



Training and Workforce
Development



FY2023
Impact
Statement



The **Office of Training and Workforce Development (OTWD)** provides foundational and continuous learning for Child Welfare and Juvenile Justice direct service staff and supervisors. Using simulation, coaching and other best practices in adult learning, staff members develop strengths based skills to protect and support the children, youth and families of New York City.

The **James Satterwhite Academy (JSA)** focuses on establishing the foundations of fundamental practice for newly hired direct service staff and supervisors. Founded in 1987, JSA, named for its first executive director, is a national leader in child welfare and juvenile justice training and professional development.

To contact JSA, email JSARegistration@acs.nyc.gov.

The **Workforce Institute (WI)** provides ongoing professional knowledge acquisition and skills development opportunities for direct service staff and supervisors at ACS and its many partner agencies across the child welfare and juvenile justice sectors. Established in 2015, the Workforce Institute is a partnership between ACS and the City University of New York's School of Professional Studies and Hunter College Silberman School of Social Work.

To contact the Workforce Institute, email WIhelpdesk@acs.nyc.gov or call (212) 748-1898.

Our Team

Staff members are culturally diverse, experienced, and highly qualified to provide professional development opportunities to direct service staff and supervisors.

NYC Children | James Satterwhite Academy

41

Full-Time Trainers and Support Staff

NYC Children | Workforce Institute

21

ACS Staff

106

CUNY School of Professional Studies Staff

27

Silberman School of Social Work Staff

The Office of Training and Workforce Development Advisory Group



The Office of Training and Workforce Development Advisory Group consists of stakeholders from across the child welfare and juvenile justice sectors who meet monthly to provide feedback on important training initiatives for staff.

8

Advisory Group Meetings Held in FY23

Total Learner Participation

Total Individual Learners

Total FY23 Numbers

35,073

11,120



James Satterwhite Academy Learning Programs

The James Satterwhite Academy (JSA) provides intensive and thorough onboarding programs, facilitated by expert trainers. These programs combine classroom training with on-the-job experiences. In Fiscal Year 2023, JSA provided onboarding training to new Child Protective Specialists and Youth Development Specialists using a hybrid training model in addition to providing other specialized trainings.

Total Learner Participation

2,678

Total Individual Learners

1,135

Onboarded ACS Direct
Service Staff and
Supervisors

Courses:

- Child Protective Specialists (CPS) Practice Core
- Children's Center Core Learning Program
- DYFJ Youth Development Specialist Core Training
- Family Team Conferencing Integrated
- Supervisory Core

Programs range from 4-41 days. JSA courses run for multiple weeks.

Workforce Institute Learning Programs

The Workforce Institute provides ongoing professional knowledge acquisition and skills development opportunities for direct service staff and supervisors at ACS and its many partner agencies. In Fiscal Year 2023, the Workforce Institute provided training in strengths-based practice, coaching, safety and risk assessment, and implicit bias, as well as other specialized coursework to numerous staff members.

Total Learner Participation

32,395

Total Individual Learners

9,985

ACS and Provider
Agency Direct Service
Staff and Supervisors

Courses:

- eLearning Programs
- Coaching
- Motivational Interviewing
- Other Specialized Courses
- Safety and Risk

Workforce Institute Courses run for 1-3 days. Learners often attend multiple courses.

Learning Programs

The Office of Training and Workforce Development offers instructor-led (virtual and in-person) and eLearning programs to direct service staff and supervisors at ACS and its many partner agencies across the child welfare and juvenile justice sectors. Learning programs feature a variety of adult learning methods, including new technologies, online resources, and simulation to equip direct service staff and supervisors with the skills they need to support children, youth and families.

Launched in FY23

- Building Bridges Training-of-Trainers (ToT)
- CARES: Racial Equity Micro-Video Series
- Child Trafficking Database
- Department of Homeless Services: Understanding Your Role as Mandated Reporter to Support Child and Family Well-Being
- DYFJ Contraband
- Mandated Reporter Training: Identifying and Reporting Child Abuse and Maltreatment/Neglect
- OCFS: Involving Fathers for Children in Child Welfare: Fundamentals
- PROMIS Application Training for Administrative Staff
- The Enhanced Role of Parent Advocates in an Initial Child Safety Conference
- Trauma-Responsive and Informed Parenting Program – Spanish
- Trauma-Responsive and Informed Parenting Program – Webinar
- Writing Effective Progress Notes

Onboarding

- Child Protective Specialists (CPS) Practice Core
- Children's Center Core Learning Program
- DYFJ Youth Development Specialist Core Training
- Foundational Foster Care Onboarding Program
- Interim Prevention New Worker Training
- Supervisory Core

- Family Team Conferencing Overview
- FTC Management Review Process
- Identifying and Addressing Intimate Partner Violence
- Identifying and Working with Families of Native American Heritage
- Medicine Safety for Children
- Motivational Interviewing eLearn: A Refresher for Skill Practice
- Motivational Interviewing: A Strengths-Based Engagement
- NYC Youth Justice 101
- Safety and Risk: Investigation, Synthesis, and Assessment
- SCR Reform Bill: Promoting Equity Through Legislative Changes
- Systems Support Office-Service Management Portal Training
- Supporting Family Time at the Children's Center
- The NYC Child Welfare System Past, Present and Future
- Trauma: How it Impacts the Brain, Development and Behavior
- Understanding and Undoing Implicit Bias
- Understanding Substance Misuse and Its Effect on Families
- Understanding the Intersection of Immigration and Child Welfare
- What You Need to Know About Child Support

- FTC for CPS-Child Safety Conferences
- Identifying and Addressing Intimate Partner Violence
- Identifying Child Abuse and Maltreatment
- Include, Empower, Affirm: Policy, Best Practices, and Guidance for Serving LGBTQAI+ Children and Youth Involved in the Child Welfare and Juvenile Justice System
- Mandated Reporter Training: Identifying Child Abuse and Maltreatment
- MAPP – Caring for Our Own/MAPP Leader Certification
- MAPP – Deciding Together/MAPP Leader Certification
- MAPP – GPSII/MAPP Leader Certification
- Occupational Safety and Health Administration Training
- Prevention, Detection and Response to Sexual Misconduct
- Safe Crisis Management
- Safe Crisis Management – Skill Out Class
- Safety and Risk: Investigation, Synthesis, and Assessment
- Suicide Prevention and Intervention Training for Juvenile Justice Placement
- Think Trauma Training
- Trauma-Responsive and Informed Parenting Program (TRIPP)
- Understanding and Undoing Implicit Bias
- Using the ACS FASP Desk Guide in Foster Care Case Practice
- Virtual Engagement of Children, Youth, and Families: Gathering Information to Support Assessments and Informed Decision Making

Coaching

- Advanced Coaching Program Phase I: Skill Refreshers
- Advanced Coaching Program Phase II: Interactive eLearning Experience
- Advanced Coaching Program Phase III Learning Program
- Building Coaching Competency
- Building Coaching Competency: Coaching Collaboratives
- Building Coaching Competency: Family Court Legal Services (FCLS)
- Building Coaching Competency for Senior Administrators
- Virtual Escape Room

Evidence-Based Models

- Attachment and Bio-Behavioral Catch-Up (ABC)

eLearning Programs

- Applications Role in CARES
- Applying the Mental Health Principles
- Asthma Self-Management
- Communicating Infant Safe Sleep Practices
- CONNECTIONS Foster Care Placement Module: Initiating a Placement Request in the Placement Module for ACS Staff
- CONNECTIONS Foster Care Placement Module: Progressing Placements Through the Placement Module for ACS Staff
- Effective Writing Skills
- Embracing a Safety Science Culture
- Family Assessment Response CBT

Other Specialized Courses

- Applying SCR Reform to Your Daily Practice: Information Gathering and Documentation
- Collaborative Assessment, Response, Engagement and Support (CARES)/Family Assessment Response (FAR)
- Crossover Youth Practice Model (CYPM)
- DYFJ Missouri Youth Services Institute Training
- Engaging Parents with Cognitive and Other Developmental Limitations
- Family Team Conferencing Integrated
- Follow-up Child Safety Conference – 20 Day Protocol (JSA)

Motivational Interviewing

- Motivational Interviewing: A Strengths-Based Practice
- Motivational Interviewing: Engaging Fathers
- Motivational Interviewing: Investigative Strategies

FY23 Accomplishments: Major Initiatives

Professional Development Program Expansion

The Professional Development Program (PDP) has supported the higher education of ACS employees as well as the continued professional development of licensed social workers at ACS for the past 37 years. Highlights from this year's achievements included:

- Relaunching the ACS Social Work Advisory Consortium, bringing leaders from schools of social work in the New York City and Long Island area to collaborate with ACS. The group focused on identifying the professional development needs of today's child welfare workforce, finding areas where the work intersects, and partnering on projects to reinforce the transfer of knowledge into practice.
- Collaborating with the Division of Child Protection (DCP) on a pilot project that provides parenting support to families served in community offices. PDP students from DCP and parents participated together in 12-week Parenting Journey workshops designed to help parents learn different ways to connect with and support their children, as well as encourage a community of support among parents. Findings from the workshop evaluations were shared at the International Association for Social Work with Groups (IASWG) conference in June.
- Launching the Provider Agency Scholarship Program to expand scholarship support services to include provider agency staff who work under ACS-funded child welfare and juvenile justice programs and are enrolled in a master's in social work (MSW) program at a partner university. Over 200 attendees celebrated the launch at a special event on June 27.



PDP Participants
54



Practicums Supported since FY19
275



MSW Practicums
36



Graduates in FY23
30



BSW Practicums
5

Degrees Supported in FY23



- Master's in Social Work
- Bachelor's in Human Relations
- Bachelor's in Urban and Labor Relations

81

Scholarships Awarded in FY23

\$392,883.69

Awarded in FY23

\$2,351,400.63

Awarded to Date (FY19-Present)

FY23 Accomplishments: Major Initiatives

Supporting, Not Reporting Families



ACS is committed to creating a Child Welfare system that is more equitable and supportive for the families and children we serve. The shift to supporting, not reporting families aims to reduce the disproportionate impact that making reports to the N.Y. Statewide Central Register of Child Abuse and Maltreatment (SCR) has on underserved and overrepresented groups. In addition to launching the New York State Office of Children and Families Services' (OCFS) updated Mandated Reporter eLearning, the Workforce Institute also developed a training for Department of Homeless Services (DHS) staff entitled, **DHS: Understanding Your Role as a Mandated Reporter**.

The training explores how staff can best use a trauma-informed lens, debiasing strategies, motivational interviewing, and the Mandated Reporter Decision Tree to help learners discern whether a report to the SCR is warranted or whether a family simply needs access to supportive services. More than 500 DHS staff completed the course and another 41 were trained as internal DHS trainers to continue providing the course independently of the Workforce Institute. Learners shared how the course expanded their understanding of their role, and DHS leadership expressed gratitude to the Workforce Institute team for partnering so successfully on this initiative.

Fatherhood Initiative



Better engagement with fathers is a key component when partnering with families to help them succeed. For children in the child welfare and juvenile justice systems, there are many benefits when their fathers are involved in their lives, including higher likelihood of a reunification outcome, faster discharge from foster care, and lower likelihood of subsequent maltreatment allegations. Fathers play a central role in the lives of their children, and it is essential for staff to make intentional efforts to include them.

The Workforce Institute began offering two learning programs to support Child Welfare and Juvenile Justice direct service staff and supervisors in engaging fathers as part of their work. The New York State Office of Children and Family Services (OCFS) course, **Involving Fathers for Children in Child Welfare: Fundamentals**, focuses on challenging personal and professional beliefs about fathers, as well as identifying and overcoming the barriers that prevent them from being involved with their children. The Workforce Institute's **Motivational Interviewing: Engaging Fathers** learning program focuses on the practical application of strengths-based engagement and motivational interviewing skills when working with fathers and the father figures of children involved in the Child Welfare and Juvenile Justice systems.

Enhanced Family Foster Care



ACS implemented the Enhanced Family Foster Care (EFFC) program to increase support for foster parents and to provide therapeutic and evidence-based services for children and youth in the foster care system. To support the implementation of EFFC, the Workforce Institute launched the redesigned **Building Bridges** training program in collaboration with the ACS Division of Family Permanency Services. This specialized training is designed for foster parents and agency staff and uses firsthand narratives from parents who participated in writing workshops at the Rise parent advocacy agency to strengthen alliances between parents with children in foster care and the foster parents responsible for their care. Preceded by a Training of Trainers course, provider agencies were able to achieve widespread implementation by independently delivering this curriculum to their foster parents and staff.

The Workforce Institute further supported EFFC with the continued offering of the **Trauma-Responsive and Informed Parenting Program (TRIPP)**, which teaches staff to use a trauma-informed lens and assist foster parents in responding to their child's and youth's challenging behavior. With the addition of the **TRIPP: Foundational Overview for Staff** course, all staff in foster care agencies can learn more about this approach.

FY23 Accomplishments: **Supporting the Child Protection Workplace**

Onboarding New Child Protective Specialists



The James Satterwhite Academy (JSA), along with the Supporting Knowledge into Practice (SKIP) workstream, launched a pilot program targeting two cohorts of 36 new Child Protective Specialists (CPS), to advance the transfer of knowledge during their first 100 days. The pilot program involves four touchpoints designed to engage new CPS and their supporters including: training supervisors, the staff development coordinator, borough-based leadership, and SKIP coach. The touchpoints help new CPS develop self-awareness of learning and support needs, provide reinforcement boosters from CPS core courses, explore pathways to the practical application of knowledge, and support professional socialization embracing elements of a safety culture. The pilot program is extending into Fiscal Year 2024. Data analysis and insights gained will be presented to the pilot sites with the expectation that the pilot program will be expanded to a Division of Child Protection (DCP) citywide program.

Collaborative Quality Improvement Process



SKIP continued to implement coaching programs throughout the Division of Child Protection and the Division of Youth and Family Justice for supervisory-level staff. SKIP engaged in the Collaborative Quality improvement process with the Division of Child Protection to develop coaching interventions targeting practice improvement areas in the eight practice domains. SKIP, the Division of Child Protection, and the Collaborative Quality Improvement team designed customized interventions for Bronx South Zone B, Brooklyn East Zone E, and Bronx South Zone E with the goal of creating citywide peer coaching communities.

Safety-Focused Coaching Labs



In collaboration with DCP, the SKIP team analyzed Transfer of Learning (ToL) data from the Safety Focused Coaching Labs in all five boroughs, presenting the results at the Human Services Workforce Development Evaluation Symposium in May. An analysis of 255 ToL plans demonstrated the successful use of coaching to support staffs objectivity and critical thinking when assessing child safety.



FY23 Accomplishments: **Supporting the Child Protection Workplace**

Expansion of the CARES/FAR NYC Initiative and the Integration of Coaching



The Office of Training and Workforce Development supported DCP in launching seven new Collaborative Assessment, Response, Engagement and Support (CARES) units, bringing the total to 48 and maintaining the scheduled conversion of 64 units by December 2023. Additionally, wraparound coaching interventions were developed to support the transfer of learning of the coach approach for DCP CARES supervisors and managers. In support of the citywide expansion of the CARES initiative, the CARES team continued to provide training and coaching to CARES staff and monthly coaching sessions for DCP staff of all levels.

Engagement, Assessment, Documentation Guidance + Outline



The Workforce Institute partnered with DCP and representatives from other divisions in ACS to create the course, **Engagement, Assessment, Documentation Guidance + Outline**. Designed to support DCP staff's shift to a more detailed form of documentation that captures observations, engagement and assessments in their progress notes, this course was presented first as a virtual, instructor-led training (VILT) in May with a planned launch of the eLearning in early Fiscal Year 2024.



FY23 Accomplishments: **Training Highlights**

Onboarding New Youth Development Specialists



The Office of Training and Workforce Development (OTWD) continued its strategic partnership with ACS's Division of Youth and Family Justice (DYFJ) to improve the quality of experiences for young people in detention, reduce recidivism, and expand the range of alternatives to detention to serve youth and the community safely. In Fiscal Year 2023, the James Satterwhite Academy (JSA) completed onboarding training for 229 new Youth Development Specialists. This six-week, intensive onboarding program for new staff includes a combination of classroom learning and on-the-job training.

Safety Culture



The Workforce Institute continued to support the implementation of Safety Culture by providing 17 orientations to 602 participants, an important first step in successfully creating a respectful environment that values continuous learning, teamwork, staff retention and trust.

Contracts We Support



OTWD supports ACS divisions in engaging subject matter experts and external vendors to further the ACS mission, vision, and strategic priorities. In Fiscal Year 2023, that support included training for Family Enrichment Center staff, both training and coaching for Fair Futures staff, and working with the Rise organization to continue the integration of Parent Advocates in the work. In addition, Juvenile Detention Center and Children's Center staff participated in **Safe Crisis Management** training, and OTWD continued to promote equity by supporting development of the Historical Child Welfare Timeline website.



FY23 Accomplishments: **Internal Highlights**

College Intern Program



The ACS Commissioner's College Internship Program pairs youth who were involved in New York City's child welfare system with ACS supervisors. In Fiscal Year 2023, OTWD hosted Grace Tatom for her internship, which included a presentation on ACS's Safety Culture program, explaining how it promotes equity and inclusion to create a positive atmosphere without fear of retaliation. Peppering the presentation with details of her experiences in the foster care system, Grace said that being able to bring her whole self to this work was liberating.

Kickoff: Creating Community



Every year, OTWD gathers to celebrate fiscal year achievements and set a course for the new fiscal year. The theme of Fiscal Year 2023's Kickoff was "Ready, Set, Grow: Reimagining Our Work Together" and featured a presentation by Dr. Michael A. Lindsay, an advocate for maternal mental health services in marginalized communities. During Kickoff, OTWD workers participated in a variety of self-care and wellness activities, including a meditation and Reiki workshop. In addition to personal and professional development, the Kickoff focused on a renewed commitment to cultivating team collaboration, reducing inequality, and fostering empathy for vulnerable populations.

