



OYA Training Academy

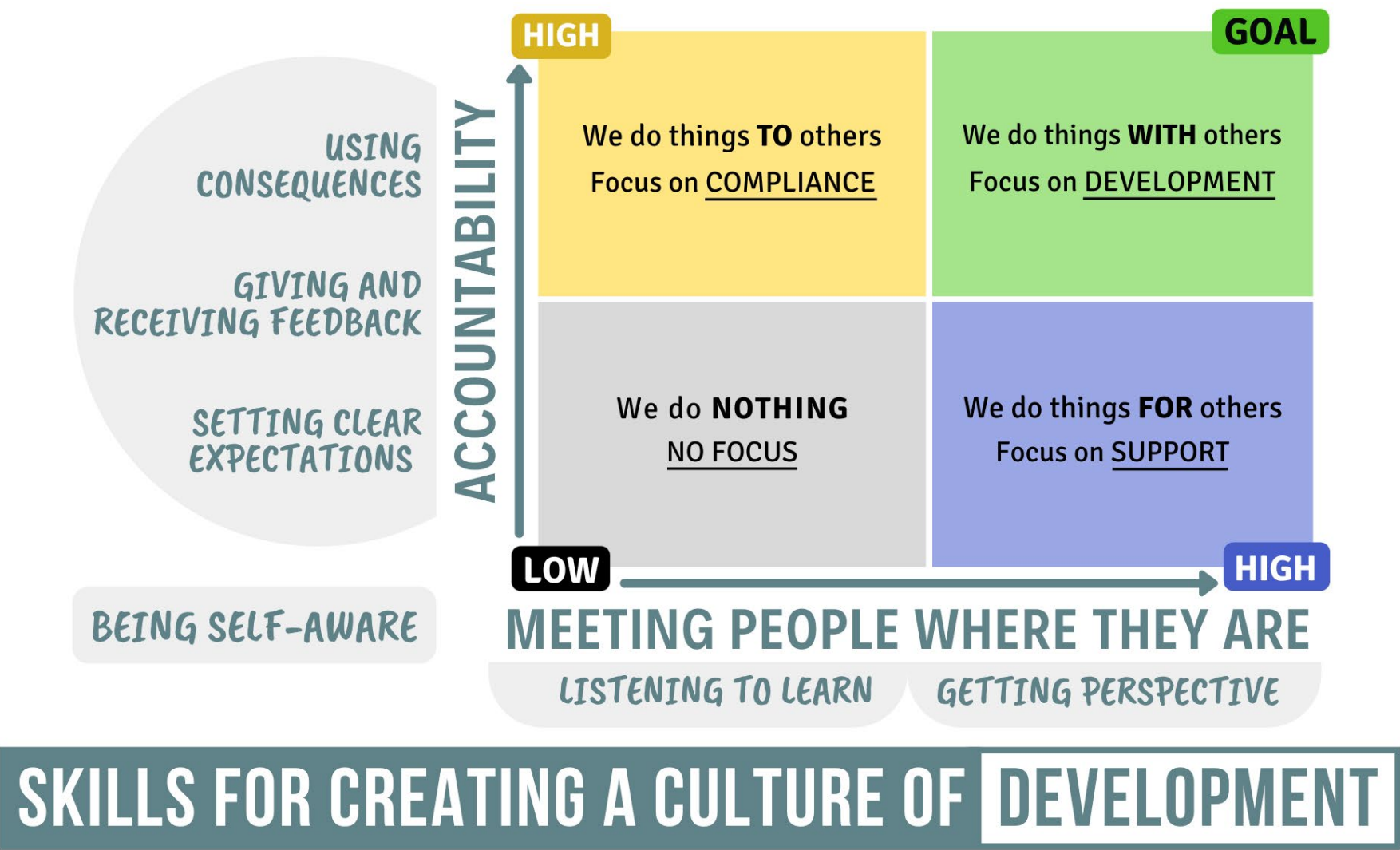
IMPACT Measures

2/19/2026

José Guardado, Training Academy Director | Development Services



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.





What We Do





How We Do It

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.

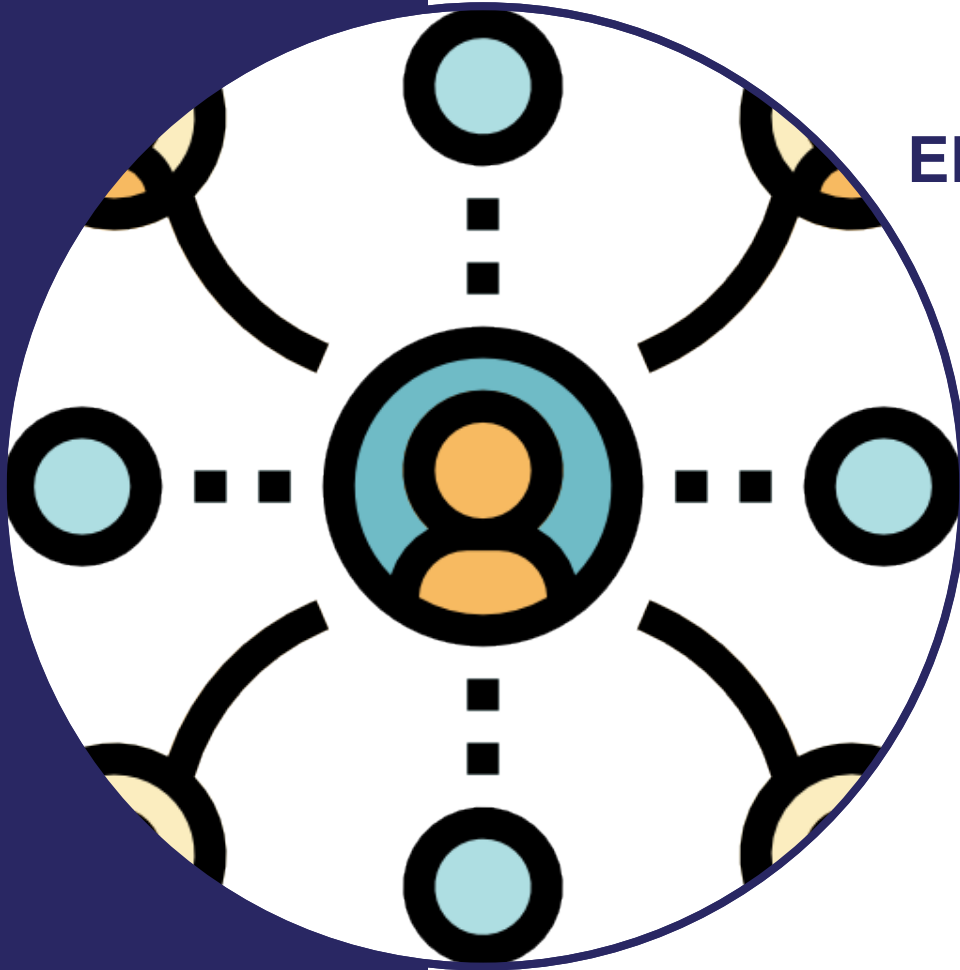
Partner closely with employee managers and key agency stakeholders to align efforts.

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.



How We Do It



ENGAGEMENT POINTS

Orientation Training

within 60 days of hire date

NET (New Employee Training)

within 90 days of hire date

Workday Learning

(e.g., role, location specific, new employee, annual)

In-Service & Ongoing Training



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.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

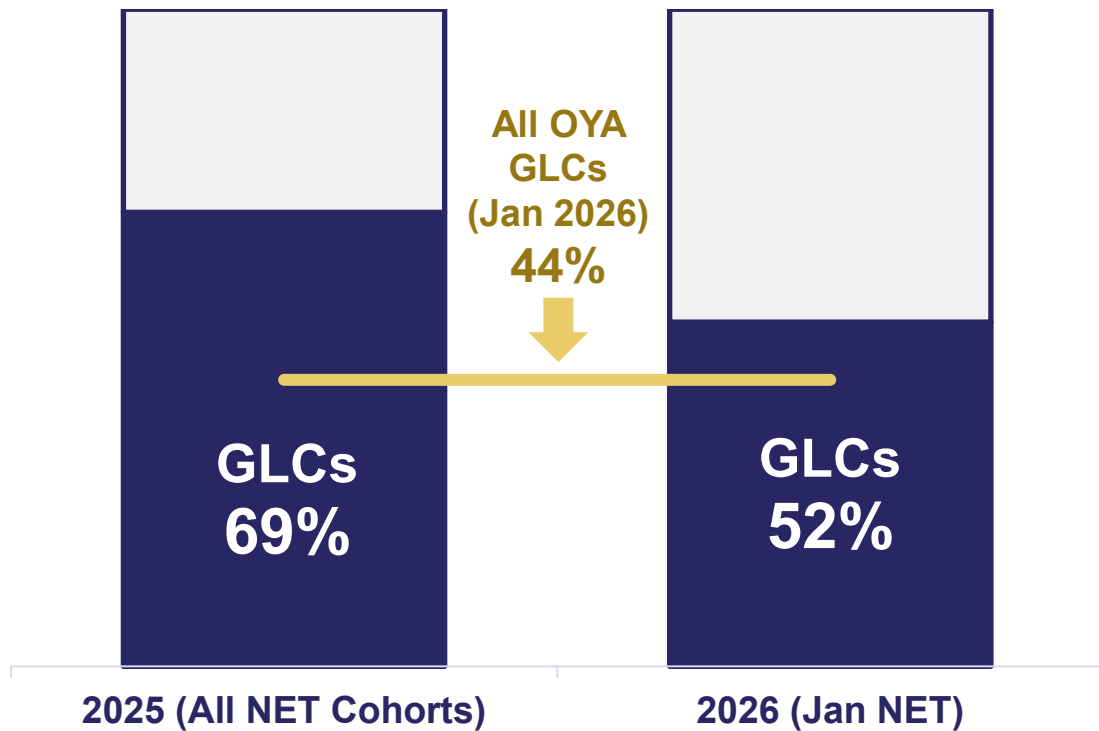


Performance Metrics

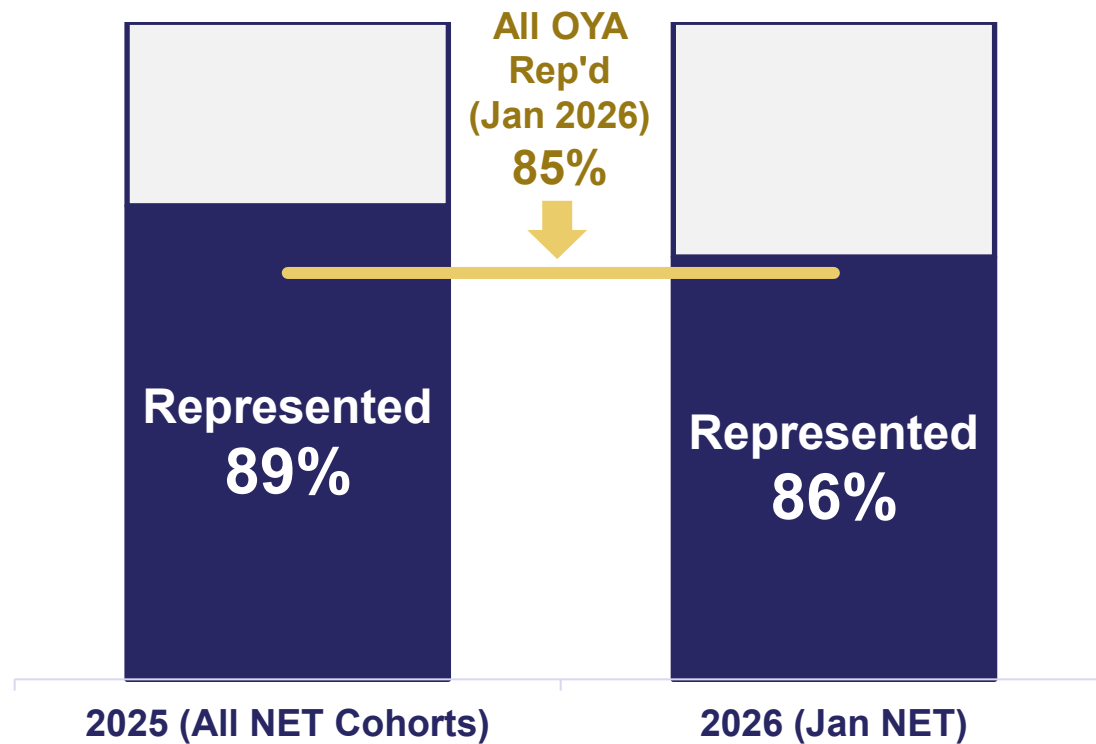


Who Attends New Employee Training?

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



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





NET Week 1 Feedback: January 2026 Leveraging AI

What is **the single most important insight** you received during week 1?

Pro-active-ness

What is **the single most important insight** you received during week 1?

The youth is the most important part ~~and~~ and to help them be a better person and version of themselves

What was **the single most surprising thing** you learned during week 1?

loved learning about the supports for LGBTQ+ youth

What was **the single most surprising thing** you learned during week 1?

the extreme differences between facilities

What is **the single most important insight** you received during week 1?

The physical intervention portion was very helpful.

Most Surprising Learnings & Important Insights

- LGBTQ+ awareness and supports for youth
- Diversity, Equity, Inclusion (DEI) and bias recognition
- Youth behavior, manipulation awareness, and safety considerations
- Structural and facility differences
- Availability of resources for staff and youth

Overall Sentiment

- Participant sentiment was overwhelmingly positive and reflective. Responses demonstrate strong engagement, appreciation for the content, and thoughtful consideration of equity, inclusion, and professional responsibility.

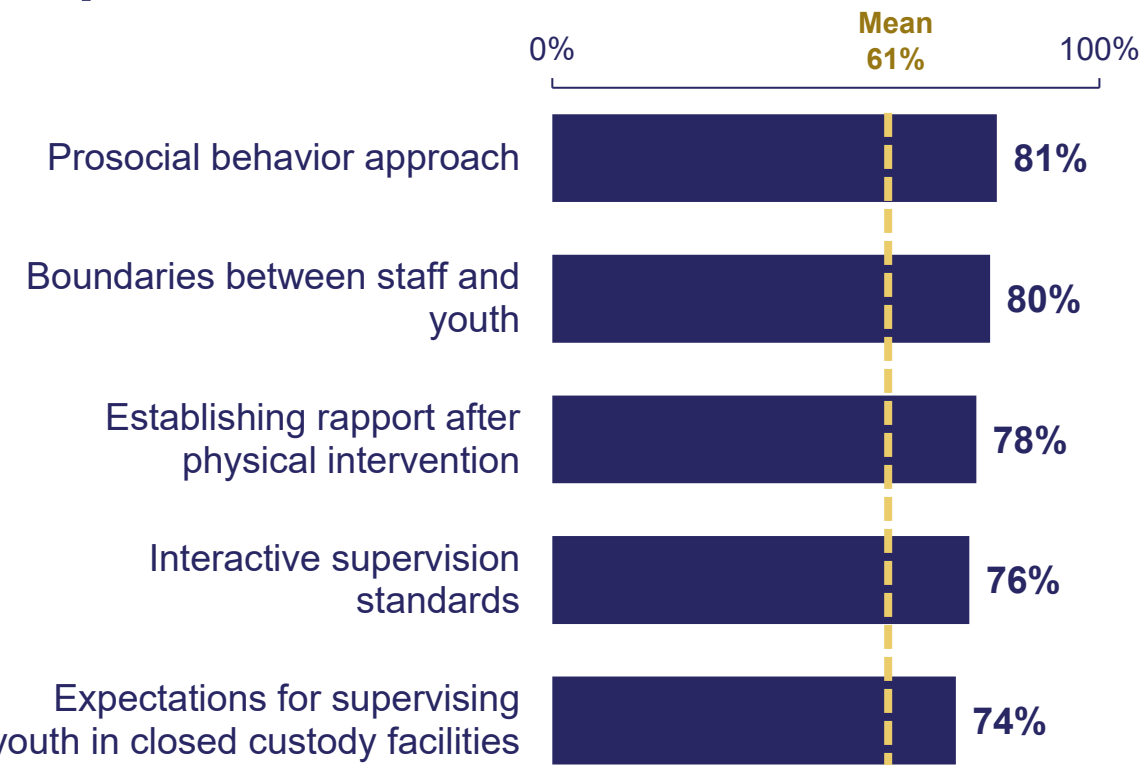
Conclusion

- Week 1 training was effective in prompting awareness, reflection, and engagement. Feedback suggests maintaining current content while ensuring logistical improvements for Week 2.

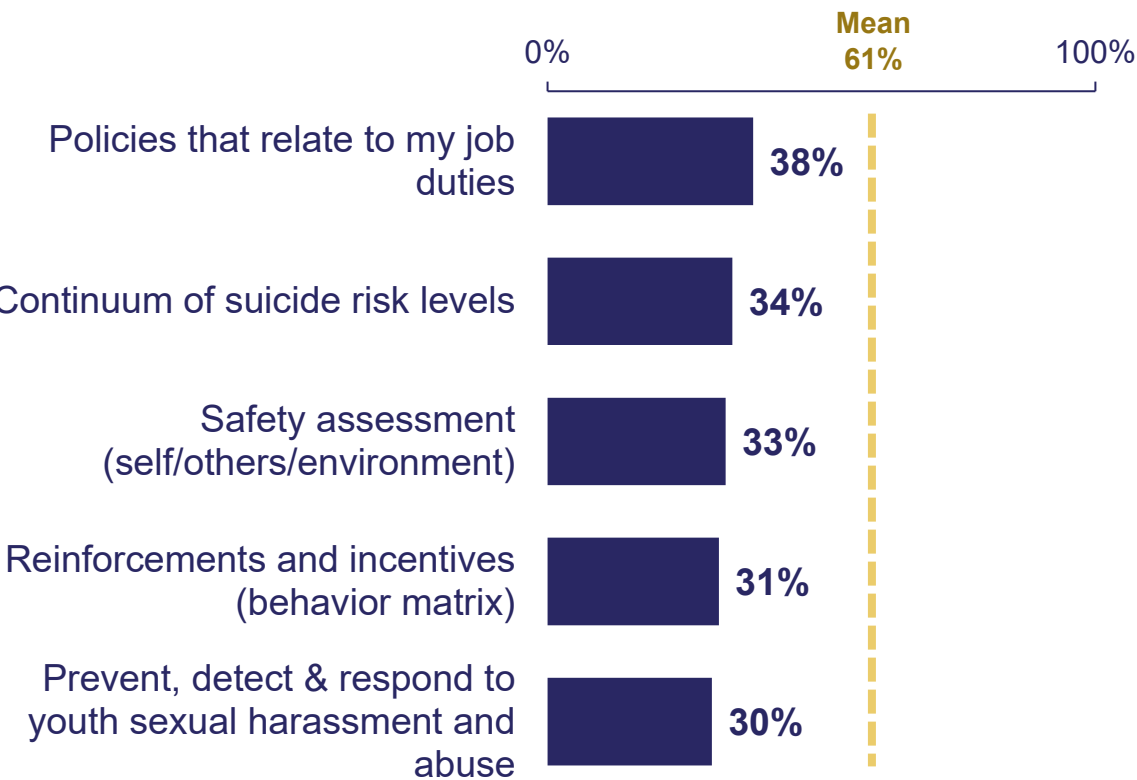


Top strengths and priority improvement areas by % of possible score

Top 5 Items

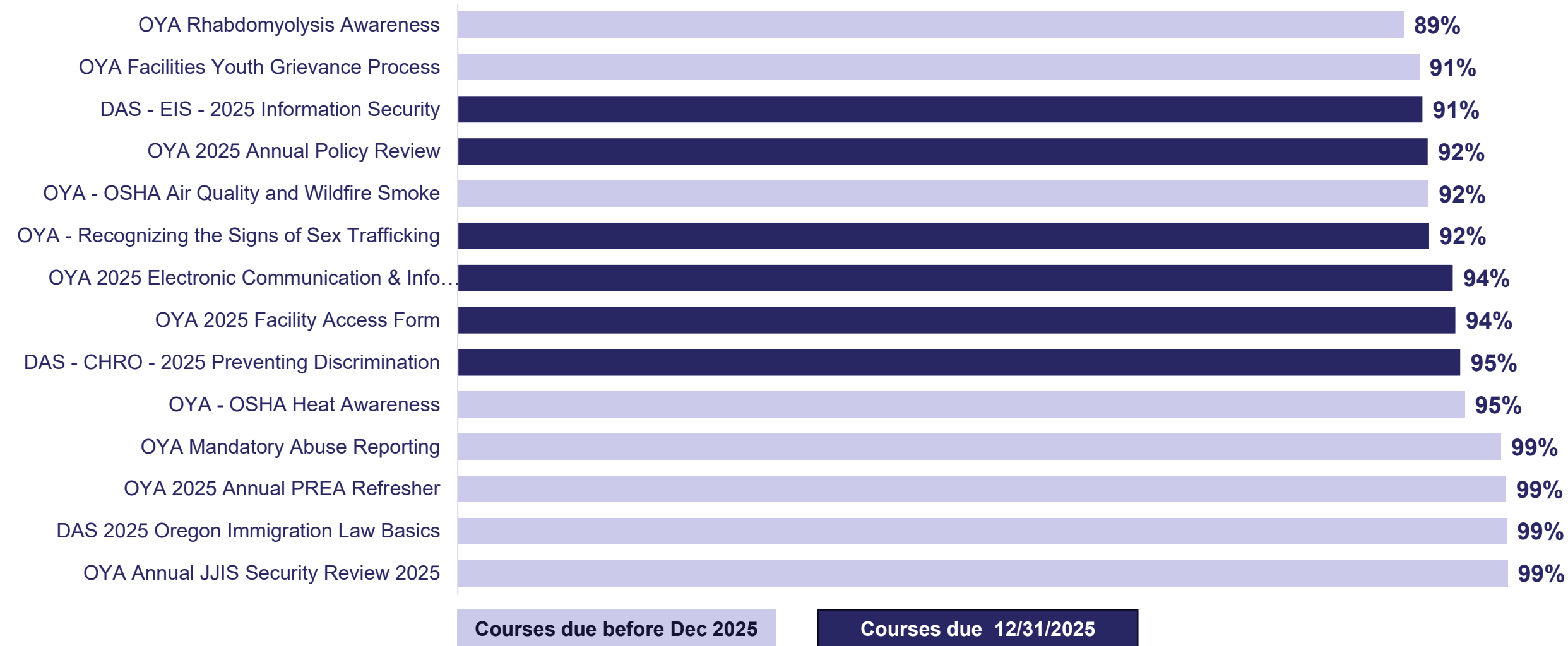


Bottom 5 Items





In 2025, the mean on-time completion rate across all required online training courses was 94%





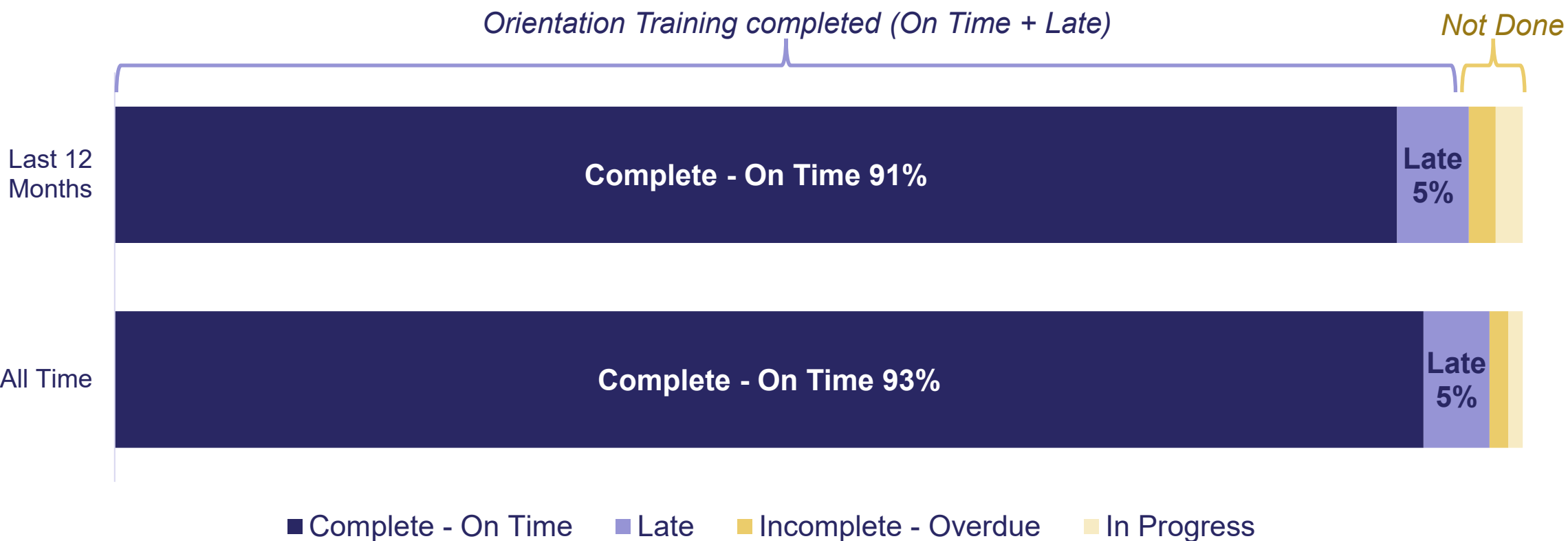
2025 Online Required Training Schedule

OYA 2025 Facility Access Form	1/15/2025		12/31/2025
OYA 2025 Electronic Communication & Info Assets	1/15/2025		12/31/2025
OYA 2025 Annual Policy Review	1/15/2025		12/31/2025
OYA - Recognizing the Signs of Sex Trafficking	1/15/2025		12/31/2025
DAS - CHRO - 2025 Preventing Discrimination	3/3/2025		12/31/2025
OYA Annual JJIS Security Review 2025	3/31/2025	6/30/2025	
OYA 2025 Annual PREA Refresher	3/31/2025	6/30/2025	
DAS - EIS - 2025 Information Security	6/2/2025		12/31/2025
OYA - OSHA Heat Awareness	6/13/2025	7/31/2025	
OYA - OSHA Air Quality and Wildfire Smoke	6/13/2025	7/31/2025	
OYA Facilities Youth Grievance Process	6/13/2025	7/31/2025	
OYA Mandatory Abuse Reporting	6/13/2025	7/31/2025	
OYA Rhabdomyolysis Awareness		9/30/2025	11/29/2025



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

96% of orientation training (both on time and late) assigned between February 2025 and February 2026 has been completed. The All-Time completion rate is 98%.



Measure Ideas

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)~~
- ~~Participant NET WK 1 feedback forms~~
- **Wishlist:**
 - Self assessment at 2-weeks and retest after shadow week
 - Specific NET course feedback forms
 - 3–6-month post-participant survey
 - 90-day manager survey

In-Service Training

- Streamlined and uniform feedback survey
- Show facilities delivered & % of eligible who participated
- Goal is 1 in-service/quarter per facility

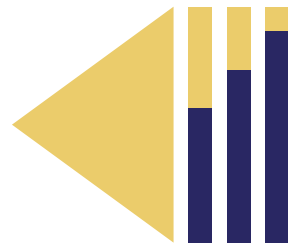
Orientation Training (history is quarterly then monthly)

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





Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Help us improve

Follow QR code to provide feedback