



OYA Training Academy

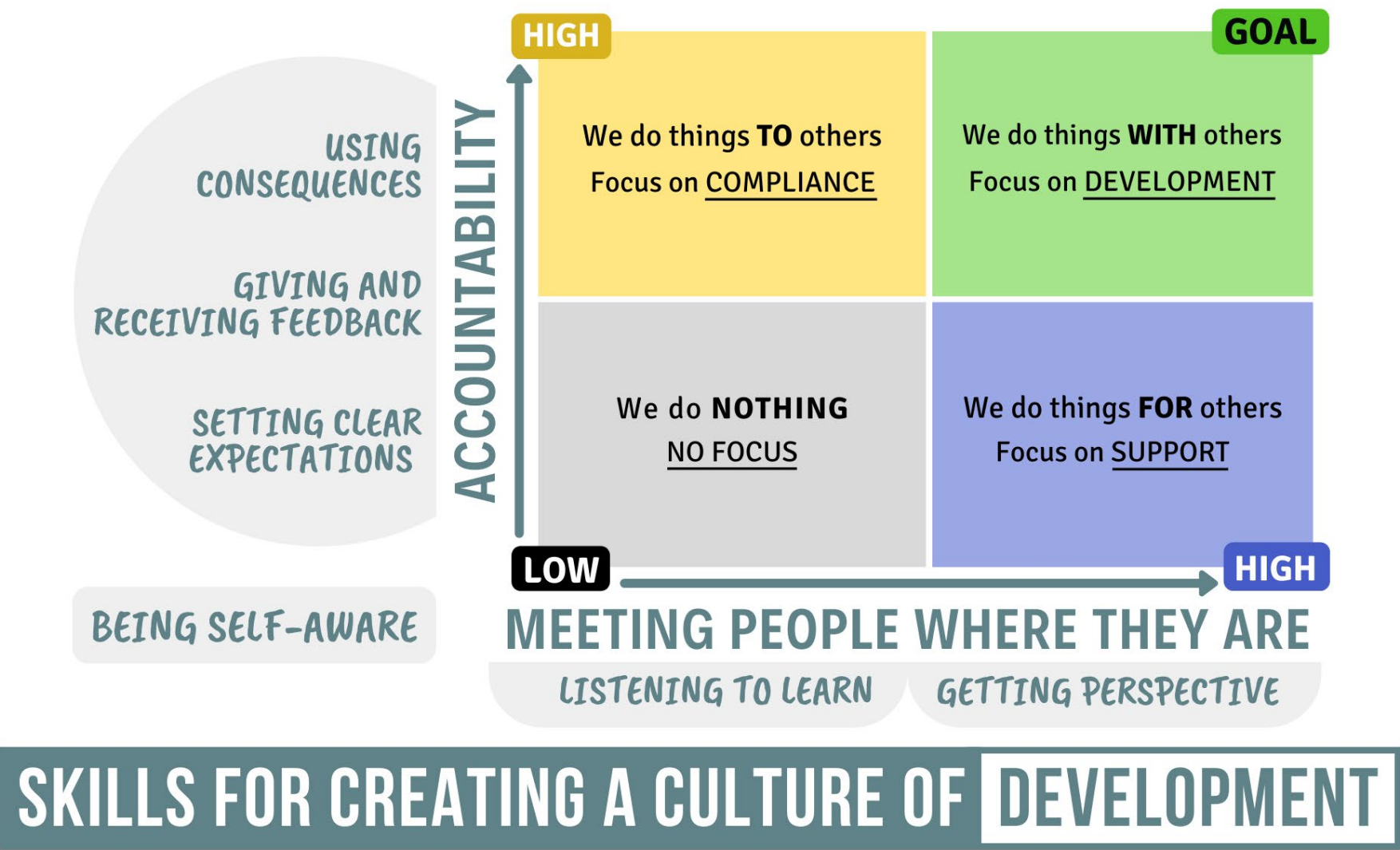
IMPACT Measures

José Guardado, Training Academy Director | Development Services

9/10/2026



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

Cooper Brown

Assistant Director of Facility Services

Rhonda Cabalona

JJIS Trainer

Catherine Davidson

Deputy Chief Investigator, PSO

Caitlin Edgar

Operations & Policy Analyst

Liz Gharst

Deputy Communications Manager

Deborah Hicks

Learning & Development Specialist, Business
Services

Mike Hill

Statewide Substance Use Treatment Coordinator

Ann Hingson

Nurse Supervisor

Denessa Martin

Chief of Operations, Facility Services

Jennifer Puentes-York

DEI Strategic Manager

Troy Sanders

IT Infrastructure and Operations Manager

Sandra Santos

Assistant Director of Community Services

Winifred Skinner

Rules and Policy Coordinator

Griselda Solano-Salinas

OIIR Director

Katy Sugano

DEI Strategic Coordinator

Doug Thomas

JJIS Integration and Policy Coordinator



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, 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.
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.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



Academy Training



Field In-Service Annual Refresher

Training Snapshot

PURPOSE

Reinforce foundational skills in case management, crisis prevention, and safe field operations to support well-grounded, safety-aligned practice across all field offices.

COHORTS

5

LEARNERS

55

DATES

7/27/2026 – 8/20/2026

Make-up session scheduled
in October

Strong overall feedback across all cohorts: **4.1 – 4.6**

Strengths (4.60 – 4.64)

- Facilitator inclusiveness and psychological safety
- Knowing what resources are available and where to go for guidance

Areas to Develop (3.76 – 3.96)

- Rights, identity, safety protections (PREA-consistent response, SOGIE protections)
- Active Bystandership
- Intervention/use-of-force decisions

Requests for Future Training

- Defensive driving, weapons handling, difficult youth/parent scenarios, verbal de-escalation, relevant statutes/cases, chain-of-evidence, case plan walkthroughs, CUB notetaking

Practice Conditions

- More time and space for searches, realistic scenario context, outdoor sessions in cooler weather

Core Experience & Value Scale

Strongly Agree (1) to Strongly Disagree (5)

Content Area Impact Scale

Not at All (1) to A Great Deal (5)



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



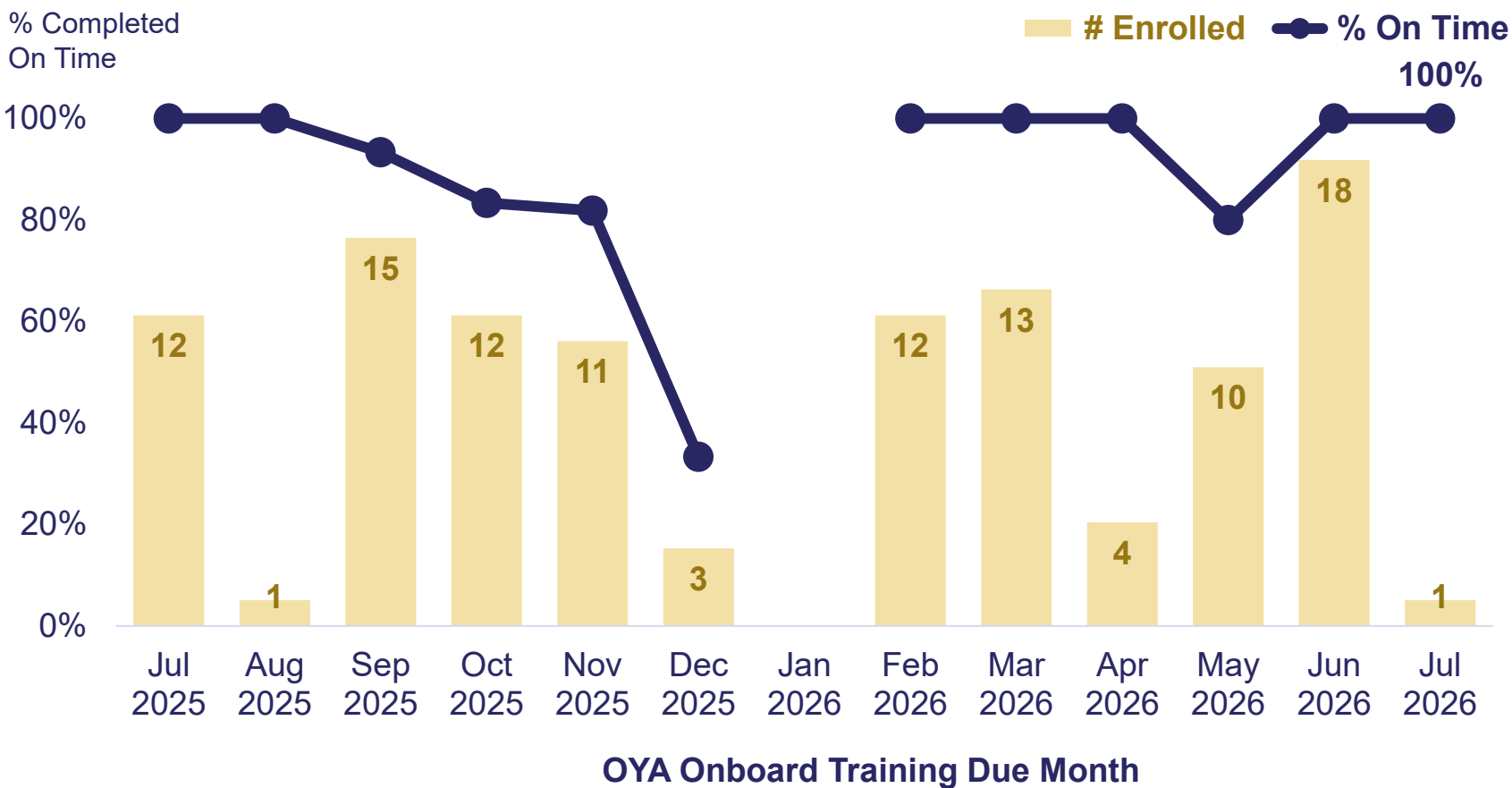
Performance Metrics



100% of OYA NEO Training Due in July 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).



100% of Statewide NEO Training Due in July was Completed On Time*

Statewide NEO Training (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

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

% Completed On Time

100%

80%

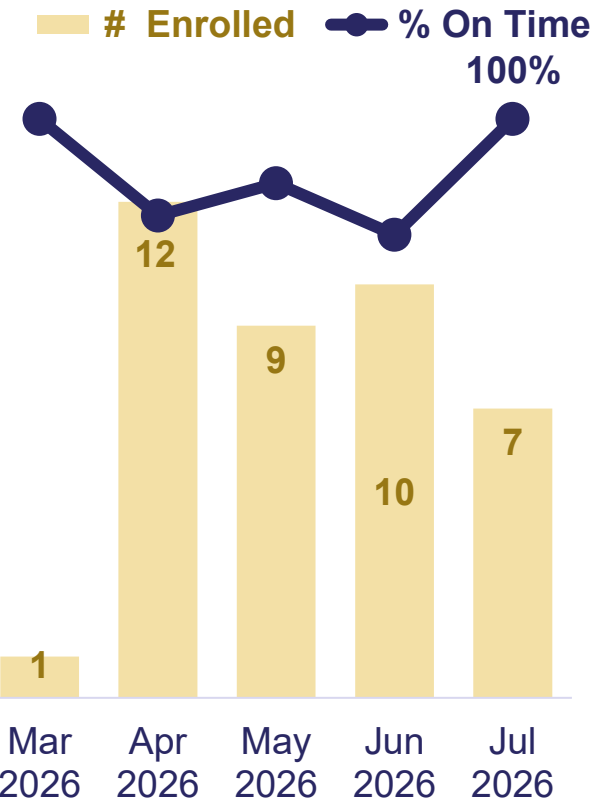
60%

40%

20%

0%

The earliest reportable month is NEO training due in March 2026



NEO Training Due Month

* As of 8/31/2026, 97% of new OYA employees completed Statewide NEO training (includes both on-time and late completions).



100% of Customer Service Training Due in July was Completed on Time*

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

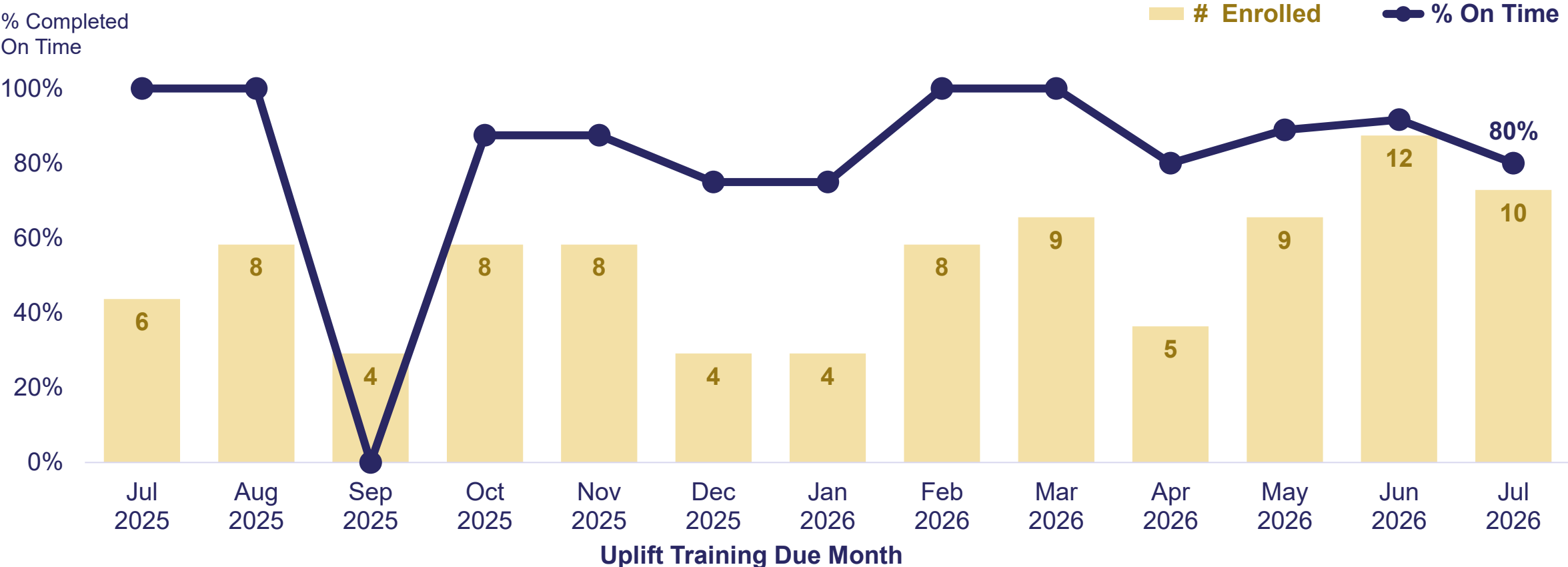


* As of 7/31/2026, 100% of new OYA employees completed Customer Service training (includes both on-time and late completions).



80% of Uplift Your Benefits Training Due in July 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.

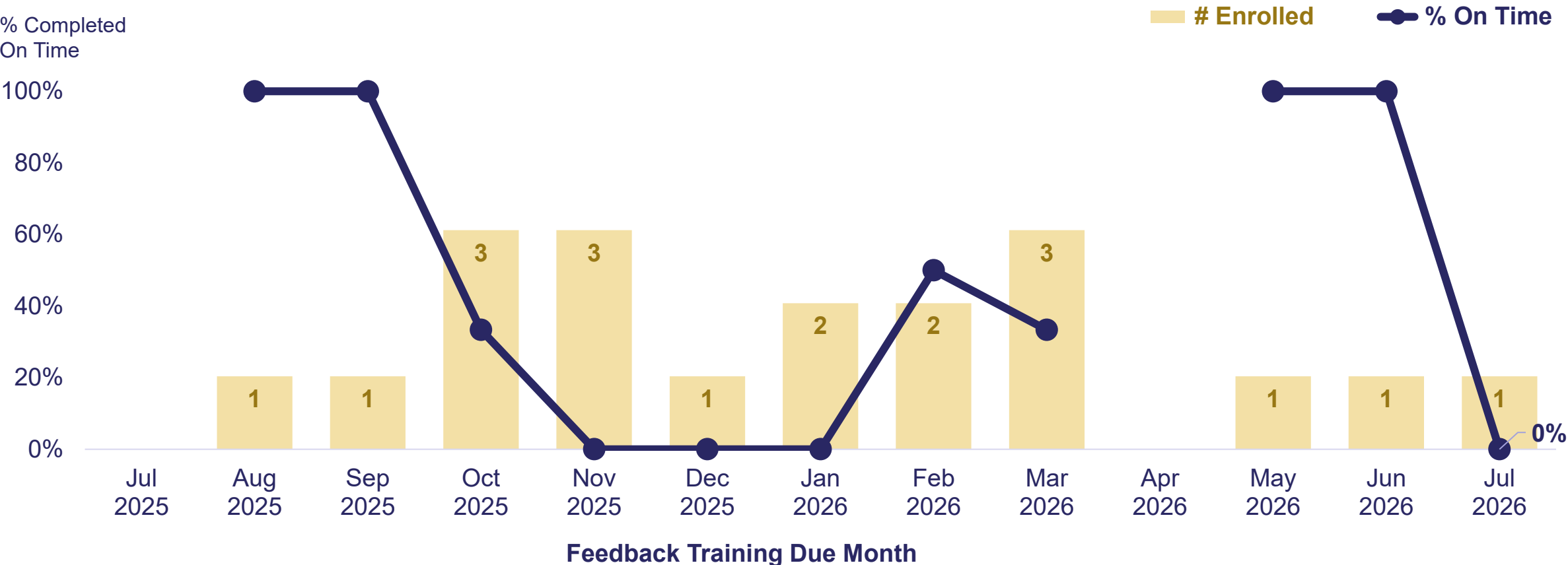


* Over the past 12 months, 98% of new OYA employees completed Uplift Your Benefits training (includes both on-time and late completions).



0% of DAS Employee Feedback Training due in July was Completed on Time*

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

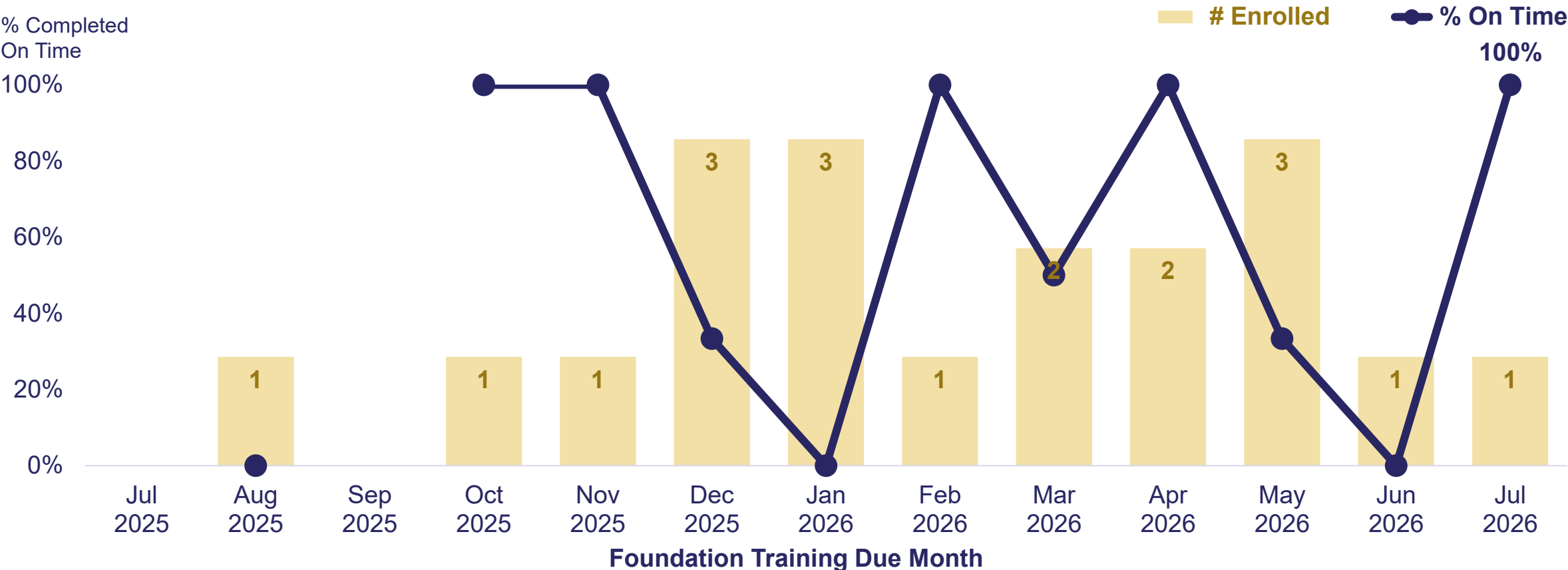


* Over the past 12 months, 63% of new OYA managers completed Employee Feedback training (includes both on-time and late completions).



100% of DAS Foundational Training due in July was Completed on Time*

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



* Over the past 12 months, 47% 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

64%

OYA 2026 Electronic Communication & Info Assets Agreement

Assign: 3/1/2026 Due: 12/31/2026

74%

OYA 2026 Facility Access Form

Assign: 3/1/2026 Due: 12/31/2026

73%

OYA 2026 PREA Refresher & Acknowledgement

Assign: 3/1/2026 Due: 12/31/2026

60%

OYA - OSHA Air Quality & Wildfire Smoke Awareness – 2026

Assign: 5/1/2026 Due: 6/30/2026

92% (79%)

OYA - OSHA Heat Stress Awareness Refresher – 2026

Assign: 5/1/2026 Due: 6/30/2026

94% (84%)

OYA 2026 USDA Civil Rights & Child Nutrition Program

Assign: 5/1/2026 Due: 6/30/2026

92% (84%)

OYA Meal Count Training - 2025-26 School Year

Assign: 5/26/2026 Due: 6/30/2026

86% (77%)

OYA Rhabdomyolysis Awareness 2026

Assign: 5/1/2026 Due: 6/30/2026

92% (84%)

OYA Annual JJIS Security Review 2026

Assign: 5/1/2026 Due: 6/30/2026

96% (82%)

OYA Complying with HIPAA 2026

Assign: 8/13/2026 Due: 10/1/2026

37%

Percent shown in parentheses indicates completion by the due date.



Projects, Priorities & Other Training



Additional Priorities

Current Progress & What's Ahead

414

15 + 23

38

4...

3, 2, 1

48



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

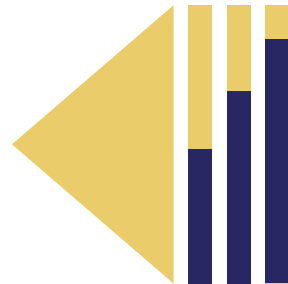
Updates on employee engagement efforts and areas of focus.



Insight | Measurement | Performance | Accountability
Continuous Improvement | Transparency



v20260107



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