



Office of Training and  
Workforce Development



# FY2021 Impact Statement



The Office of Training and Workforce Development 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 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, the James Satterwhite Academy, named for its first executive director, is a national leader in child welfare and juvenile justice training and professional development.

To contact the James Satterwhite Academy email [JSARegistration@acs.nyc.gov](mailto:JSARegistration@acs.nyc.gov).

The **Workforce Institute (WI)** provides ongoing professional skills development 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 Institute is a partnership between ACS and the City University of New York (School of Professional Studies and the Hunter College Silberman School of Social Work).

To contact the Workforce Institute email [wihelpdesk@acs.nyc.gov](mailto:wihelpdesk@acs.nyc.gov) or call (212) 748-1898.

During the COVID-19 pandemic, the Office of Training and Workforce Development has offered trainings as virtual opportunities. Throughout fiscal year 2021, participants attended high quality virtual synchronous and asynchronous learning.

# Our Team

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

## James Satterwhite Academy

46

Full-time Trainers and Support Staff

## Workforce Institute

26

ACS Staff

78

CUNY School of Professional Studies Staff

22

Silberman School of Social Work Staff

17

Consultant Trainers Who Facilitate Programs

13

Consultant Actors Who Facilitate Simulations

## The Office of Training and Workforce Development Advisory Group Meetings



The Office of Training and Workforce Development Advisory Group consists of stakeholders across the sector who meet on a monthly basis to provide feedback on important training initiatives in support of child welfare and juvenile justice professionals.

11  
Advisory Group Meetings

### Advisory Group Members

Financial Services

NYS Office of Children and Family Services (OCFS)

Youth and Family Justice

Provider Agencies

Advocate Groups

Prevention Services

Council of Family and Child Caring Agencies (COFCCA)

Family Permanency Services

Family Court Legal Services

Child Protection

Total Learner Participation

Total Individual Learners

26,126

11,093

Total FY21 Numbers



## James Satterwhite Academy Learning Programs

The James Satterwhite Academy (JSA) provides intensive and thorough onboarding programs, facilitated by expert trainers, which combine classroom training with on-the-job experiences. In fiscal year 2021, 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 Individual Learners

**633** ACS Direct Service Staff and Supervisors Onboarded

#### Courses:

- Child Protective Specialist Practice Core
- Youth Development Specialist
- Congregate Care Specialist
- Family Team Conferencing Integrated
- Supervisory Core

Programs range from 4-41 days. James Satterwhite Academy courses run for multiple weeks. Learners attend only one program due to the nature of these courses.

## Workforce Institute Learning Programs

The Workforce Institute provides ongoing professional skills development for direct service staff and supervisors at ACS and its many partner agencies. In fiscal year 2021, the Workforce Institute provided training in strengths-based practice, coaching, safety and risk assessment, implicit bias, evidence-based models, as well as other specialized coursework to numerous staff members across the child welfare and juvenile justice sectors. Programs range from 1-3 days.

### Total Learner Participation

**25,493**

### Total Individual Learners

**10,460** ACS and Provider Agency Direct Service Staff and Supervisors

#### Courses:

- Coaching
- Motivational Interviewing
- Other Specialized Courses
- Evidence-Based Models
- eLearning Programs

Workforce Institute Courses run for 1-3 days. Learners often attend more than one course, which is reflected in the above numbers capturing total learner participation and total individual learners.

# Learning Programs

The Office of Training and Workforce Development offers instructor-led 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. Due to the ongoing COVID-19 pandemic, all courses during fiscal year 2021 were offered virtually.

## Onboarding

- Child Protective Specialist Practice Core Congregate Care Specialist Training
- Interim Prevention New Worker Training Prevention Onboarding Program
- Supervisory Core
- Youth Development Specialist Core

## Coaching

- Advanced Coaching Program Phase I: Skill Refreshers
- Advanced Coaching Program Phase II: Interactive eLearning Experience Building Coaching Collaborative: Vicarious and Secondary Trauma
- Building Coaching Competency
- Building Coaching Competency: Coaching Collaboratives Building Coaching Competency – FCLS Building Coaching Competency for Senior Administrators

## Evidence-Based Models

- Attachment and Bio-behavioral Catch-Up (ABC)
- Child and Adolescent Needs and Strengths (CANS)-NY Partnering for Success (Pfs) – A framework of practice

## eLearning Programs

- Applying the Mental Health Principles
- Asthma Self-Management
- Communicating Infant Safe Sleep Practices
- CONNECTIONS Foster Care Placement Module
- Effective Writing Skills
- Family Assessment Response CBT
- Family Team Conferencing Overview
- FTC Management Review Process
- Identifying and Addressing Intimate Partner Violence
- Identifying and Working with Families of Native American Heritage
- Mandated Reporter Training: For Identifying and Reporting Child Abuse and Maltreatment/Neglect

- Medicine Safety for Children
- Motivational Interviewing e-Learn: A Refresher for Skill Practice
- Motivational Interviewing: Strengths-Based Engagement
- NYC Child Welfare System Past, Present and Future
- NYC Youth Justice 101
- Safety and Risk Assessment
- SSO Service Management Portal
- Supporting Family Time at the Children's Center
- 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

## Other Specialized Courses

- Advanced Legal Issues: Effectively Presenting a Child Protective Case in Court (CPS)
- Cardio-Pulmonary Resuscitation (CPR)/BFA Training
- Collaborative Assessment, Response, Engagement and Support (CARES)/Family Assessment Response (FAR) Case Review for Managers: Synthesizing Information
- Child Sexual Abuse: Identification and Intervention (CPS) Child Sexual Abuse: Protective Strategies Crossover Youth Practice Model (CYPM)
- Domestic Violence and Its Impact on the Welfare of Children (CPS)
- Engaging Parents with Cognitive and Other Developmental Limitations
- Family Team Conferencing Integrated
- Identifying and Addressing Intimate Partner Violence
- LGBTQ Foundational
- LGBTQ Refresher
- MAPP – Caring For Our Own

- MAPP – GPSII/MAPP Leader Certification
- MAPP – Deciding Together Leader Certification Marketing Your Program Mental Health First Aid (MHFA)
- Safe Crisis Management Safe, Respected & Affirmed: Providing Affirming Services for Transgender Youth in ACS Care (TGNB)
- Safety Culture Orientation
- Safety and Risk: Investigation, Synthesis, and Assessment
- Substance Use Disorder in Child Protective Investigation (CPS)
- Suicide Prevention and Intervention Training for Juvenile Justice Placement Teaming – A framework of practice
- Think Trauma Training
- Where FAR and Applications Intersect
- Understanding and Undoing Implicit Bias
- Virtual Engagement of Children, Youth, and Families

## Motivational Interviewing

- Motivational Interviewing: A Strengths-Based Practice Motivational Interviewing: A Strengths-Based Practice for Youth Justice Professionals Motivational Interviewing: Engaging Families with Repeat Involvement in the Child Welfare System
- Motivational Interviewing: Engaging Fathers
- Motivational Interviewing: Engaging Girls and Young Women
- Motivational Interviewing: Investigative Strategies
- Motivational Interviewing: Practice Labs
- **Denotes courses launched in FY2021**
- **Denotes courses offered during FY2021**

# FY21 Accomplishments

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## Child Protective Specialist (CPS) Practice Core



The James Satterwhite Academy (JSA) completed onboarding training for **96 new Child Protective Specialists (CPS)**. The CPS Practice Core is a 41-day intensive onboarding program for new staff. JSA continued to improve the program updating its content and structure to support virtual training delivery. This included an updated assessment process with newly developed tools to check the progress of new Child Protective Specialists at various points in their 41 days of training to provide timely developmental feedback and ensure their readiness for the job.

## Commitment to Coaching



The Supervision and Coaching team continued to support the implementation of coaching throughout New York City's child welfare and juvenile justice systems by providing ongoing transfer of learning events to enhance the coaching skills of supervisory and managerial staff. In fiscal year 2021, the team delivered **32 virtual Coaching Collaboratives to 370 learners** and **24 virtual Skill Refreshers to 274 total participants**. The aim is to build a coaching community and increase staff's commitment and confidence in utilizing coaching in their everyday practice.

## Conference Presentations



Throughout fiscal year 2021, staff made presentations at multiple virtual conferences, most notably the following:

### Kempe Conference

- **Presentation:** Family Assessment Response as a NYC Child Welfare Racial Equity Strategy
- **Presentation:** Coaching Collaborative for Differential Response Leaders
- **Presentation:** Decreasing Surveillance Effect with Community Engagement in NYC's Differential Response

*Presenters: Evidence-Based Model Team*

### National Conference on Coaching in Human Services

- **Presentation:** Evaluating Supervisory Coaching: Creating a culture that supports child welfare staff, strong families, and safe children
- **Presentation:** Coaching by Supervisors to Support Child Safety Focused Practice
- **Presentation:** Supporting Implementation by Incorporating Learner Feedback into Ongoing Learning Opportunities
- **Presentation:** Moving Insight into Action

*Presenters: Coaching, SKIP, and Evaluation Teams*

# FY21 Accomplishments

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## Expansion of the CARES/FAR NYC Initiative



During fiscal year 2021, the James Satterwhite Academy and Workforce Institute provided training and coaching to support the expansion of the Collaborative Assessment, Response, Engagement & Support (CARES) initiative, also known as Family Assessment Response NYC (FAR/NYC), citywide to **28 units** within the Division of Child Protection. For reports where there is no immediate or impending danger to children and where there are no allegations of serious child abuse, cases are assigned to the CARES track. The Child Protective Specialists in CARES units partner with families to assess child safety and family needs, encourage families to develop their own solutions to their challenges and identify supportive resources to help care for and protect their children.

## Interim Prevention New Worker Training



The Workforce Institute continued offering its Interim Prevention New Worker Training virtually to new direct service staff working in prevention services. This training provides staff with the foundational knowledge and skills necessary to begin their work. In fiscal year 2021, **458 learners** completed the program.

## Professional Development Program Graduation



At the end of fiscal year 2021, the Professional Development Program hosted a virtual Celebration of Success to honor **40 graduates**. These graduates completed **33 Capstone projects**, which were virtually presented to ACS leadership.

## Safety Culture



In fiscal year 2021, the Workforce Institute hosted **eight Safety Culture orientations for 663 participants**. These orientations introduce participants to the concepts and principles related to safety science and how those principles are being used in child welfare agencies across the country and at ACS. Also in fiscal year 2021, three teams with representation from across ACS were formed to oversee and drive the Safety Culture initiative: Core, Implementation and Governance. These teams worked together to create an ACS Safety Culture framework to represent the operational definition of safety culture at ACS.

# FY21 Accomplishments

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## Supporting Knowledge into Practice (SKIP) Team



In fiscal year 2021, the Supporting Knowledge into Practice Team held **503 Coaching and Motivational Interviewing transfer of learning events for 1,564 total participants** from the Division of Child Protection and Division of Youth and Family Justice.

In fiscal year 2021, the SKIP team launched the Targeted Intervention pilot to promote the use of critical coaching and motivational interviewing skills in the context of child safety. The program launched in two zones within the Division of Child Protection Brooklyn East Borough Office, reaching **four Child Protective Specialist managers, 13 Child Protective Specialist supervisors and 56 Child Protective Specialists (CPS)**. The SKIP Targeted Intervention program includes learner-centered practice activities, transfer of learning plans, and follow-up surveys.

The assessment of the Targeted Intervention pilot found increased confidence in the use of coaching skills to support objectivity and critical thinking by staff in the context of child safety. The assessment also found an increase in both confidence and commitment around the use of the Open-ended questions, Affirmations, Reflections, Summary (OARS) technique to express empathy and build partnerships with families in the context of child safety. Data from the assessment clearly showed that the Targeted Intervention pilot was successful and expansion throughout all borough offices within the Division of Child Protection is a logical next step.

## Understanding and Undoing Implicit Bias



The Workforce Institute continued to provide the Understanding and Undoing Implicit Bias learning program, which includes an eLearning module and a one-day, instructor-led training. In fiscal year 2021, an additional **2,217 learners** completed the eLearning module for a total of **10,376 learners** since rollout of the course. In fiscal year 2021, an additional **1,491 learners** completed the virtual instructor-led training for a total of **3,939 learners** since rollout of the course.

## Youth Development Specialist (YDS) Core



The James Satterwhite Academy completed onboarding training for **435 new Youth Development Specialists (YDS)**. The YDS Core is a five-week intensive onboarding program for new staff that includes a combination of classroom learning and on-the-job training.



# FY21 Accomplishments

## Training Sites

In fiscal year 2021, the Office of Training and Workforce Development was thrilled to open its newly renovated training sites at **Union Hall in Queens and 125th Street in Manhattan** after a five-year development process. We are excited to offer programs at our training sites in all five boroughs.

The Union Hall site features **27,000 square feet** of training and simulation space, including ten classrooms, a mock court, two simulation apartments, a flexible simulation space, and a special training room with rubberized floors to accommodate training for Youth Development Specialists. The 125th Street location features **4,000 square feet** of training and simulation space, including two classrooms, a simulation apartment, and a flexible simulation space. Both spaces have advanced audiovisual equipment to allow for remote participation and interaction with the simulation learning. With the help of actors, we have created a training environment that simulates real-life scenarios to help staff enhance their skills. New staff have on-the-job experiences before they are truly “on-the-job.”

To see our spaces and learn more, [click here](#).



# Professional Development Program

The Professional Development Program (PDP) supports and encourages the professional development of ACS employees who are pursuing their undergraduate or graduate level studies as well as the continued professional development of licensed social workers at ACS. Educational support services include: Release time for classes, assistance with Field Placement/Internships for students pursuing their MSW degree, and other services, such as individual and group support. PDP also administers the **Dr. James R. Dumpson Scholarship for Graduate level studies** and the **Nicholas Scoppetta Scholarship for Undergraduate level studies**.

## Type of Degrees Supported



ACS Staff Supported



Masters in Social Work

55



Masters in Psychology

2



Masters in Public Administration

5



Masters in Mental Health Counseling

1



Masters in Criminal Justice

1



Undergraduate Studies in Liberal Arts/BSW

4

## Field Placements

58



52 ACS Masters-level students

1 Non-ACS BSW student

5 Non-ACS Masters-level students

## Scholarships



\$677,536.63

Scholarship Money Awarded

