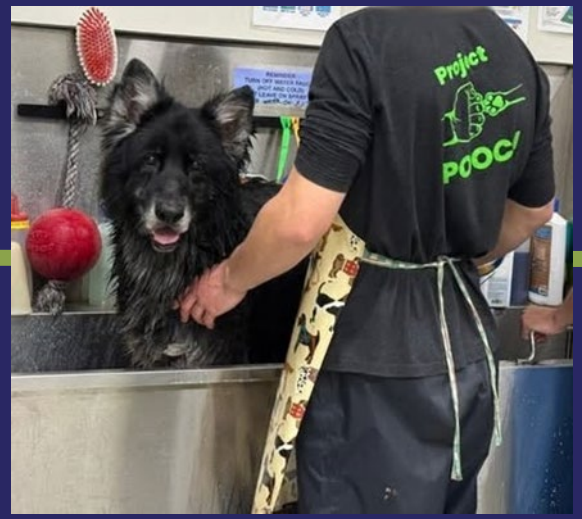






OYA Training Academy

IMPACT Measures

José Guardado, Training Academy Director | Development Services

10/8/2026

Oregon Youth Authority

The Developmental Approach



SKILLS FOR CREATING A CULTURE OF DEVELOPMENT

Oregon Youth Authority

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

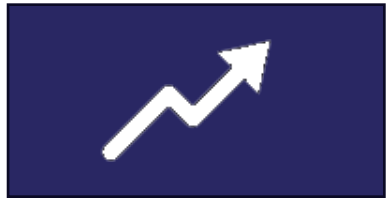
Sharing successes and struggles strengthens our collective effectiveness.



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

Training Academy

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

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 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: 2 weeks in the classroom, two 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.
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 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.

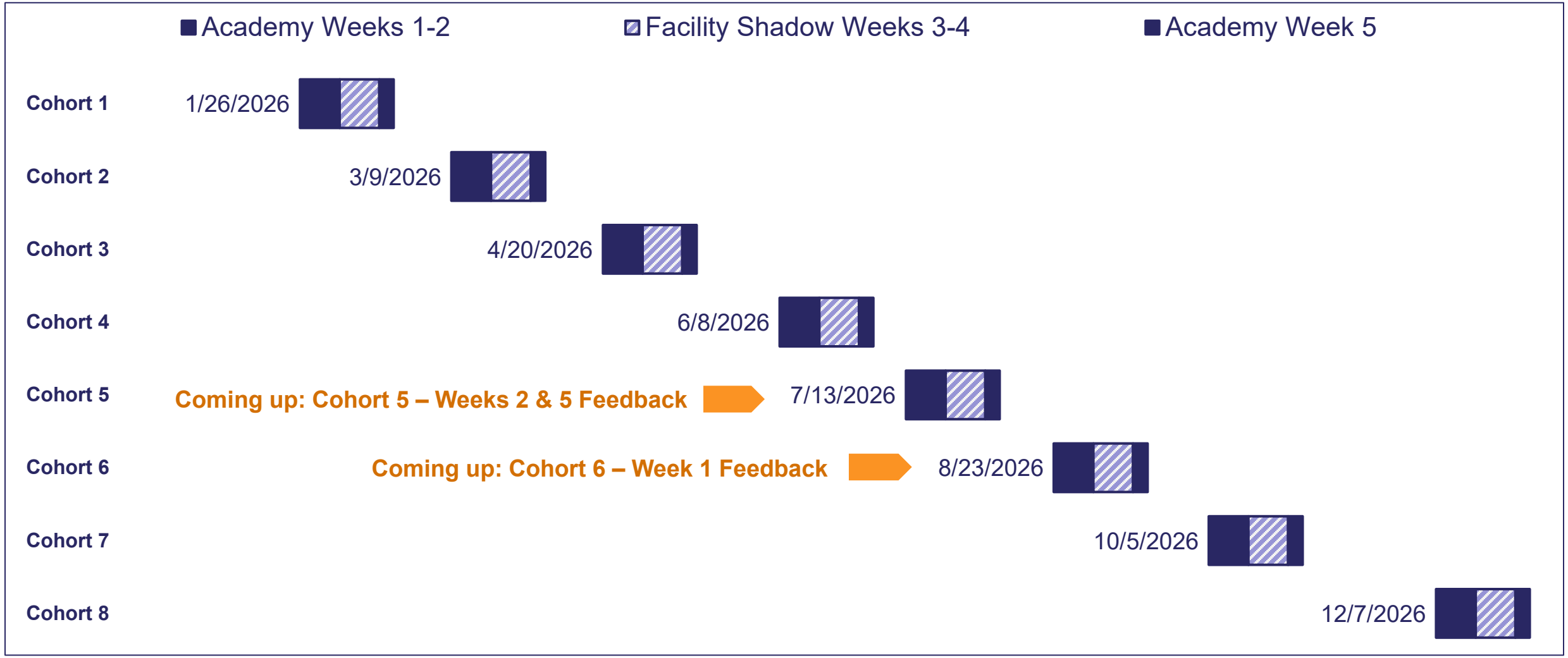
IMPACT

Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency

Academy Training

Training Academy

2026 New Employee Training Plan



Training Academy

NET Pre-Shadow and Post-Shadow Confidence: Cohort 5

Initial Confidence Rating vs. Reality Check

OVERALL PRE-POST CHANGE

Pre-Shadow

4.76

Post-Shadow

4.52

-5%

(-0.23 rating points)

Greatest Pre-Post Alignment

- Skill: Identity protections (SOGIE) and culturally-responsive practices
- Policy: Comply with mandatory reporting, immediate safety actions & documentation
- Policy: Use Active Bystandership skills
- Explain PREA-consistent first-responder steps

Largest Pre-Post Gaps

- Policy: Control facility access
- Policy: Apply search procedures
- Skill: Outline respectful search procedures
- Policy: Determine when physical intervention is permitted vs. prohibited

Areas of Least Confidence at Post-Shadow Assessment

- Policy: Control facility access
- Policy: Apply search procedures
- Skill: Outline respectful search procedures
- Policy: Apply physical intervention policy
- Policy: Determine when physical intervention is permitted vs. prohibited

Gauging Confidence

Scale 1 – 5

Not at All Confident to Extremely Confident

Training Academy

NET Post-Shadow and Role Readiness: Cohort 5

Post-Shadow vs. Role Readiness Check

OVERALL CHANGE POST-SHADOW to READINESS

Post-Shadow

4.52

Role Readiness

4.79

+6%

(+0.26 rating points)

Greatest Gains in Week 5 NET

- Policy: Control facility access
- Policy: Apply search procedures
- Policy: Apply physical intervention policy
- Skill: Perform trauma-informed physical interventions

Gauging Role Readiness

Scale 1 – 5

Not at All Prepared to Fully Prepared

Readiness Policy Check at Graduation

Comply with mandatory reporting	5.00
Follow boundary expectations	4.93
Build professional relationships	4.93
Control tools & sharps	4.93
Apply Active Bystandership cornerstones	4.93
Use Active Bystandership skills	4.93
Apply search procedures *	4.80
Maintain interactive supervision	4.73
PREA & sexual abuse/harassment	4.73
Apply physical intervention policy	4.71
Implement behavior management	4.67
Control facility access*	4.67
Uphold identity protections (SOGIE)	4.67
Determine when physical intervention is permitted vs prohibited *	4.64

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

Training Academy

NET Physical Intervention Feedback: Cohort 5

Training Experience

Average Program Rating = 4.66

Participants rated the training highly across nearly all dimensions, with strong scores for clarity, psychological safety, coaching quality, and instructor support.

The only areas rated below 4.5 were practice repetitions (4.31) and continued skill building (4.46). These results learners would like more hands-on time and clearer guidance for developing these skills in their roles.

Skill & Policy

Learners expressed high readiness across nearly all skill areas, with especially strong confidence in post-practice reflection (what worked and what to adjust next repetition).

Skill Confidence: 4.51	
Verbal de-escalation/directives	**4.85**
Safe positioning	**4.77**
Early recognition and timely intervention	**4.77**
Coordinated team interventions	**4.54**
Psychological safety under stress	**4.67**
Transitioning between levels of engagement	**4.69**
Post-practice reflection	**4.92**

PI Policy Confidence: 4.58	
Least necessary, reasonable force	**4.62**
Permitted vs. prohibited PI devices	**4.54**
Post-incident requirements	**4.62**
How to access guides/policy and who to ask	**4.54**

Gauging Confidence

Scale 1 – 5

Not at All Confident to Extremely Confident

Training Academy

Week 1 Feedback
Cohort 6

2026 NET Cohort 6

NET Track

21 Week 1
16 Weeks 2 – 5

Representation

16 Represented
5 Management / Non-Rep'd

Role

7 Group Life Coordinator
6 QMHP / Health Services
8 Other Roles

Attendance

20 of 21 participants signed up for the Cohort attended Day 1*

* One QMHP had not completed hiring paperwork/UA and officially joined NET on Wednesday of Week 1.

Cohort 6 rated Week 1 training **very positively**, with all averages between **4.21 and 4.81** on a 5-point scale.

Week 1 Pulse
Scale 1 – 5
Strongly Disagree to Strongly Agree

Positive Themes (highest rated 4.67 – 4.81)

- Improved understanding of Active Bystandership
- Facilitators created an inclusive and safe environment
- Improved understanding of reporting and specialized safety measures
- Improved understanding of intervention and use of force decisions

Growth Opportunities from Week 1 centered on Role Clarity (4.21 – 4.33)

- Understanding of the key tasks and outcomes in direct-care role
- Knowing what resources and guidance are available
- Understanding of how Week 1 content connect to work priorities

Qualitative Feedback Themes

- Week 1 key takeaways mentioned Active Bystandership, active listening, CPI philosophy, situational awareness, and the importance of knowing agency policies and procedures.
- Week 2 suggestions were breaking up the groups to get better perspectives from peers, more role-play, more frequent breaks and a longer lunch, and more staff room.

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Continuous Improvement | Transparency

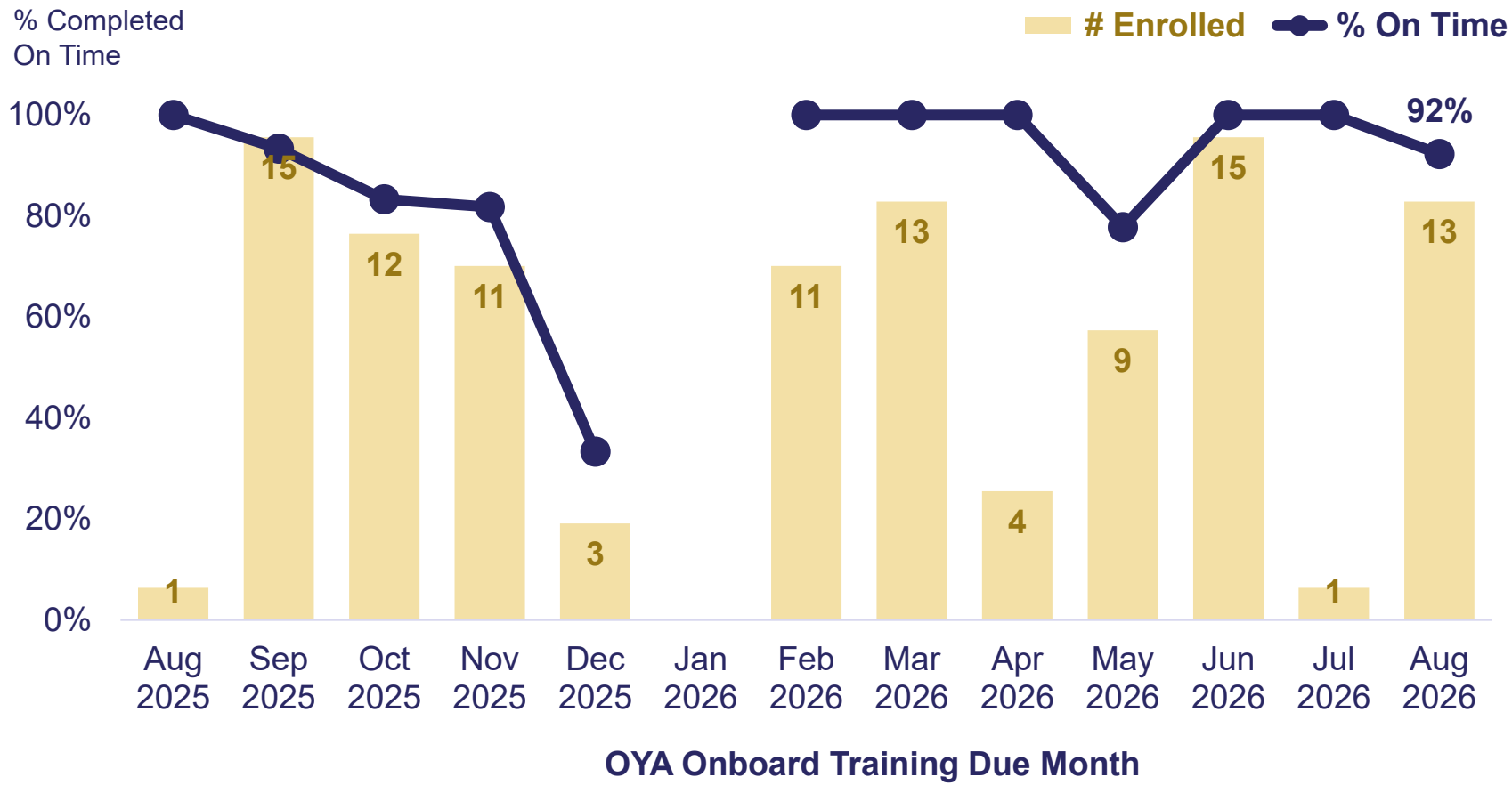
Performance Metrics

Training Academy

92% of OYA New Employee Onboard Training due in August 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, 97% of new OYA employees completed Onboard training (includes both on-time and late completions).*

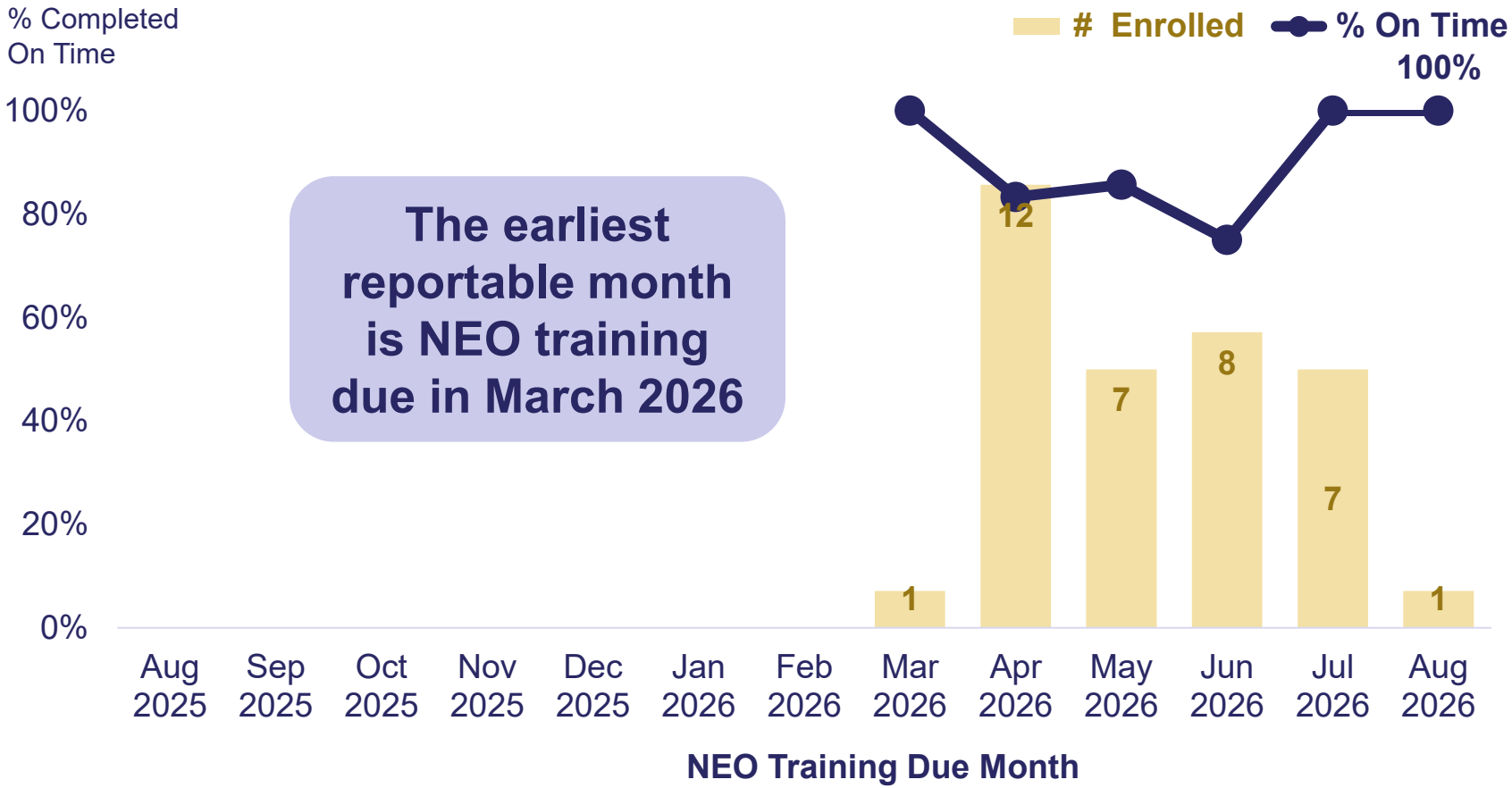
Training Academy

100% of Statewide NEO Training Due in August 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.

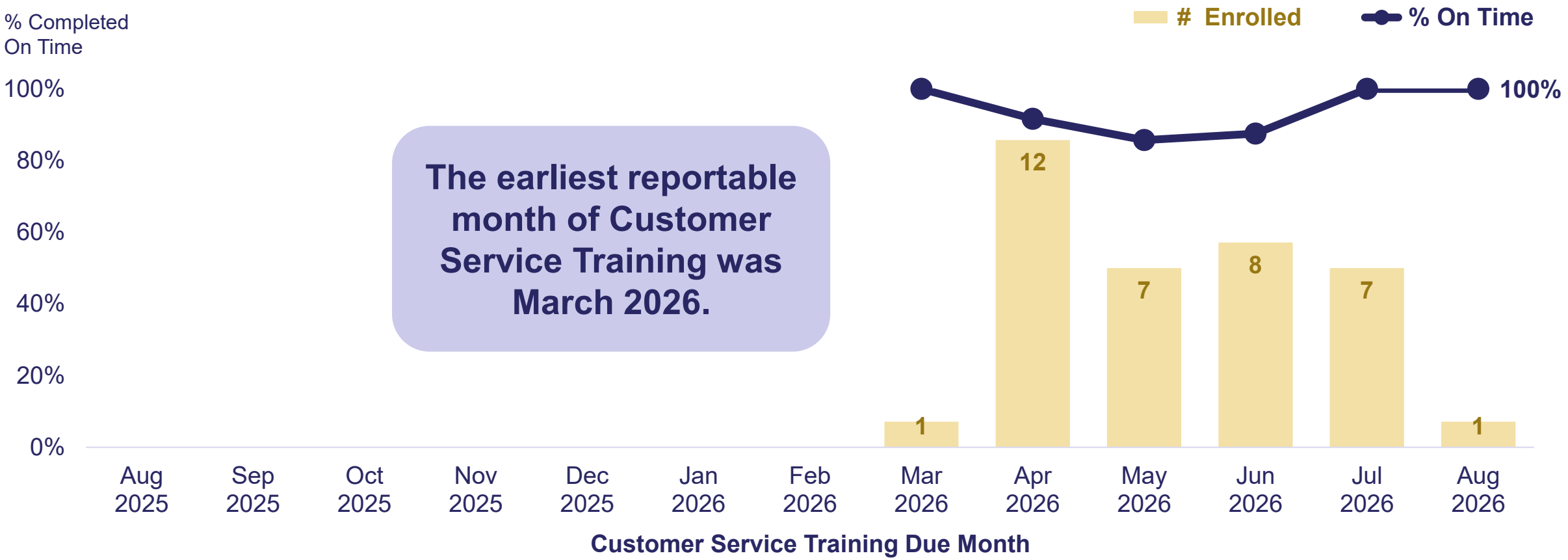


** Over the past 12 months, 97% of new OYA employees completed Statewide NEO training (includes both on-time and late completions).*

Training Academy

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

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



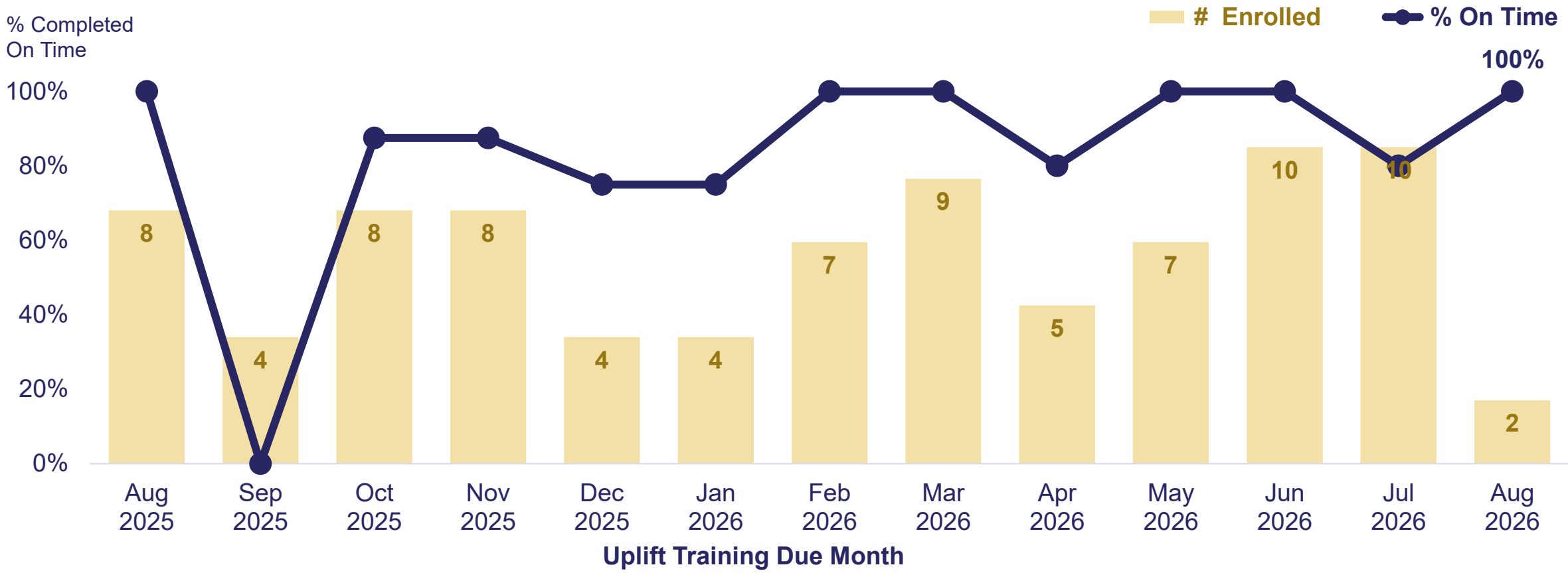
The earliest reportable month of Customer Service Training was March 2026.

** Over the past 12 months, 100% of new OYA employees completed Customer Service training (includes both on-time and late completions).*

Training Academy

100% of Uplift Your Benefits Training due in August 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).*

Training Academy

0% of DAS Employee Feedback Training due in August was completed on time*

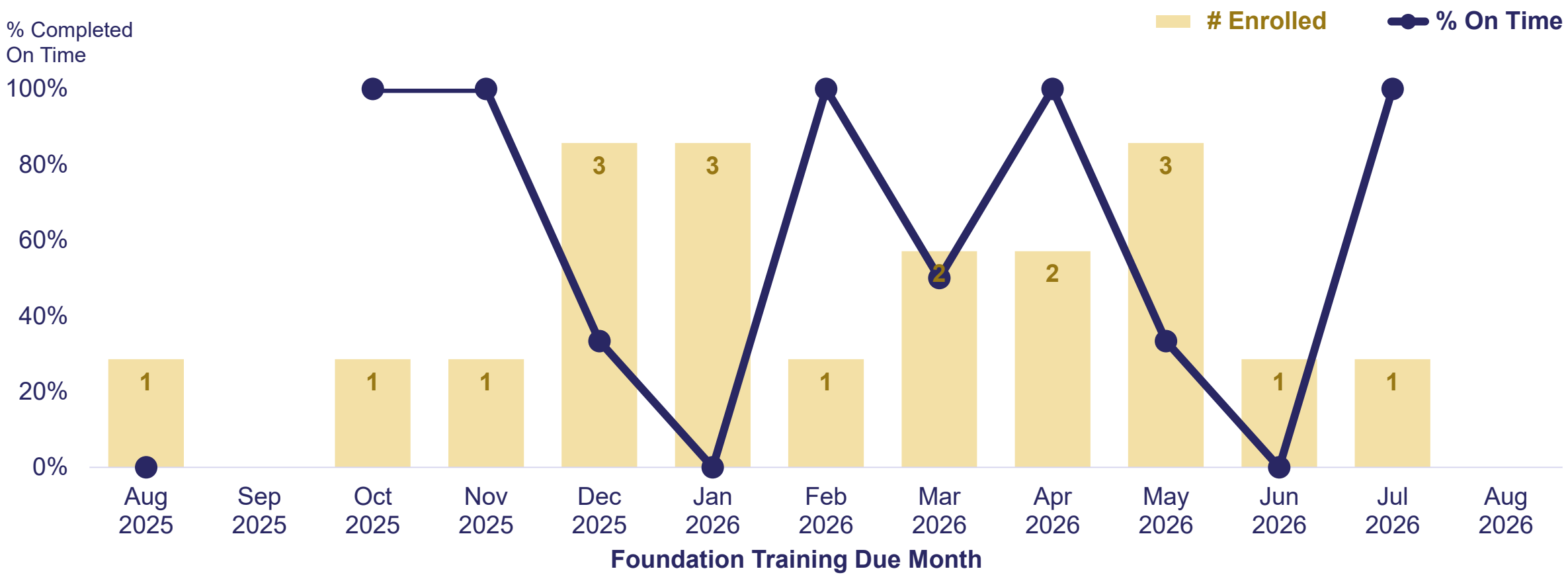
Governor's Expectation: All new managers complete DAS Employee Feedback training within 30 days of hire.



** Over the past 12 months, 58% of new OYA managers completed Employee Feedback training (includes both on-time and late completions).*

No DAS Foundational Training was due in August*

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



** Over the past 12 months, 50% 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
Assign: 3/1/2026 Due: 12/31/2026
68%

OYA 2026 Electronic Communication & Info Assets Agreement
Assign: 3/1/2026 Due: 12/31/2026
77%

OYA 2026 Facility Access Form
Assign: 3/1/2026 Due: 12/31/2026
77%

OYA 2026 PREA Refresher & Acknowledgement
Assign: 3/1/2026 Due: 12/31/2026
65%

OYA - OSHA Air Quality & Wildfire Smoke Awareness – 2026
Assign: 5/1/2026 Due: 6/30/2026
98% (84%)

OYA - OSHA Heat Stress Awareness Refresher – 2026
Assign: 5/1/2026 Due: 6/30/2026
96% (81%)

OYA 2026 USDA Civil Rights & Child Nutrition Program
Assign: 5/1/2026 Due: 6/30/2026
92% (85%)

OYA Meal Count Training - 2025-26 School Year
Assign: 5/26/2026 Due: 6/30/2026
86% (79%)

OYA Rhabdomyolysis Awareness 2026
Assign: 5/1/2026 Due: 6/30/2026
95% (84%)

OYA Annual JJIS Security Review 2026
Assign: 5/1/2026 Due: 6/30/2026
98% (84%)

OYA Complying with HIPAA 2026
Assign: 8/13/2026 Due: 10/1/2026
86% (86%)

Percent shown in parentheses indicates completion by the due date.

Data as of 10/2/2026

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.

IMPACT

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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

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