9
6) Youth-on-youth other crimes	64	29.1
7) All other cases	777	17.4
All classified cases closed on or after 5/1/2025	1385	27.7

* Data as of 9/1/2026



Findings by Case Classification

*** All Cases ***

Case Classification	Substantiated ¹	Unfounded	Inconclusive	Combined	Other ²
1) Staff-on-youth sexual or boundary violation	17	46	55	15	16
2) Staff-on-youth non-sexual or other criminal act	19	28	13	16	12
3) Staff-on-youth racism or discrimination	3	2	4	0	8
4) Youth-on-youth sexual or boundary violation	111	59	75	17	20
5) Youth-on-staff assault	4	0	0	1	3
6) Youth-on-youth other crimes	23	5	9	6	21
7) All other cases	104	125	71	68	409
All classified cases closed on or after 5/1/2025	281 20%	265 19%	227 16%	123 9%	489 35%

¹ **Substantiated:** Includes Substantiated or Partially Substantiated

² **Other:** Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



Findings by Case Classification

*** OYA Residential Program ***

Case Classification	Substantiated ¹	Unfounded	Inconclusive	Combined	Other ²
1) Staff-on-youth sexual or boundary violation	1	3	2	1	3
2) Staff-on-youth non-sexual or other criminal act	3	2	4	4	2
3) Staff-on-youth racism or discrimination	0	1	0	0	1
4) Youth-on-youth sexual or boundary violation	2	0	2	0	1
5) Youth-on-staff assault	0	0	0	0	0
6) Youth-on-youth other crimes	1	1	3	0	5
7) All other cases	15	27	15	6	100
All classified cases closed on or after 5/1/2025	22 11%	34 17%	26 13%	11 5%	112 55%

¹ Substantiated: Includes Substantiated or Partially Substantiated

² Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



Findings by Case Classification

*** OYA Close Custody ***

Case Classification	Substantiated ¹	Unfounded	Inconclusive	Combined	Other ²
1) Staff-on-youth sexual or boundary violation	16	42	51	13	9
2) Staff-on-youth non-sexual or other criminal act	16	24	9	12	10
3) Staff-on-youth racism or discrimination	3	1	3	0	7
4) Youth-on-youth sexual or boundary violation	109	58	72	17	19
5) Youth-on-staff assault	4	0	0	1	3
6) Youth-on-youth other crimes	22	4	6	6	16
7) All other cases	89	92	53	62	287
All classified cases closed on or after 5/1/2025	259 23%	221 19%	194 17%	111 10%	351 31%

¹ Substantiated: Includes Substantiated or Partially Substantiated

² Other: Includes Resolved Prior to PSO Contact, Unable to Contact, No Complaint, Referred



Update on Audit Recommendations

Action
Item
1.45

The DOC Internal Audit Unit assessed PSO operations from October 2025 through March 2026. The following recommendations were outlined in the final audit report (Audit # 26-01).

Brief Description of Recommendation	PSO Update	Status
1 Collaborate with the Department of Administrative Services Classification and Compensation Unit to review and adjust the Investigator 3 classification and associated pay structure.	Paige and I have met regarding this issue. We are scheduling time with Mike to talk through potential obstacles.	In Progress
2 Develop and implement a formal knowledge transfer and cross training process between the Chief Investigator and Deputy Chief Investigator.	Currently hiring for the PSO Administrator.	In Progress
3 Procure, implement, and train staff on a new case management system.	Securing a new investigations data base (Argus Iris). Once the contract is in place, we will begin implementation and training.	In Progress
4 Conduct a comprehensive review of all PSO position descriptions and update them to ensure clarity, consistency, and alignment with current responsibilities, system references, and applicable policies.	Current PDs have been reviewed for consistency. These will be reassessed once we determine the new classification.	In Progress
5 Develop and implement a formal set of documented training criteria, a defined skill set for the standard investigator role, and a structured onboarding process to guide and evaluate new staff.	Onboarding guide being revamped.	In Progress
6 Develop and implement a comprehensive documented guide or desk manual outlining essential investigative processes	Desk manual is currently being developed and written. Due to length and complexity completion date will be targeted for mid-2027.	In Progress



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?

Question 4:
In the last 7 days, I have received recognition or praise for doing good work.



Employee Engagement

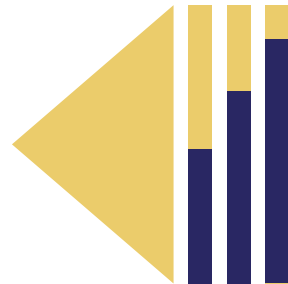
Updates on employee engagement efforts and areas of focus.



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