



# OYA Training Academy

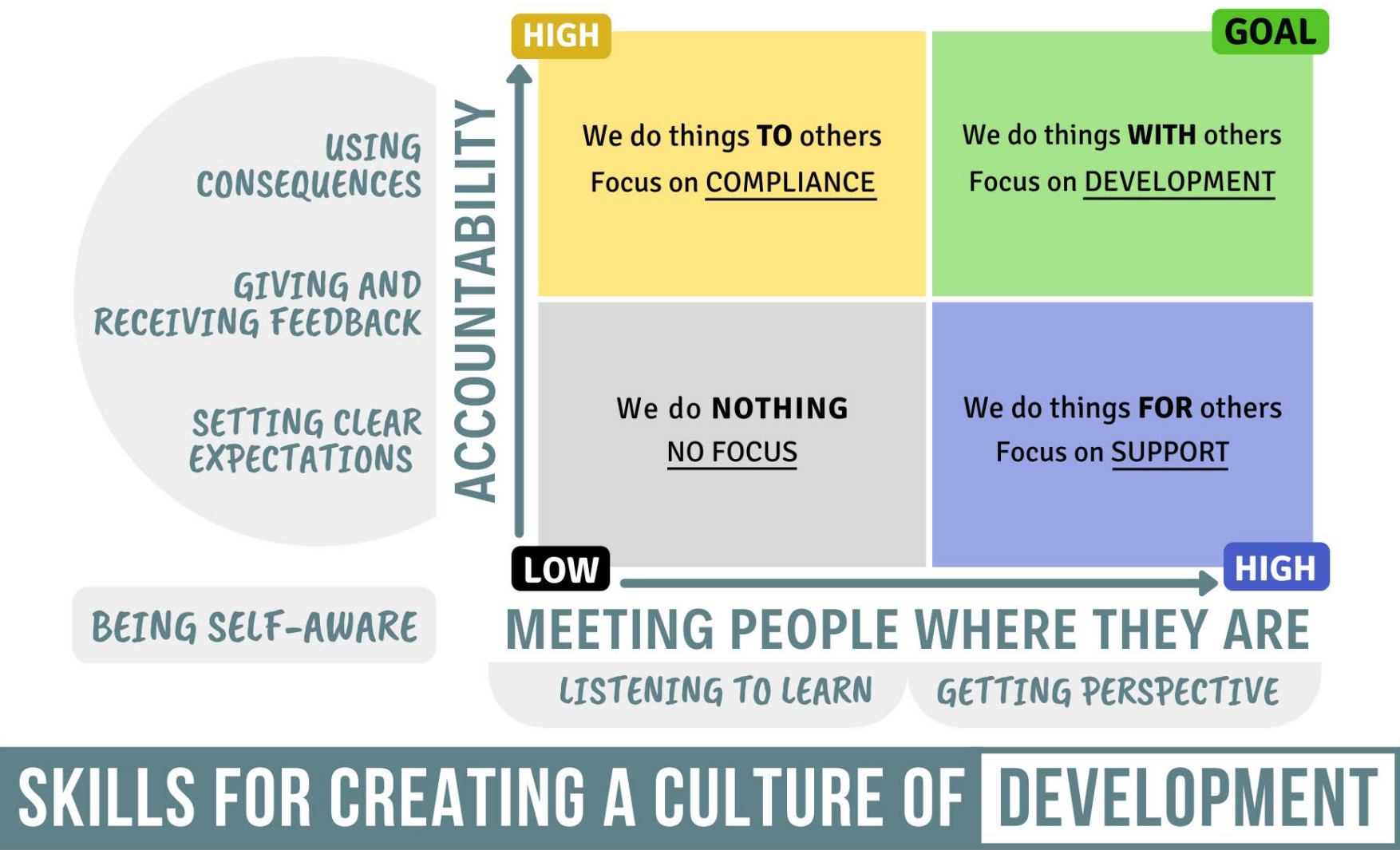
## IMPACT Measures

José Guardado, Training Academy Director | Development Services

7/9/2026



# 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.*

**José Guardado**

Training Academy Director

**Shannon Myrick**

Assistant Director of Development Services

**Doug Thomas**

JJIS Integration and Policy Coordinator

**Katy Sugano**

DEI Strategic Coordinator

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**Troy Sanders**

IT Infrastructure and Operations Manager

**Rhonda Cabalona**

JJIS Trainer



# 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 an 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 the 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, and 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 (during NET Week 1), 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                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. It supplements the in-person training provided during NET. Required trainings are based on staff position descriptions.                                                                                                        |



Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



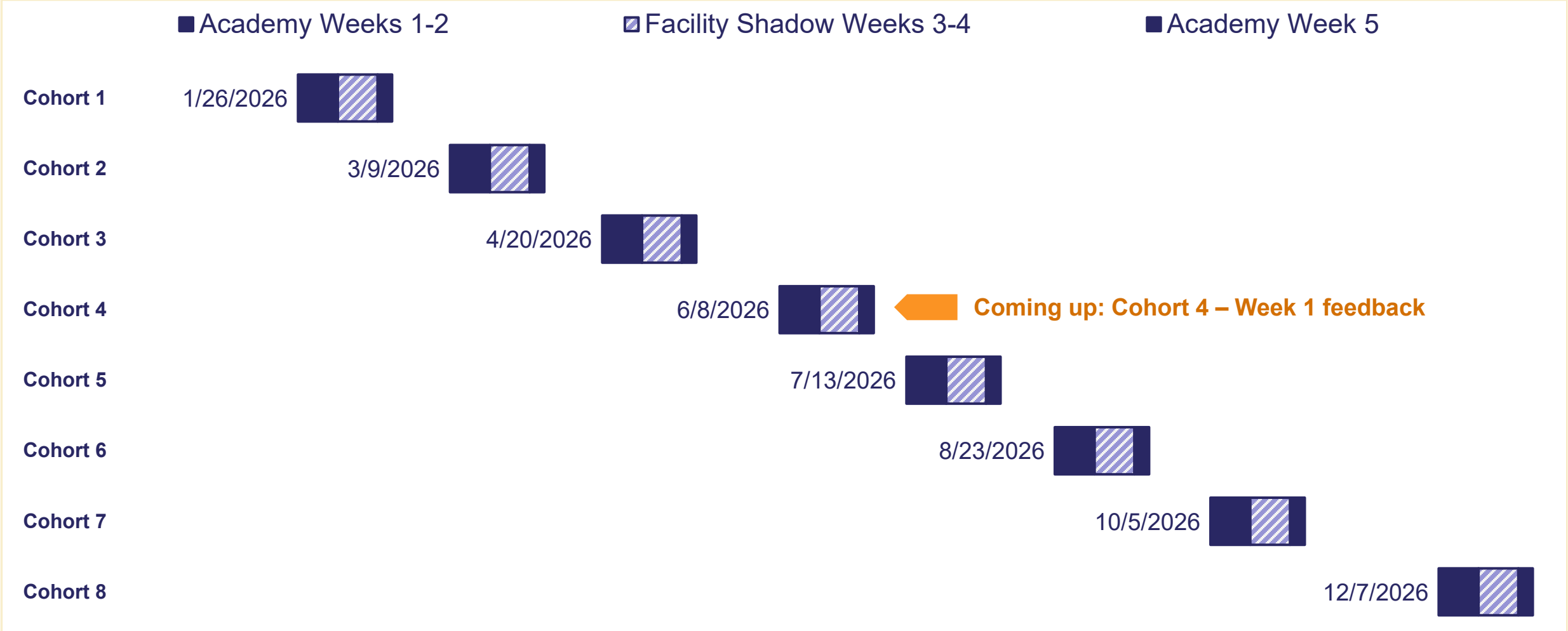
# Performance Metrics





# 2026 New Employee Training Plan

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





# Week 1 Feedback: Cohort 4

## 2026 NET Cohort 4

### NET Track

- 16** Week 1
- 15** Weeks 2 – 5

### Representation

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

### Role

- 12** Group Life Coordinator
- 2** QMHP / Health Services
- 2** Other Roles

### Attendance

All participants signed up for the Cohort attended Day 1

Cohort 4 rated Week 1 training **very positively**, with all averages between **4.18 and 4.82** on a 5-point scale.

### Positive Themes (highest rated)

- Learning activities connected training to day-to-day work
- Examples and explanations made complex ideas easy to follow
- Week 1 training made the agency's mission feel relevant to work
- Effective collaboration and communication were reinforced

### Growth Opportunities (rated as 2 by one individual only)

- Understanding of movement, searches & contraband control
- Understanding of rights, identity & safety protections
- Understanding of Active Bystandership

### Qualitative Feedback Themes

- Training is well-structured and builds logically ("stacked up on one another").
- Group activities are highly valued.
- Understanding unit supervision and real-world context was meaningful.

### Week 1 Pulse

Scale 1 – 5  
Strongly Disagree to  
Strongly Agree

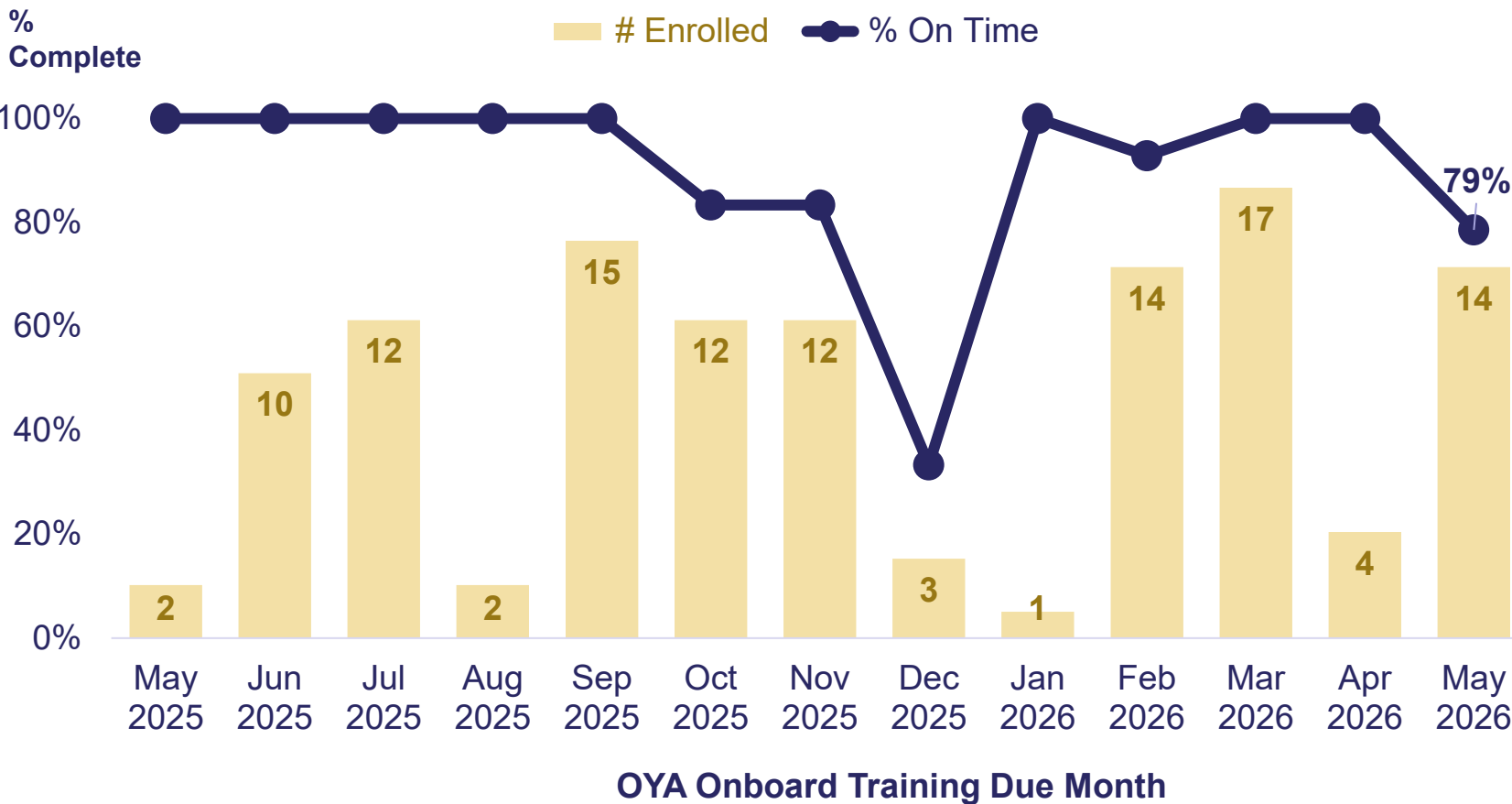


# 79% of OYA New Employee Onboard Training due in May 2026 was completed on time\*

## New Employee Onboard Training Components

|                                                        |
|--------------------------------------------------------|
| <b>OYA Agency</b>                                      |
| In-person OYA NET Week 1                               |
| <b>OYA Harassment Free Workplace</b>                   |
| In-person OYA NET Week 1                               |
| <b>Union Orientation</b><br>(if applicable)            |
| In-person OYA NET Week 1                               |
| <b>OYA Online NET</b><br>(various policies)<br>Workday |

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



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



# 90% of Statewide NEO Training Due in May 2026 was completed on time\*

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

| Statewide NEO Training<br>(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



\* As of 5/31/2026, 92% of new OYA employees completed Statewide NEO training (includes both on-time and late completions).



# 90% of Customer Service Training Due in May 2026 was completed on time\*

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

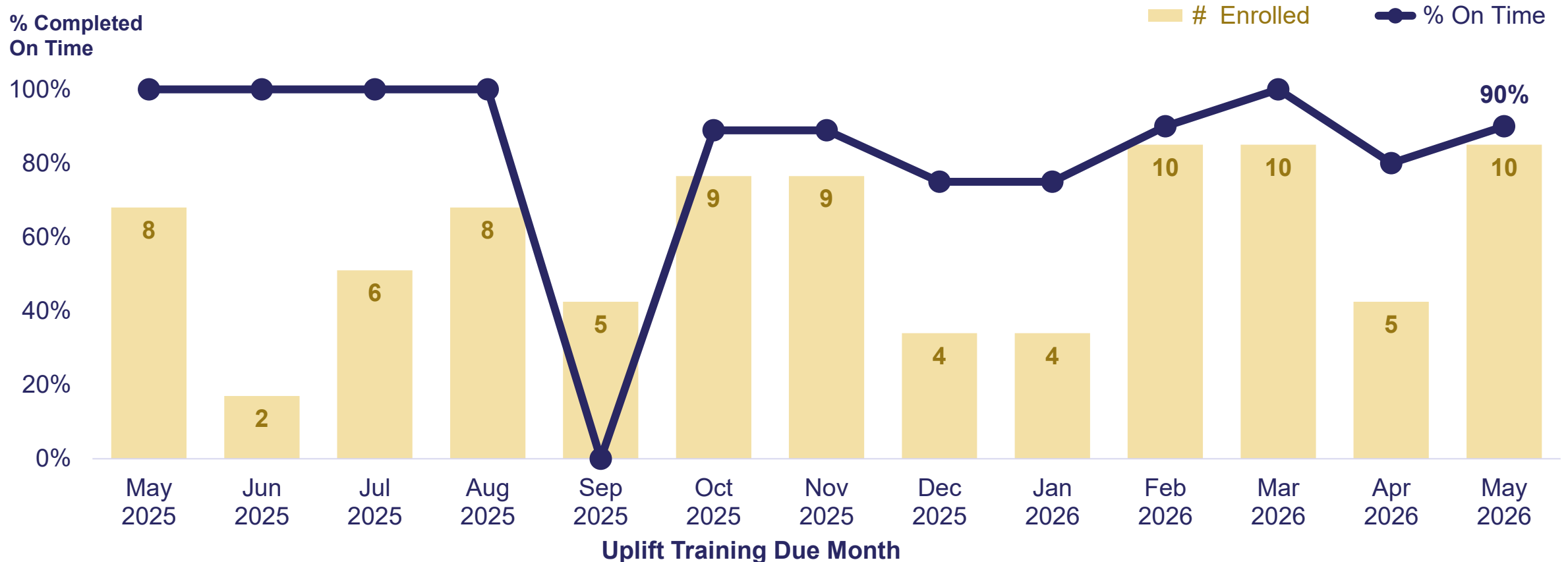


\* As of 5/31/2026, 100% of new OYA employees completed Customer Service training (includes both on-time and late completions).



## 90% of Uplift Your Benefits Training due in May 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.



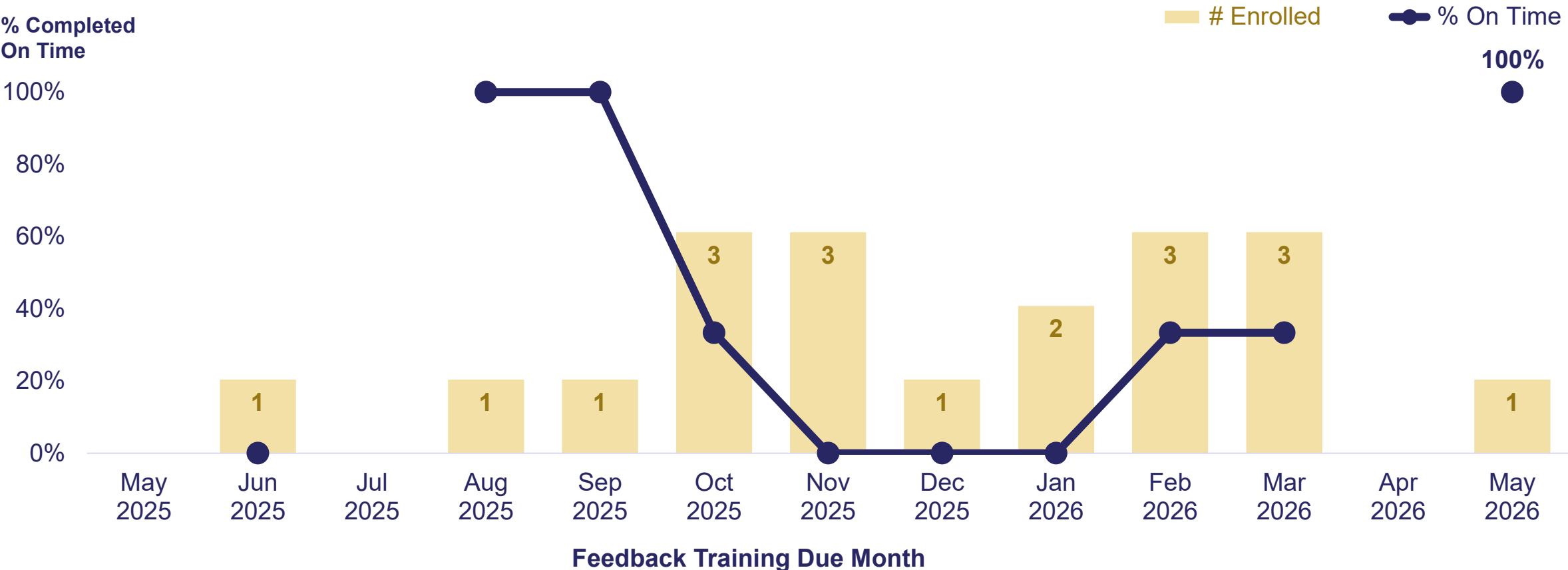
\* Over the past 12 months, 98% of new OYA employees completed Uplift Your Benefits training (includes both on-time and late completions).





100% of DAS Employee Feedback Training due in May 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, 58% of new OYA managers completed Employee Feedback training (includes both on-time and late completions).



# 0% of DAS Foundational Training due in May 2026 was completed on time\*

Governor’s Expectation: All new managers complete the DAS Foundational Training Program within 4 months.



\* Over the past 12 months, 26% of new OYA managers completed Foundational training (includes both on-time and late completions).

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# Completion of Annual Training Assigned to Date

## OYA 2026 Policy Acknowledgement

Due: 12/31/2026

**57%**

## OYA 2026 Electronic Communication & Info Assets Agreement

Due: 12/31/2026

**57%**

## OYA 2026 Facility Access Form

Due: 12/31/2026

**66%**

## OYA 2026 PREA Refresher & Acknowledgement

Due: 12/31/2026

**53%**

## OYA - OSHA Air Quality & Wildfire Smoke Awareness – 2026

Due: 6/30/2026

**71%**

## OYA - OSHA Heat Stress Awareness Refresher – 2026

Due: 6/30/2026

**77%**

## OYA 2026 USDA Civil Rights & Child Nutrition Program

Due: 6/30/2026

**79%**

## OYA Meal Count Training - 2025-26 School Year

Due: 6/30/2026

**72%**

## OYA Rhabdomyolysis Awareness 2026

Due: 6/30/2026

**79%**

## OYA Annual JJIS Security Review 2026

Due: 6/30/2026

**75%**



# Projects and Priorities



## Action Item 2.6. How do we incorporate Active Bystandership training into NET sooner than Fall 2026?

**100%**

Percentage of new OYA employees who will participate in Active Bystandership training

**209**

Number of OYA facility employees who have completed Active Bystandership training as of July 1

### Integration into NET

- Beginning with Cohort 5 (July 13, 2026), AB training will be **integrated into Week 1** of NET.
- Strengthens foundational skills earlier in the NET learning path.
- Ensures all new employees share a common understanding of AB concepts before entering shadow weeks and facility-based practice.
- Creates a more aligned culture of constructive intervention, wellness, and team support from day one.

### Logistics & Adjustments

- Week 1 pacing and flow have been adjusted to accommodate the new AB session.
- Some Week 1 content has been **transitioned or redesigned** to create space without increasing overall seat time.
- No essential content has been removed—material was refined, relocated, or redesigned to preserve all core learning outcomes.



# 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.

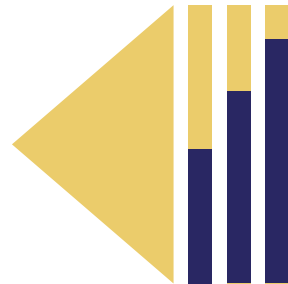




Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



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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](https://bit.ly/oyaimpactsurvey)