



OYA Training Academy

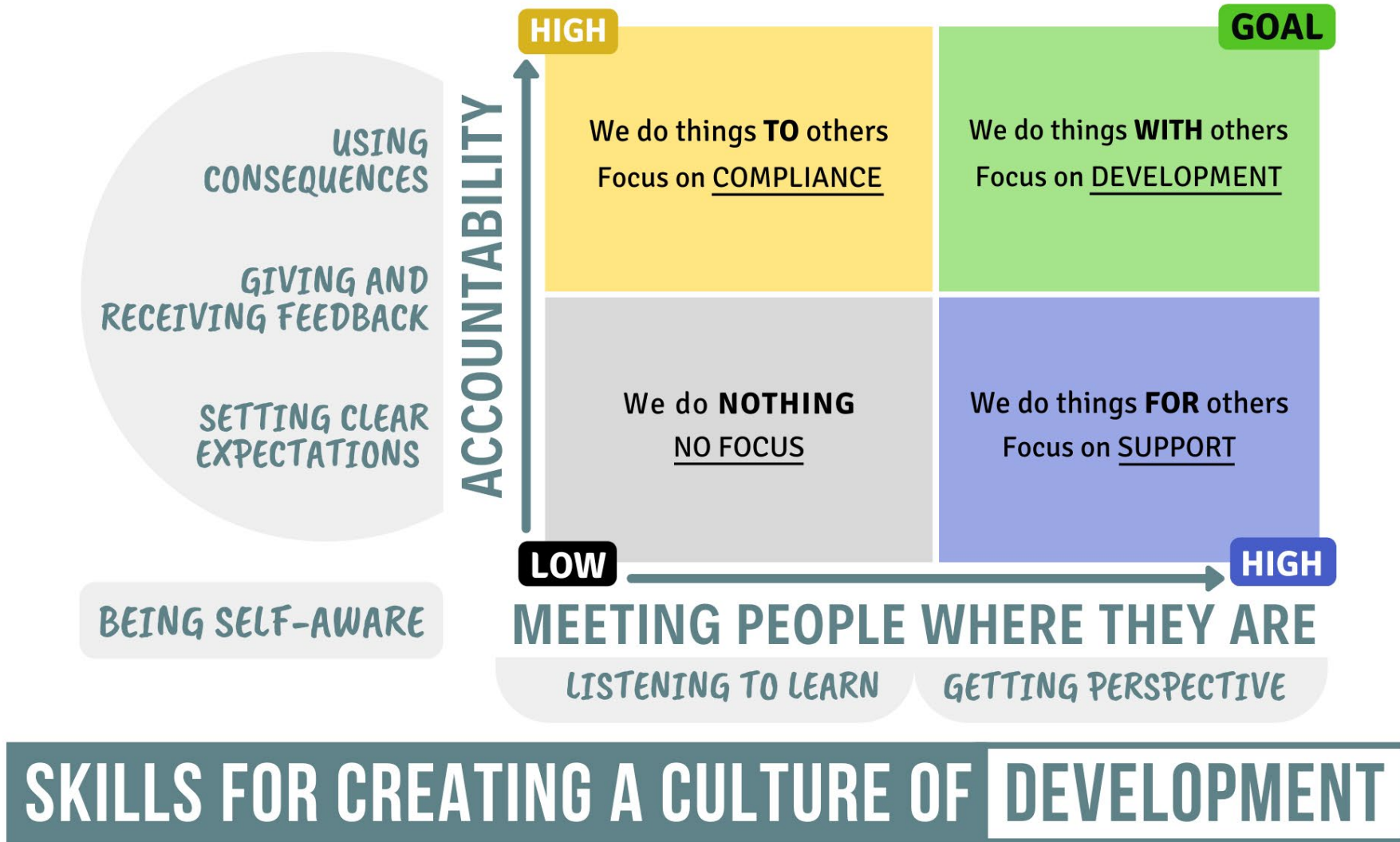
IMPACT Measures

José Guardado, Training Academy Director | Development Services

6/11/2026



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 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
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.
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 and 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 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: 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.
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), and 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) business 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	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

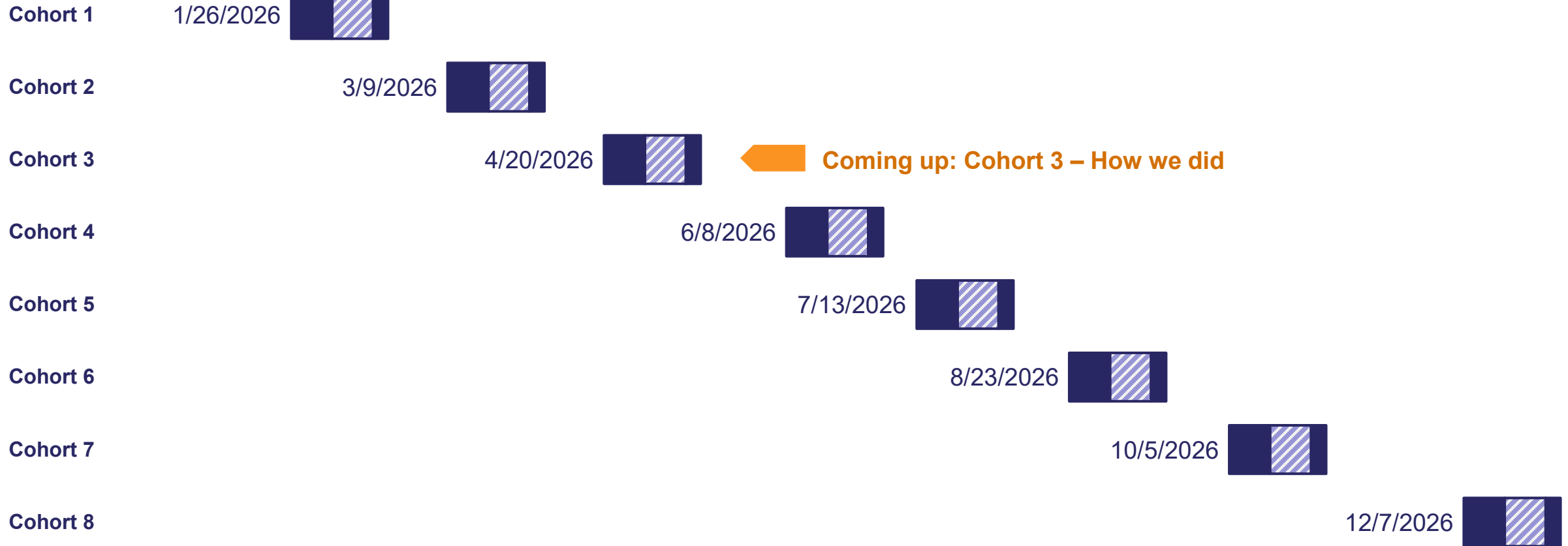


Performance Metrics



2026 New Employee Training Plan

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





Initial Confidence Rating vs. Reality Check

OVERALL PRE-POST CHANGE

Pre-Shadow

4.39

Post-Shadow

4.17

-5%

(-0.22 rating points)

Greatest Pre-Post Alignment

- Skill: Intervention & Use-of-Force Decision-Making
- Skill: Rights, Identity & Safety Protections
- Applying Policy: Core Safety & Daily Practice

Largest Pre-Post Gaps

- Skill & Applying Policy: Movement, Searches & Contraband Control
- Applying Policy: Rights, Identity & Safety Protections

Areas of Least Confidence at Post-Shadow Assessment

- Skill: Control facility access
- Skill: Apply identity protections (SOGIE)
- Policy: Describe & identify interactive supervision
- Policy: Explain & recognize behavior management strategies.
- Skill: Apply most reasonable amount of force,

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
4.17

Role Readiness
4.29

+3%
(+0.12 rating points)

Greatest Gains in Week 5 NET

- Skill: Intervention & Use of Force Decision-Making
- Skill: Professional Boundaries
- Policy: Reporting & Specialized Safety Measures
- Policy: Rights & Identity Protections

Gauging Role Readiness

Scale 1 – 5
Not at All Prepared to Fully Prepared

Readiness Policy Check at Graduation

Mandatory Reporting	4.77
Control of tools, sharps, etc.	4.69
* PREA & sexual abuse/harassment	4.46
Boundary expectations	4.46
Professional relationships	4.38
Interactive supervision	4.38
* Apply physical intervention policy	4.31
Suicide prevention expectations	4.31
* Apply search policy	4.23
* Uphold youth rights & identity protections (SOGIE)	4.23
Determine when physical intervention is permitted vs. prohibited	4.15
Implement behavior management	3.92
* Control facility access	3.77

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



Training Experience

Average Program Rating = 4.29

Leaners rated the physical intervention training program extremely positively, citing excellent instruction, strong psychological safety, and clear skill readiness, with only a small opportunity to increase repetitions for specific physical transitions.

Technique & Skill

Average Confidence Rating = 4.16

Leaners expressed high readiness across nearly all skill areas, with especially strong confidence in communication.

Top Strengths	
Verbal directives	4.54
Breaking up fights	4.38
Escort-hold transitions	4.37
Interactive supervision, verbal de-escalation & situational awareness	4.23
Coordinated team cuffing	4.23

Improvement Opportunities	
Mounted-position escapes	3.75
Knee techniques	3.77

Gauging Confidence

Scale 1 – 5
 Not at All Confident to
 Extremely Confident



100% of OYA New Employee Onboard Training due in April 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)

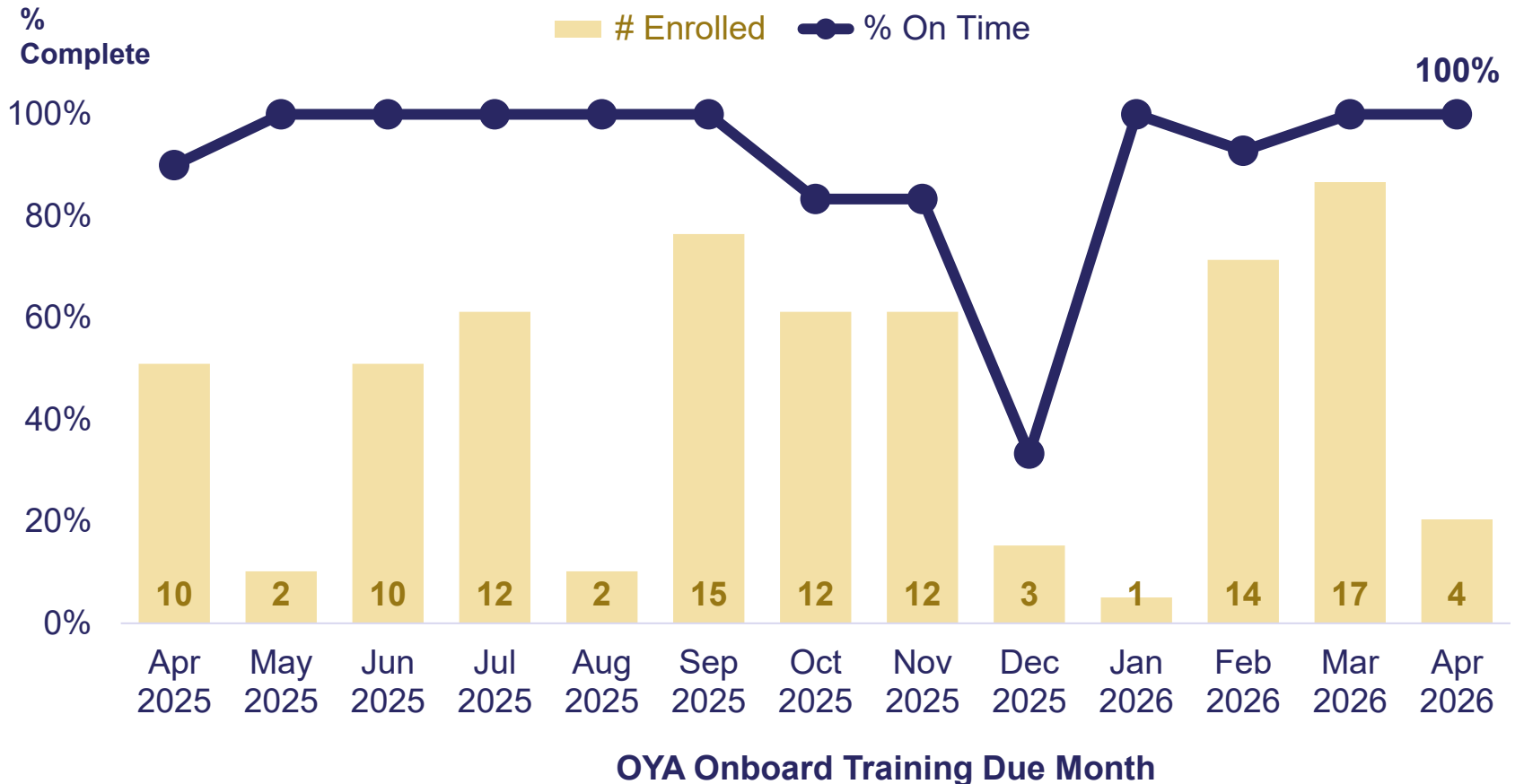
In-person OYA NET Week 1

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, 99% of new OYA employees completed orientation training (includes both on time and late).



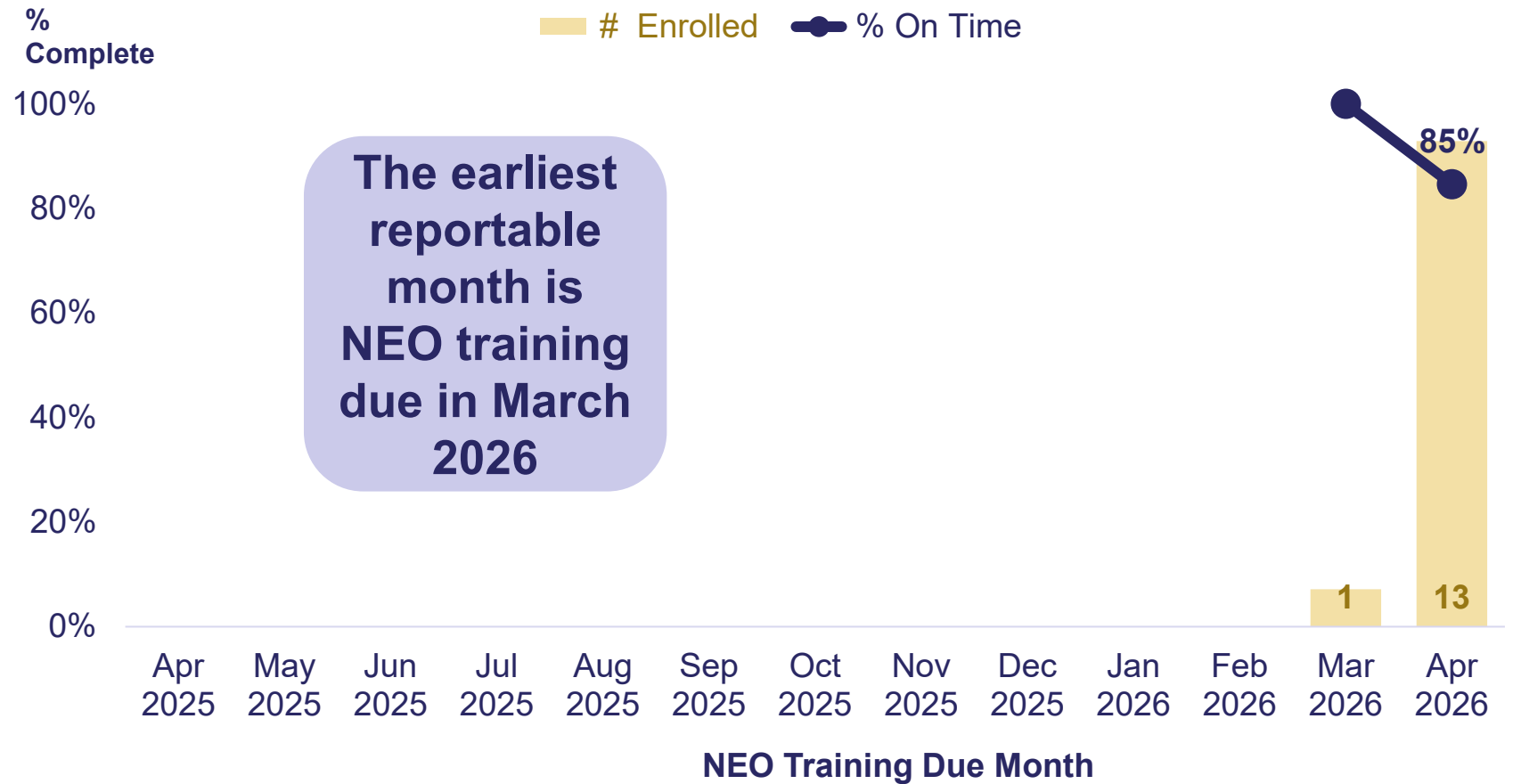
85% of Statewide NEO Training Due in March 2026 was completed on time*

Statewide NEO Training (Workday)

DAS - CHRO - Overview of Oregon State Government
DAS - CHRO - Public Records
OGEC - 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.



* As of 4/30/2026, 93% of new OYA employees completed Statewide NEO training (includes both on time and late).



92% of Customer Service Training Due in April 2026 was completed on time*

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

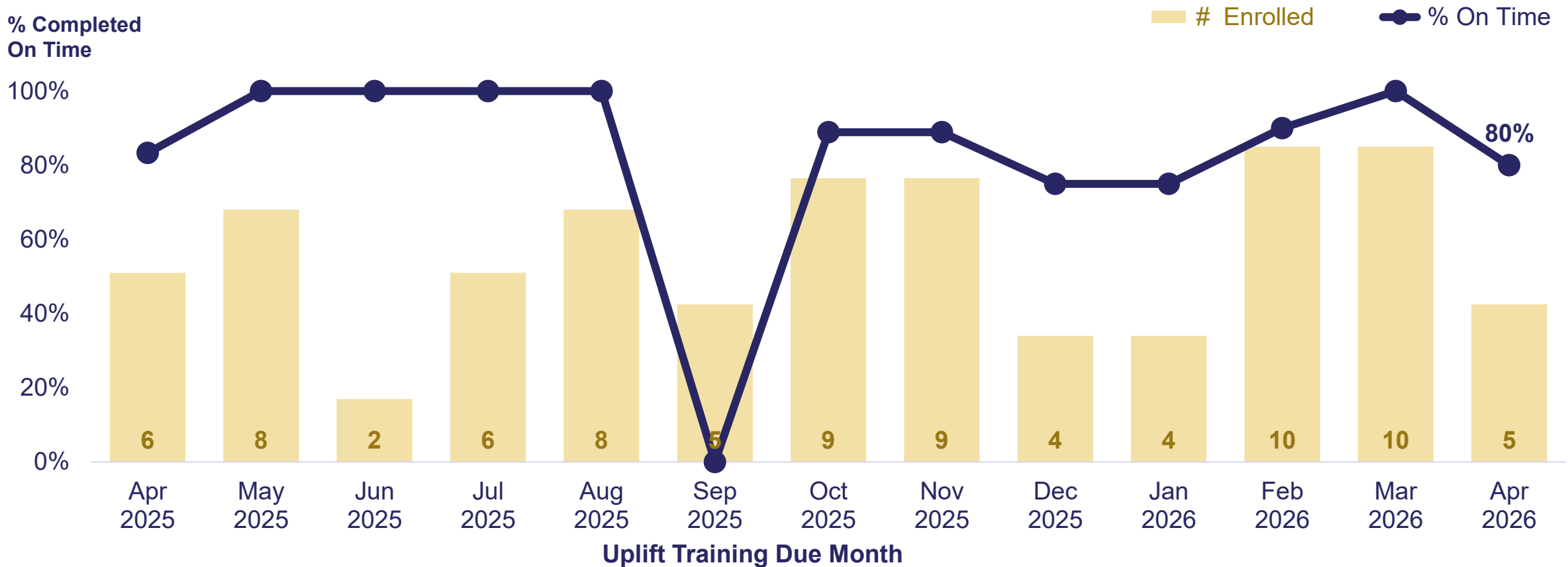


* As of 4/30/2026, 100% of new OYA employees completed Customer Service training (includes both on time and late).



80% of Uplift Your Benefits Training due in April 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.

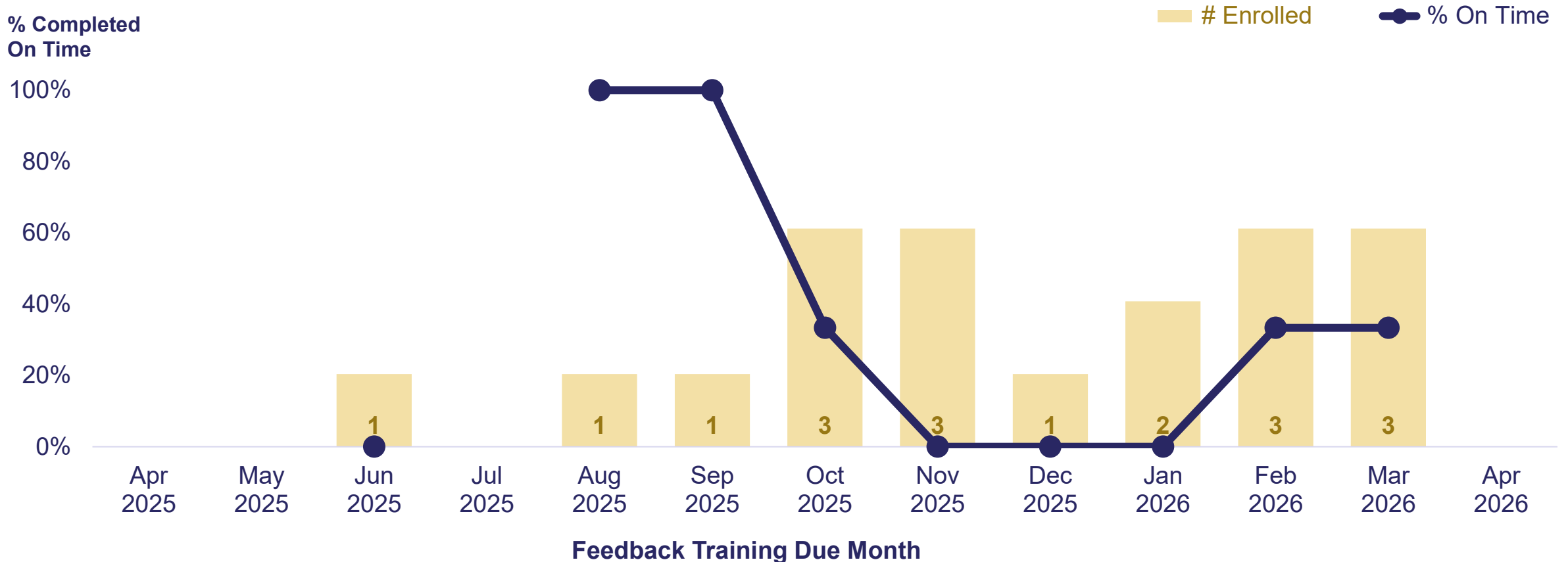


* Over the past 12 months, 98% of new OYA employees completed Uplift Your Benefits training (includes on time and late).



No one was required to complete Employee Feedback Training for Managers in April*

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

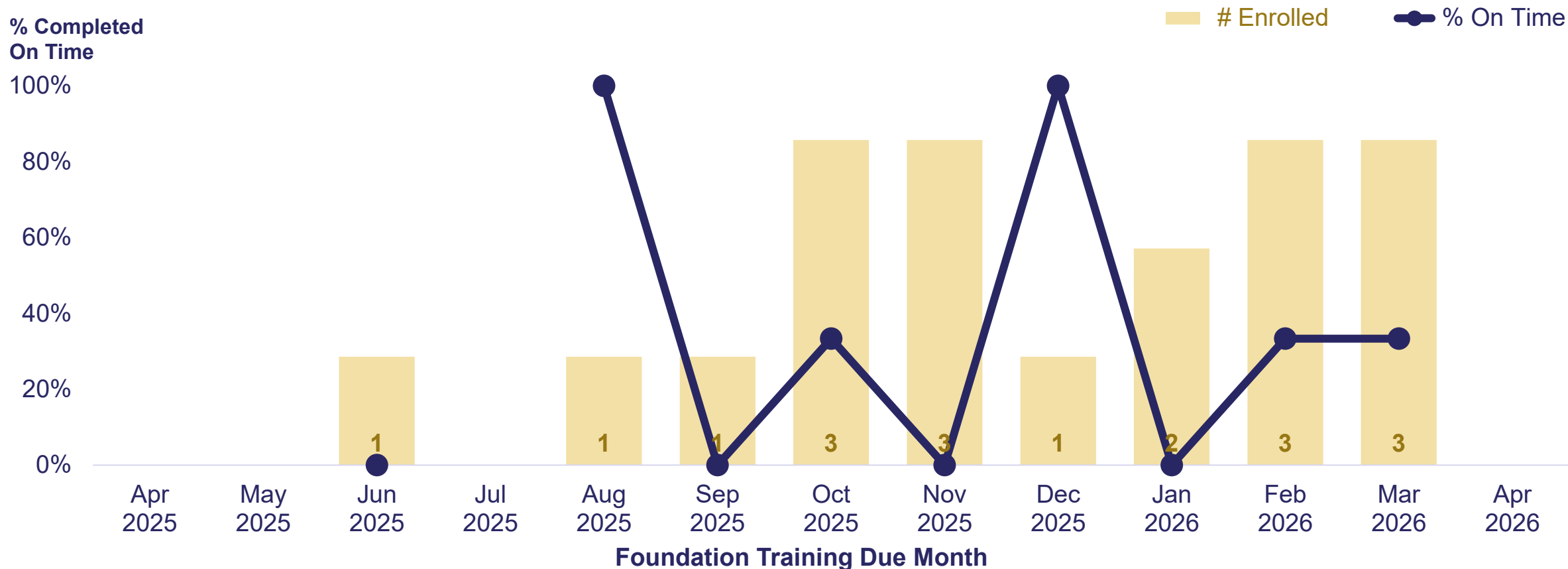


* Over the past 12 months, 56% of new OYA managers completed Employee Feedback training (includes on time and late).



No one was required to complete Manager Foundational Training in April*

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



* Over the past 12 months, 28% of new OYA managers completed Foundational training (includes on time and late).



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

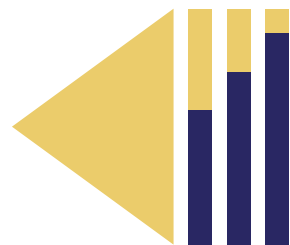
Updates on employee engagement efforts and areas of focus.

IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



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Help us improve

Scan the QR code to share your insights, ask questions,
or provide feedback