



OYA Training Academy

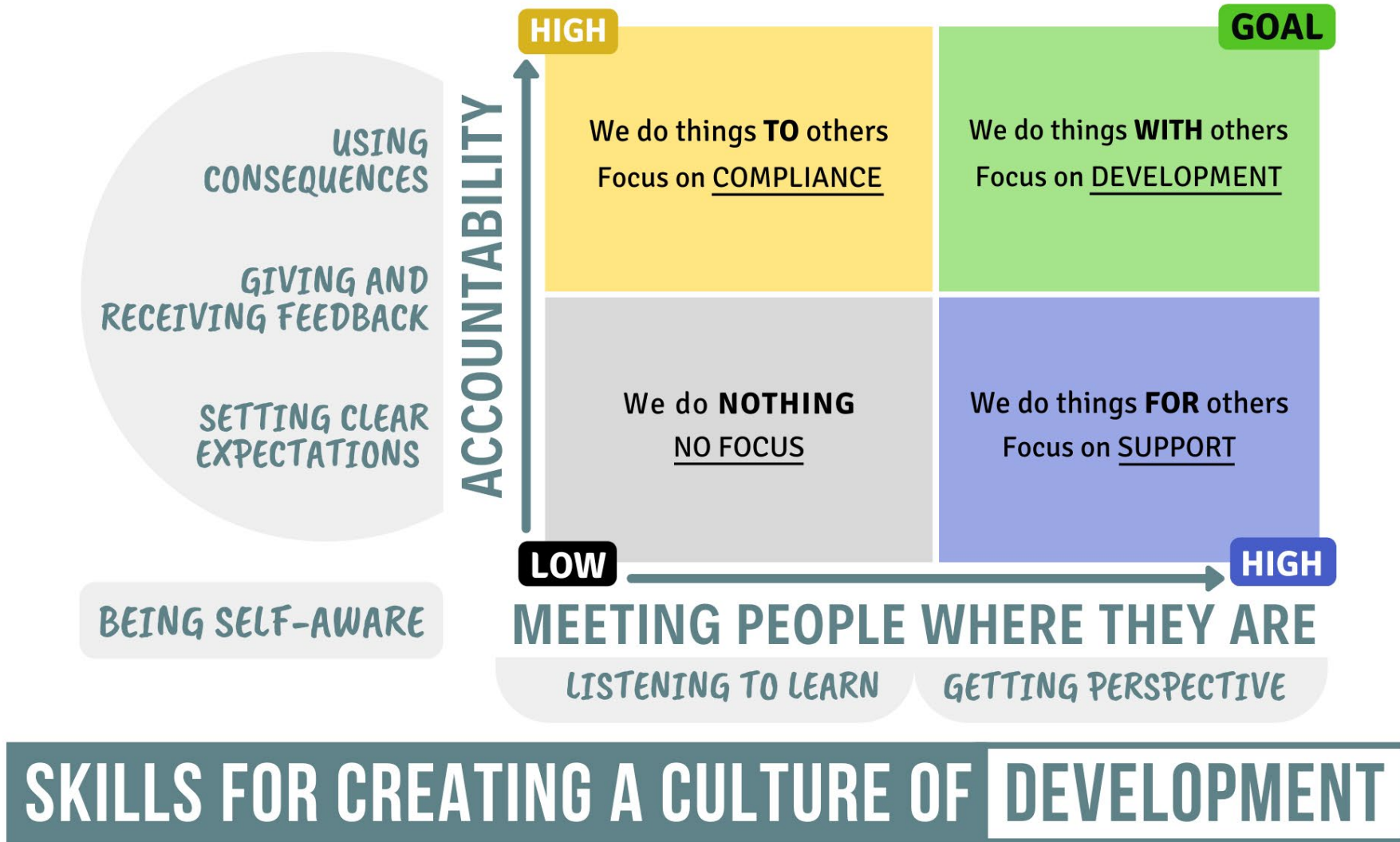
IMPACT Measures

José Guardado, Training Academy Director | Development Services

5/14/2026



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.



IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

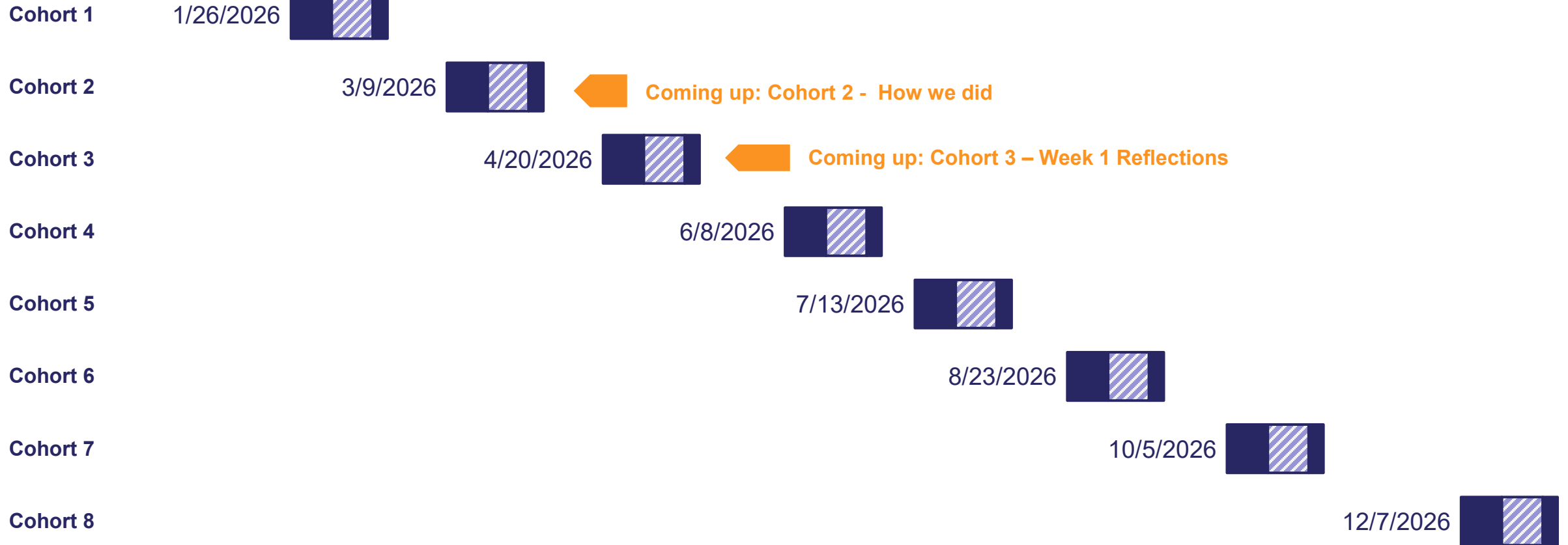


Performance Metrics



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

4.29

Post-Shadow

3.88

-9%

Greatest Expectation Alignment

- Assess safety and environmental conditions
- Verbal de-escalation
- Encourage prosocial behavior

Largest Expectation Gaps

- Apply DEI concepts
- Professional boundaries
- Safe physical interventions
- Build post-intervention rapport
- Protect youth rights
- Prevent sexual harassment / abuse

Areas of Least Confidence at Post-Shadow Assessment

- Policy-informed decisions
- Apply DEI concepts
- Approved self-defense techniques
- Safe physical interventions
- Verbal de-escalation
- Build post-intervention rapport

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
3.88

Role Readiness
4.19

+8%

Greatest Gains in Week 5 NET

- Safe physical interventions
- Policy-informed decisions
- Build post-intervention rapport
- Apply suicide risk continuum
- Approved self-defense techniques

Gauging Role Readiness

Scale 1 – 5
Not at All Prepared to Fully Prepared

Readiness Check at NET Graduation

Assess safety	4.55
Professional boundaries	4.55
Apply suicide risk continuum	4.55
Protect youth rights	4.45
* Policy-informed decisions	4.18
Identify and control contraband	4.18
* Approved self-defense techniques	4.18
* Safe physical interventions	4.18
Support diverse populations	4.18
Prevent sexual harassment / abuse	4.18
Proactive and interactive supervision	4.09
Conduct respectful searches	4.09
* Apply DEI concepts	4.00
Manage gang-involved youth	4.00
* Verbal de-escalation	3.91
Encourage prosocial behavior	3.91
* Build post-intervention rapport	3.82

* Areas of least confidence on the post-shadow self assessment



NET Physical Intervention: Cohort 2

Leveraging AI

OYA Class Feedback Survey
Topic: Physical Intervention

How would you rate the quality of instruction received by the instructors?
Shown *Very well* NO YES

I would recommend this course to others. *Everything was*

Did you have any fears or concerns about attending the Physical Intervention class(es) and, if so, were they conducted in a manner that helped reduce or eliminate those?

I felt apprehensive but when it started I felt at ease

Overall, how would you describe the experience of the Physical Intervention classes and do you have any suggestions for improvement that you would like us to review? *I would like more time in the mat room. Like a week or a half*

Reality Based Trainings are designed to "stress test" students by putting them in situations that are difficult and specifically designed to have students face "failure" under duress. Was the environment provided one that allowed you to feel safe in "failing?" *Yes, it felt safe to fail*

Did you receive sufficient one-on-one time and attention from the instructors?
Yes.

Overall:

Participants viewed the training as high-quality, confidence-building, and realistic, with very little initial fear and strong praise for instructor skill and scenario design.

Strengths:

- Instruction consistently rated as excellent.
- Safe, supportive learning environment.
- Hands-on, realistic scenarios were the most valued component.
- Adequate one-on-one instructor support.

Improvements Requested:

- More hands-on/mat time (3)
- More time for policy review & report writing (1)
- More instructor attention (1)
- Better classroom comment moderation (1)



Week 1 Feedback: Cohort 3

Leveraging AI

2026 NET Cohort 3

NET Track

- 21** Week 1
- 17** Weeks 2 – 5

Representation

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

Role

- 15** Group Life Coordinator
- 0** QMHP / Health Service
- 6** Other Roles

Attendance

100% of participants signed up for Cohort 3 attended Day 1

Cohort 3 rated Week 1 training **very positively**, with all averages between **4.27** and **4.80** on a 5-point scale.

Positive Themes

- Strong sense of teamwork and community.
- Effective facilitation and inclusive environment.
- Training feels relevant and meaningful.

Growth Opportunities

- Improve clarity on resource pathways and “who to go to for what.”
- Provide a more explicit roadmap of foundational skills and upcoming training.
- Support outlier learners who may need clarification or structured guidance early.

Week 1 Pulse

Scale 1 – 5
Strongly Disagree to
Strongly Agree

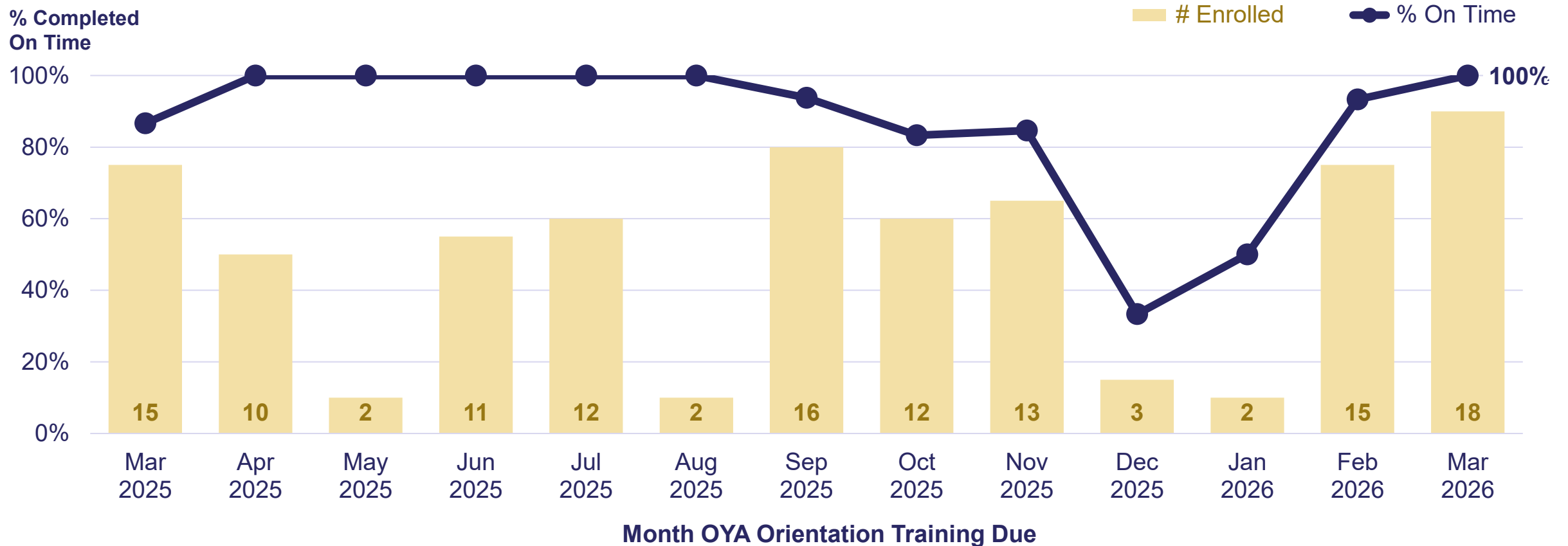
Suggestions for Week 2

- Increase focus on boundaries and youth interaction.
- Provide context about the agency culture and issues.
- Make the training more interactive. Sitting for long periods is difficult.



100% of OYA New Employee Orientation Training due in March was completed on time*

Governor's Expectation: All 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 orientation training (includes both on time and late).



100% of Statewide NEO Training Due in March 2026 was completed on time*

Governor's Expectation: All new employees complete Statewide New Employee Training within 60 days of hire.



* One employee was required to complete NEO in March 2026, and this individual followed through with timely completion.



100% of Customer Service Training Due in March 2026 was completed on time*

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

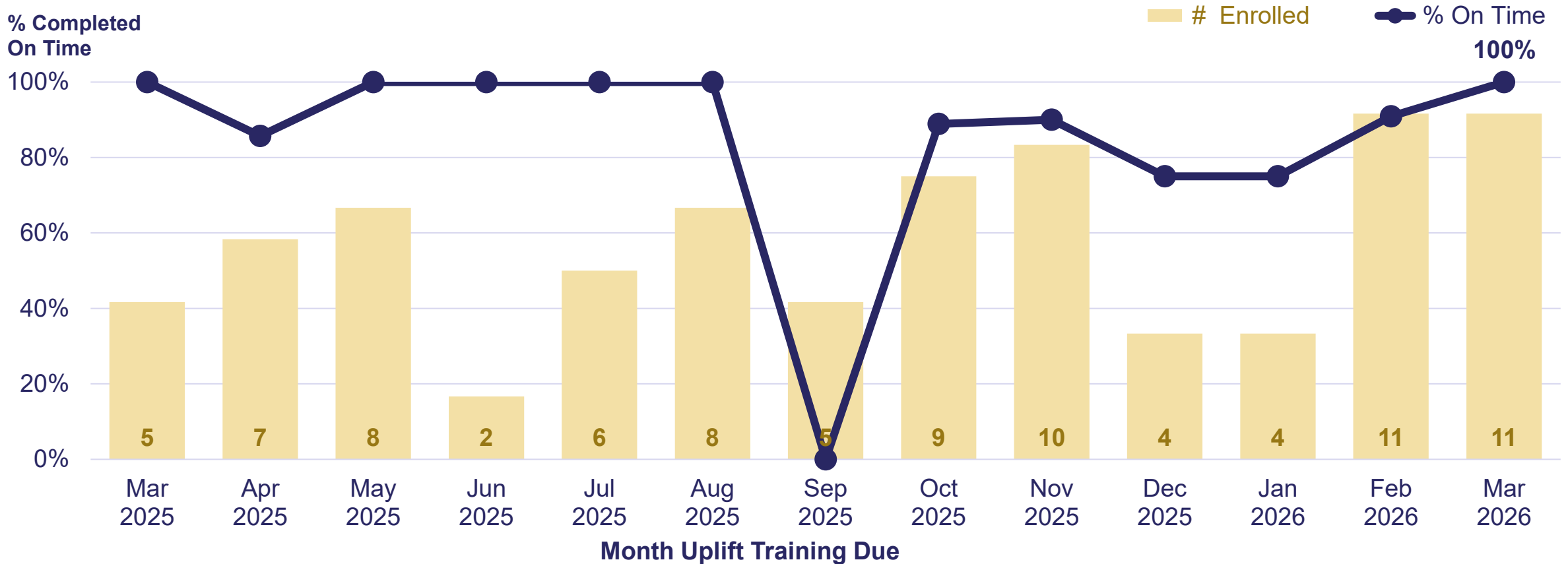


* One employee was required to complete Customer Service training in March 2026, and this individual followed through.



100% of Uplift Your Benefits Training due in March 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.

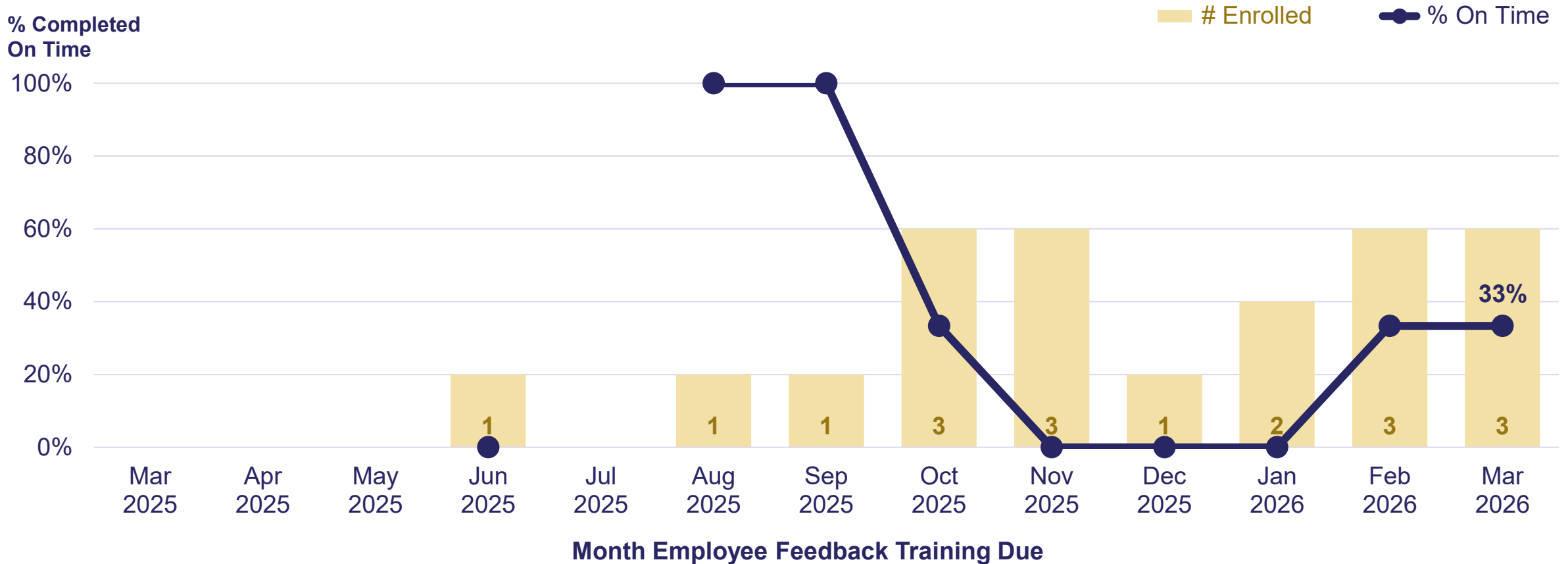


* Over the past 12 months, 99% of new OYA employees completed Uplift Your Benefits training (includes on time and late).



33% of Employee Feedback Training for Managers due in March was completed on time*

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

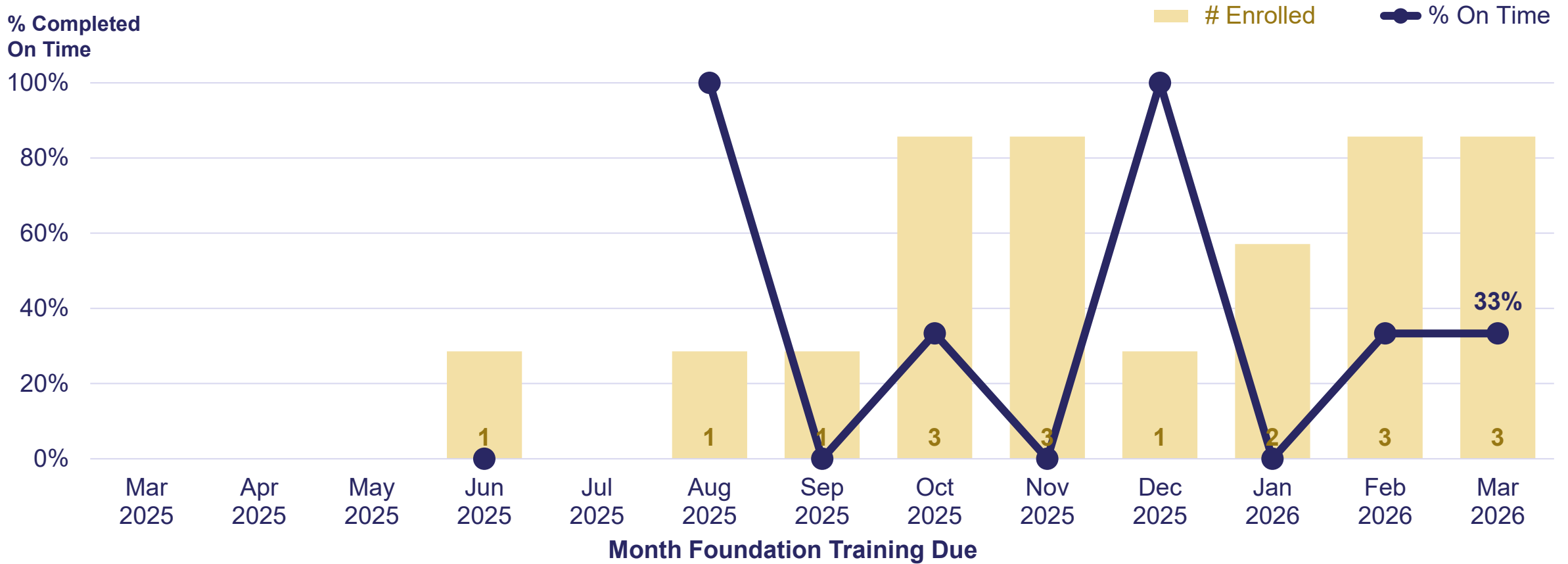


* Over the past 12 months, 50% of new OYA managers completed Employee Feedback training (includes on time and late).



33% of Manager Foundational Training due in March was completed on time*

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).



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

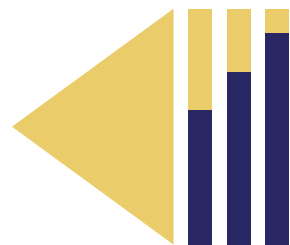
Updates on employee engagement efforts and areas of focus.

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