



OYA Training Academy

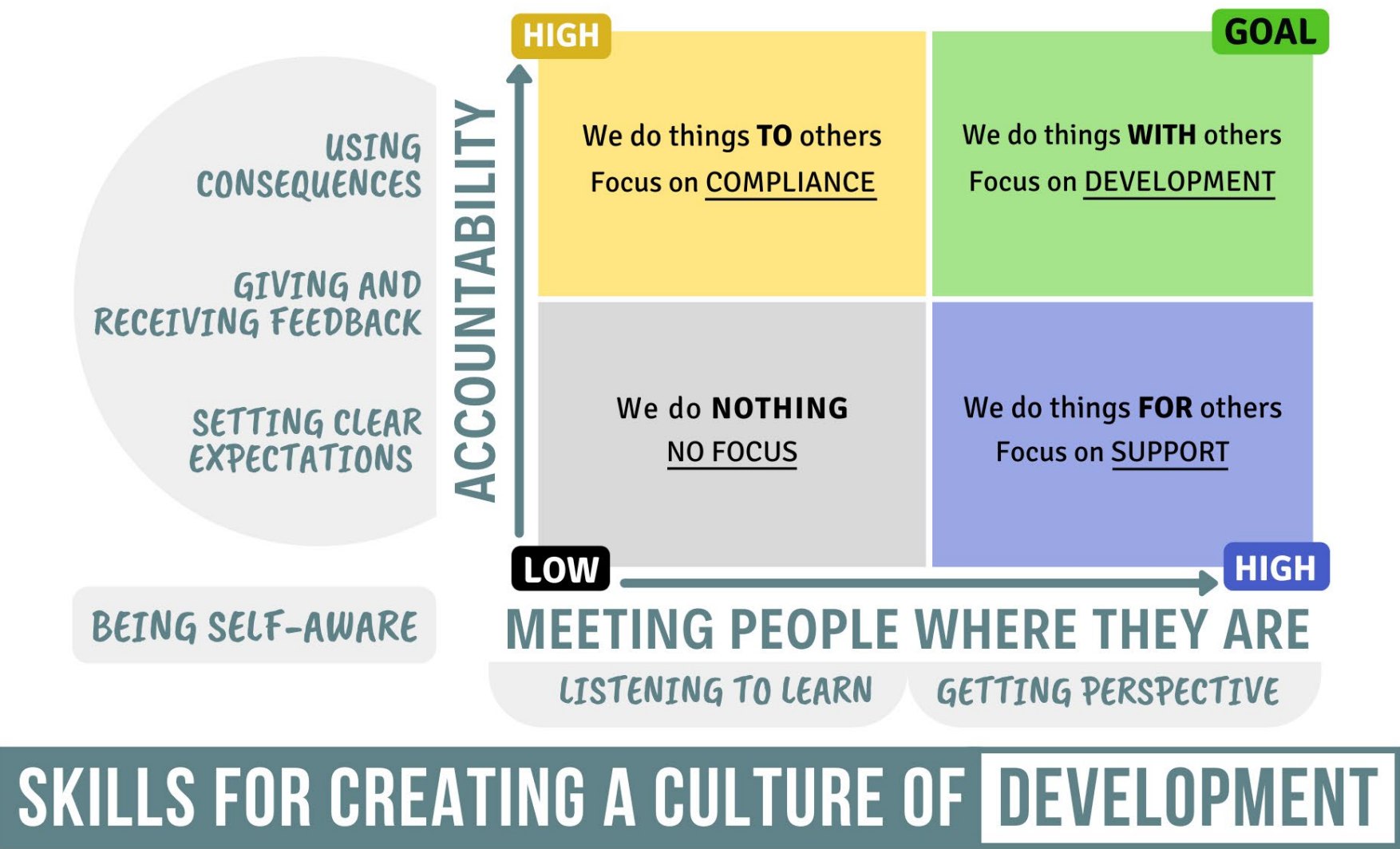
IMPACT Measures

José Guardado, Training Academy Director | Development Services

8/13/2026



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 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 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 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
Annual Training	All OYA staff must complete annual training. Training topics include those required according to job classification, law, OYA policy, and related bargaining agreements.
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).
Knowledge, Skills, and Abilities (KSAs)	A competency framework describing the knowledge an individual must possess, the skills they must be able to perform, and the abilities—both natural and developed—that support effective job performance.
Learning Path	This framework provides learners with a structured pathway through NET, tailored to the assigned role within the agency. The overall duration may vary based on the staff member's position description (PD).
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 two weeks in the classroom, two weeks of on-the-job-shadow training, then another week back in the classroom. The total duration may vary depending on the staff position description.
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 (during NET Week 1), through one-on-one mentoring, or a combination of these delivery methods.
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.
Reality Based Training Scenarios (RBTs)	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
Training Advisory Committee (TAC)	An agency committee that assesses agency training needs and aligns training strategies to most effectively support and implement agency and juvenile-justice initiatives. Membership must include the Training Academy Director and representative decision-makers from all OYA departments, professional trainers, and OYA training end users.
Training Evaluation System	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.
Workday Learning	A state of Oregon employee learning management system that retains employee training records and online courses; supplements the in-person training provided during NET. Required trainings are based on staff position descriptions.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

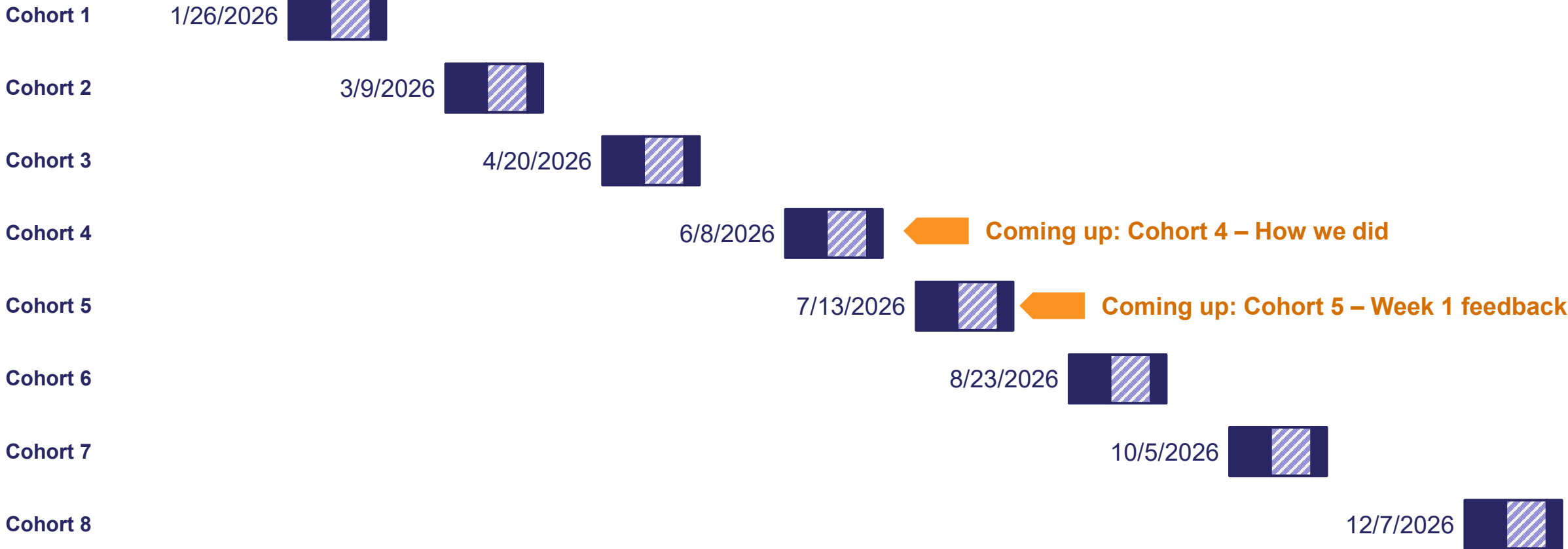


Performance Metrics



2026 New Employee Training Plan

■ Academy Weeks 1-2 ▨ Facility Shadow Weeks 3-4 ■ Academy Week 5





Initial Confidence Rating vs. Reality Check

OVERALL PRE-POST CHANGE

Pre-Shadow
4.5

Post-Shadow
4.15

-8%

(-0.35 rating points)

Greatest Pre-Post Alignment

- Skill: Interactive supervision & identifying correct vs. incorrect examples
- Skill: Behavior management strategies & recognizing where reinforcements were used
- Skill: Suicide risk continuum & changes to supervision levels

Largest Pre-Post Gaps

- Skill: Search procedures and identifying correct application
- Skill: Active Bystandership skills & spotting opportunities to use them
- Applying Policy: Frisk and post-movement search procedures

Areas of Least Confidence at Post-Shadow Assessment

- Skill/Policy: Respectful search procedures
- Skill: Identify common contraband and preserve chain of evidence
- Skill: Articulate verbal de-escalation principles and self-defense techniques
- Skill: Describe AB skills and spot opportunities to use them
- Policy: Control facility access

Gauging Confidence

Scale 1 – 5

Not at All Confident to
Extremely Confident



Post-Shadow vs. Role Readiness Check

OVERALL CHANGE POST-SHADOW to READINESS

Post-Shadow
4.15

Role Readiness
4.6

+11%
(+0.45 rating points)

Greatest Gains in Week 5 NET

- Skill/Policy: Search procedures
- Skill: Verbal de-escalation principles and self-defense techniques
- Skill: Active Bystandership skills
- Policy: Physical intervention policy

Gauging Role Readiness

Scale 1 – 5
Not at All Prepared to
Fully Prepared

Readiness Policy Check at Graduation

Follow boundary expectations	4.86
Build professional relationships	4.79
Comply with mandatory reporting	4.79
Apply physical intervention policy	4.71
Control tools & sharps	4.71
Determine when physical intervention is permitted vs prohibited	4.64
Maintain interactive supervision	4.57
PREA & sexual abuse/harassment	4.57
Uphold identity protections (SOGIE)	4.57
Apply Active Bystandership cornerstones	4.57
Apply search procedures*	4.50
Use Active Bystandership skills	4.50
Implement behavior management	4.43
Control facility access*	4.21

* Policy areas of least confidence on the post-shadow assessment



Training Experience

Average Program Rating = 4.56

Participants rated the training highly across most dimensions, with strong scores for clarity, instructor support, psychological safety, and overall preparedness.

The only notable lower area was the number of practice repetitions (3.79), suggesting learners may benefit from more hands-on time to reinforce skills.

Skill & Policy

Learners expressed high readiness across nearly all skill areas, with especially strong confidence in verbal de-escalation and clear directives.

Skill Confidence: 4.51

Verbal de-escalation/directives	4.64
Safe positioning	4.57
Early recognition and timely intervention	4.36
Coordinated team interventions	4.50
Psychological safety under stress	4.36
Transitioning between levels of engagement	4.36

PI Policy Confidence: 4.36

Least necessary, reasonable force	4.31
Permitted vs. prohibited PI devices	4.23
Post-incident requirements	4.31
How to access guides/policy and who to ask	4.54

Gauging Confidence

Scale 1 – 5
Not at All Confident to
Extremely Confident



Week 1 Feedback: Cohort 5

2026 NET Cohort 5

NET Track

- 19** Week 1
- 17** Weeks 2 – 5

Representation

- 16** Represented
- 3** Management / Non-Rep'd

Role

- 16** Group Life Coordinator
- 0** QMHP / Health Services
- 3** Other Roles

Attendance

18 of 19 participants signed up for the Cohort attended Day 1*

* One employee joined NET on day 3. Training Academy will work with them to make up the material.

Cohort 5 rated Week 1 training **very positively**, with all averages between **4.25 and 4.94** on a 5-point scale.

Positive Themes (highest rated)

- Improved understanding of Active Bystandership (4.94 – highest)
- Week 1 content connected to day-to-day work priorities
- Feel more ready for upcoming training weeks
- Improved understanding of Intervention & Use of Force Decision-Making
- Effective collaboration and communication were reinforced

Growth Opportunities (rated as 2 by one learner)

- The pace and organization of Week 1 kept me engaged (4.25 – lowest overall)
- Understanding of rights, identity & safety protections
- Understanding of Reporting & Specialized Safety Measures

Qualitative Feedback Themes

- Key takeaways mentioned professionalism, agency mission, need for transparency, need for attentiveness to self and surroundings, importance of early prevention, PHD & Active Bystandership, praise for instructors
- Requests for story-based learning, longer breaks, coffee in classroom, and more DEI education with content

Week 1 Pulse

Scale 1 – 5
Strongly Disagree to
Strongly Agree

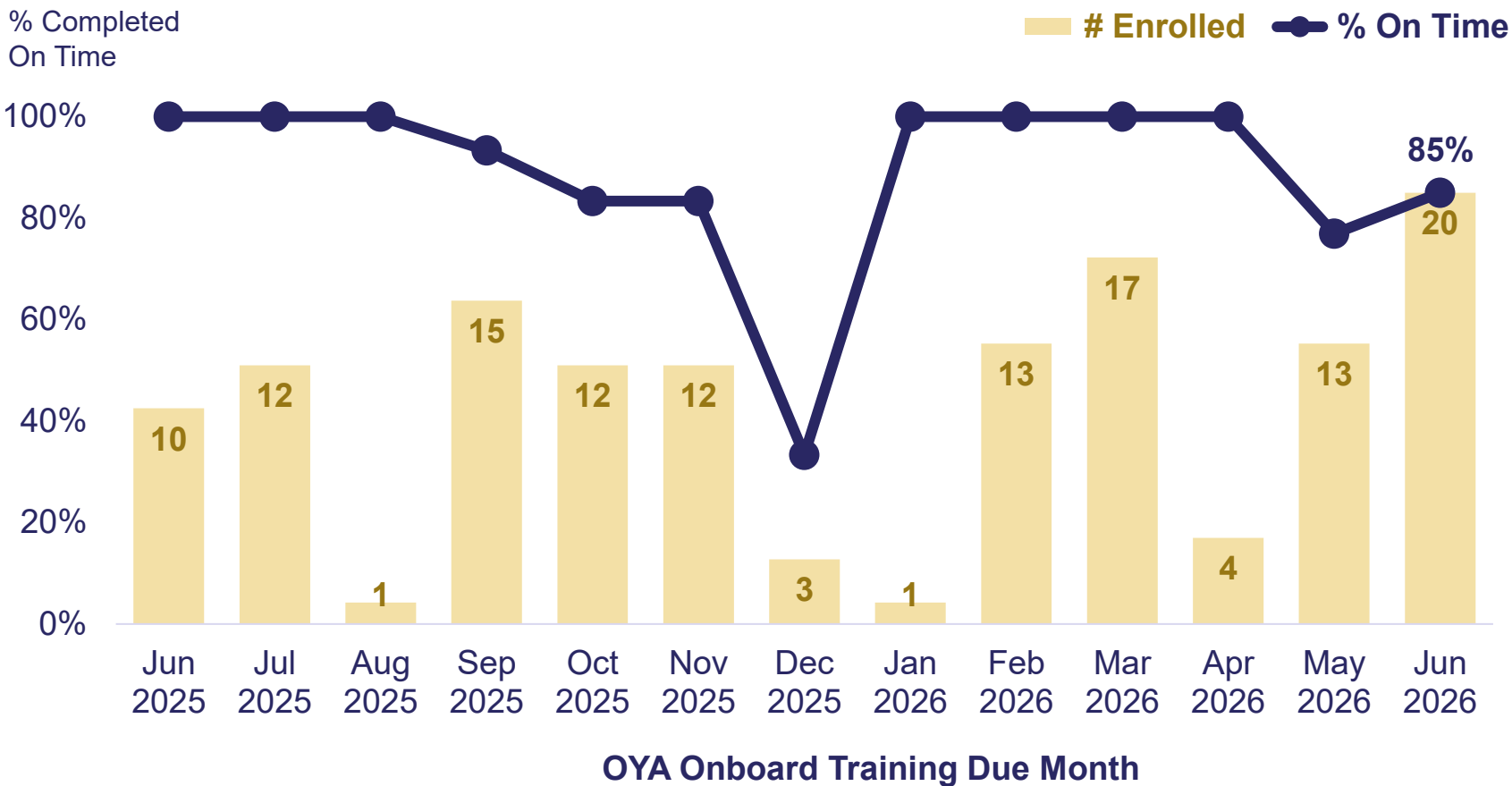


85% of OYA New Employee Onboard Training due in June 2026 was completed on time*

New Employee Onboard Training Components

OYA Agency
In-person OYA NET Week 1
OYA Harassment Free Workplace
In-person OYA NET Week 1
Union Orientation (if applicable)
In-person OYA NET Week 1
OYA Online NET (various policies) Workday

Governor’s Expectation: Agencies must have an orientation that 100% of new employees attend within 60 days.



* Over the past 12 months, 94% of new OYA employees completed Onboard training (includes both on time and late completions).



83% of Statewide NEO Training due in June 2026 was completed on time*

Statewide NEO Training (Workday)

DAS - CHRO - Overview of Oregon State Government
DAS - CHRO - Public Records
OGECH - Overview of Oregon Ethics Law
DAS - CHRO - Violence and Weapons Free Workplace
DAS - CHRO - Drug-Free Workplace for Employees
DAS - CHRO - Customer Service Fundamentals
DAS - CHRO - 2026 Preventing Discrimination and Harassment †
DAS - CHRO - Oregon Immigration Law Basics for State Employees †

† Annual training for all employees

Governor's Expectation: Agencies must have an orientation that 100% of new employees attend within 60 days.

% Completed On Time

Enrolled % On Time

100%

80%

60%

40%

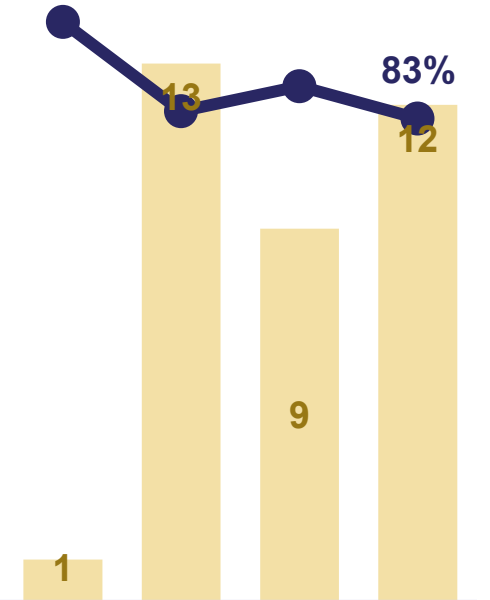
20%

0%

The earliest reportable month is NEO training due in March 2026

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

NEO Training Due Month



* As of 6/30/2026, 91% of new OYA employees completed Statewide NEO training (includes both on-time and late completions).



92% of Customer Service Training due in June 2026 was completed on time*

Governor's Expectation: All new employees complete DAS Customer Service training within 60 days.

% Completed
On Time

100%

80%

60%

40%

20%

0%

Enrolled

% On Time

The earliest
reportable month
for Customer
Service training
due is March 2026

Month	# Enrolled	% On Time
Jun 2025	0	0%
Jul 2025	0	0%
Aug 2025	0	0%
Sep 2025	0	0%
Oct 2025	0	0%
Nov 2025	0	0%
Dec 2025	0	0%
Jan 2026	0	0%
Feb 2026	0	0%
Mar 2026	1	100%
Apr 2026	13	92%
May 2026	9	88%
Jun 2026	12	92%

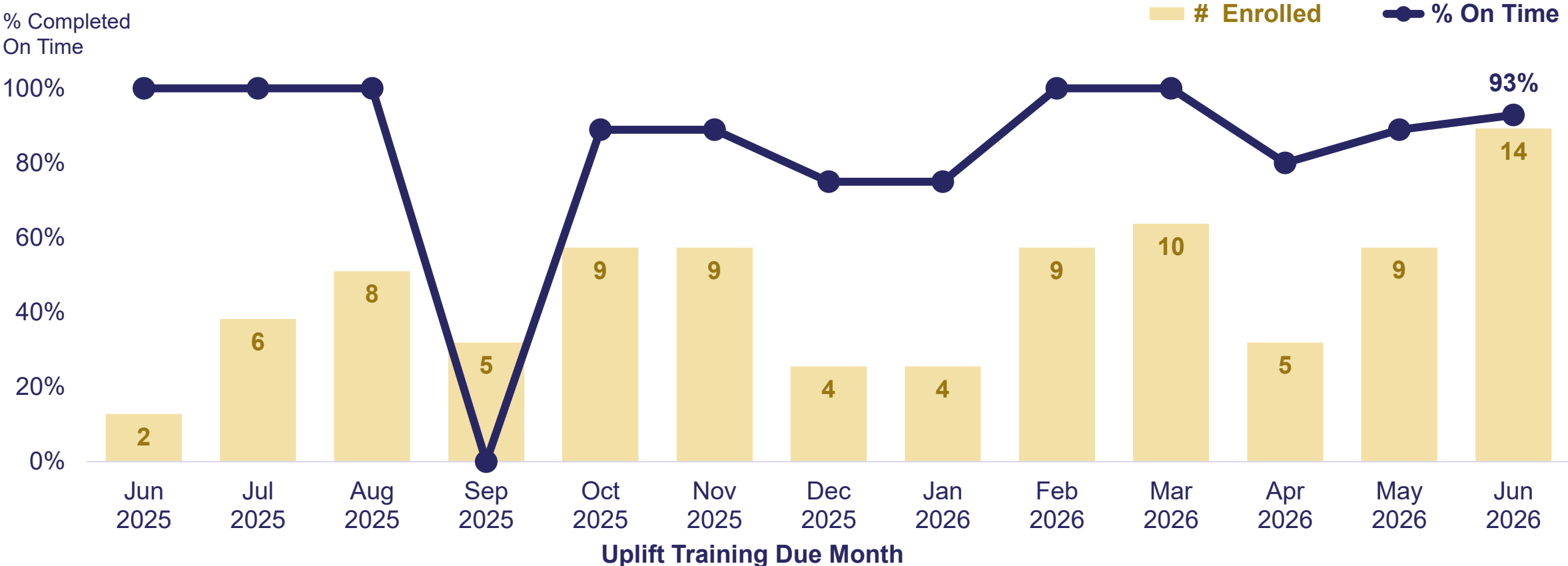
Customer Service Training Due Month

* As of 6/30/2026, 97% of new OYA employees completed Customer Service training (includes both on time and late completions).



93% of Uplift Your Benefits Training due in June 2026 was completed on time*

Governor’s Expectation: All new state employees complete Uplift Your Benefits within 30 days of hire, ideally within 14 days of hire, or before they complete their enrollment documents.

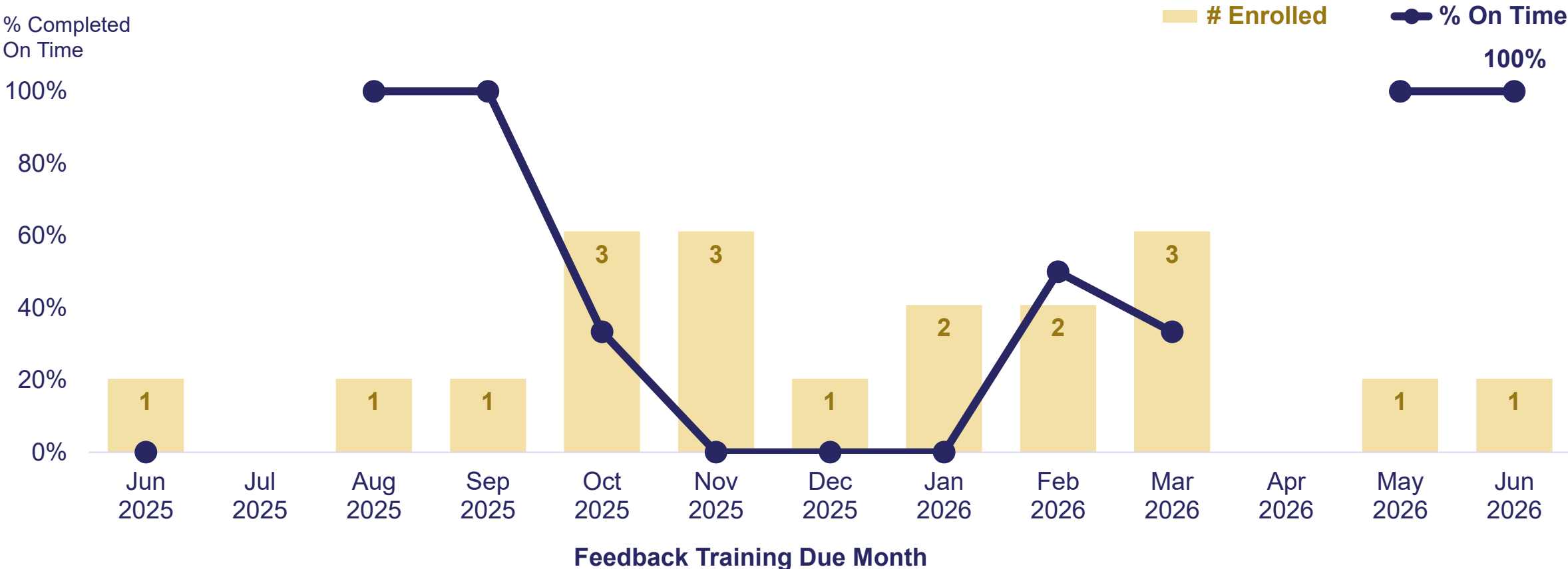


* Over the past 12 months, 97% of new OYA employees completed Uplift Your Benefits training (includes both on time and late completions).



100% of DAS Employee Feedback Training due in June 2026 was completed on time*

Governor’s Expectation: All new managers complete DAS Employee Feedback training within 30 days of hire.

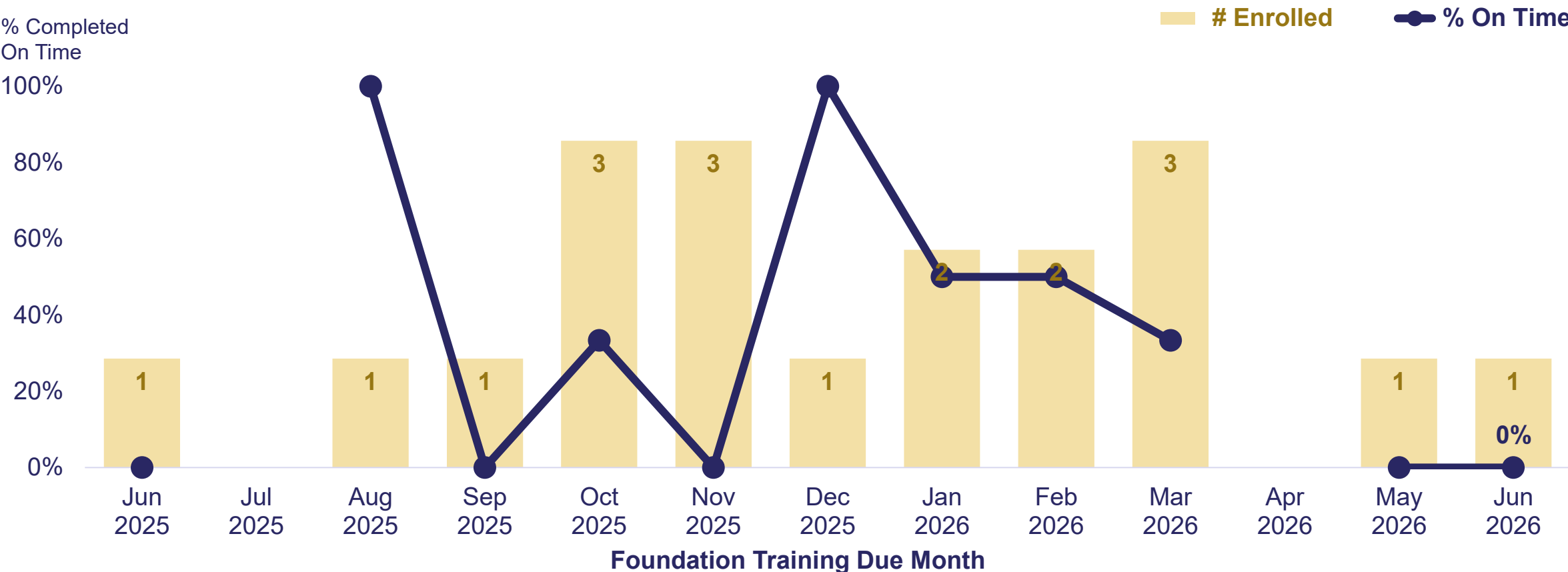


* Over the past 12 months, 63% of new OYA managers completed Employee Feedback training (includes both on time and late completions).



0% of DAS Foundational Training due in June 2026 was completed on time*

Governor’s Expectation: All new managers complete the DAS Foundational Training Program within four months.



* Over the past 12 months, 32% of new OYA managers completed Foundational training (includes both on time and late completions).

Completion of Annual Training Assigned to Date

OYA 2026 Policy Acknowledgement

Due: 12/31/2026

62%

OYA 2026 Electronic Communication & Info Assets Agreement

Due: 12/31/2026

73%

OYA 2026 Facility Access Form

Due: 12/31/2026

71%

OYA 2026 PREA Refresher & Acknowledgement

Due: 12/31/2026

57%

OYA - OSHA Air Quality & Wildfire Smoke Awareness – 2026

Due: 6/30/2026

90% (79%)

OYA - OSHA Heat Stress Awareness Refresher – 2026

Due: 6/30/2026

93% (84%)

OYA 2026 USDA Civil Rights & Child Nutrition Program

Due: 6/30/2026

90% (84%)

OYA Meal Count Training - 2025-26 School Year

Due: 6/30/2026

85% (77%)

OYA Rhabdomyolysis Awareness 2026

Due: 6/30/2026

92% (84%)

OYA Annual JJIS Security Review 2026

Due: 6/30/2026

96% (82%)



Projects and Priorities



Superintendent 1:1 Insights: Key Themes and Priority Actions

Action
Item
**1.3. 1.8,
1.16**



The Training Academy director held focused 20-minute 1:1 conversations with YCF and YTP Superintendents to identify emerging staff needs and training priorities.

These discussions highlighted clear themes and actionable steps to strengthen workforce readiness and agency-wide support.

What I Heard

- Strengthen and tighten onboarding fundamentals
- Expand and prioritize practice-based skill development
- **Boost onsite training capacity and flexibility**
- Enhance feedback loops and reinforcement check-ins
- **Build advanced competencies across key areas**

How We Will Respond

Quick Wins (0-90 Days)

- Deliver manager NET walk-through
- Standardize Shadow Week rules of engagement

Next 1-2 Quarters

- Pilot FTO program
- Develop advanced practice modules: gender-responsive & neurodiversity

Additional Priorities: Current Progress & What's Ahead





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

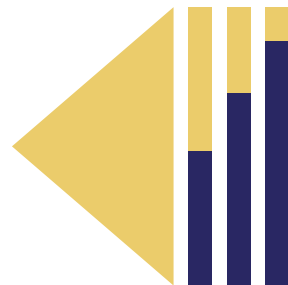
Updates on employee engagement efforts and areas of focus



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