



A learning program for **supervisors and managers working in Child Welfare or Juvenile Justice.**

## ABOUT

This series of Skill Refreshers highlights each of the coaching skills: presence and listening, reflecting/clarifying, questioning, feedback, and accountability. Learners practice each skill to gain proficiency and confidence in using the Coach Approach with their staff. Learners have the opportunity to engage in a variety of discussions, activities and practice sessions that promote and support mastery of the coaching skills. The Skill Refreshers constitute Phase I of the Advanced Coaching program. Completion of this series of five Skill Refreshers qualifies learners to move on to Phase II of the Advanced Coaching program. Before attending these trainings, learners must complete all prerequisites listed below.

## BENEFITS

Learners will:

- Continue practicing the coaching skills.
- Receive in-the-moment feedback and support from facilitators.
- Increase their confidence and proficiency in using the coaching skills in their daily practice.

## COMPONENTS

Once enrolled in each Skill Refresher, learners will complete:



An online pre-test.



A two-hour workshop  
(instructor-led or virtual).



An online post-test.



Completion of all components is necessary  
to receive a Certificate of Completion.

## PREREQUISITES

Prior to starting this series, learners are required to have completed:

- All components of the Building Coaching Competency learning program (instructor-led or virtual) **or** the instructor-led Building Coaching Competency for Senior Administrators course.
- At least one course within the Building Coaching Competency: Coaching Collaboratives learning program (virtual or instructor-led).

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. Each Skill Refresher is 2 contact hours/0.2 CEUs. This series in total is 10 contact hours/1 CEU. CEU credit is contingent upon completion of all components.

## REGISTRATION

Register for this course by logging in to [Cornerstone](#), browse for the course name and complete all information. For more information about the ACS Workforce Institute, please contact the Help Desk at [WIhelpdesk@acs.nyc.gov](mailto:WIhelpdesk@acs.nyc.gov) or call (212) 748-1898.

## ABOUT ACS WORKFORCE INSTITUTE

The ACS Workforce Institute (WI) is a state-of-the-art professional development institute that supports child welfare and juvenile justice direct service staff and strengthens their skills as they support and strengthen New York City's families and children. Through partnership with the City University of New York (School of Professional Studies and the Hunter College Silberman School of Social Work), the ACS Workforce Institute offers professional learning initiatives that move beyond the classroom to enhance skill development for new and seasoned ACS and provider agency staff.

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A learning program for **supervisors and managers working in Child Welfare or Juvenile Justice, or anyone who has the responsibility to guide and continually improve the performance of direct service staff.**

## ABOUT

This learning program provides learners with coaching skills and strategies aimed at creating a more collaborative, strengths-based culture. The first half of the instructor-led session supports learners in understanding the steps to successful coaching and applying the coaching skills in their supervisory roles. The second half of the session uses simulations to help identify coaching skills and practice incorporating them into everyday work. Learners are not required to have prior formal coaching experience or training. Follow-up coaching support to ensure effective implementation will be available. Before attending this virtual, instructor-led training, learners must complete an online pre-test and an eLearning module introducing the coaching skills, process and mindset.

## BENEFITS

Learners will:

- Be trained to practice effective strategies to create a collaborative, strengths-based culture to support their staff.
- Be trained how to integrate coaching strategies into supervision to build confidence, boost morale and encourage critical thinking skills among staff members.
- Be introduced to skills and concepts that contribute to the long-term professional development of supervisors and staff.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A 30-minute eLearning course.



A half-day, virtual, instructor-led workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

There are no prerequisites for this course.

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. This course is **3.0 contact hours/0.3 CEUs**. CEU credit is contingent upon completion of all course components.

## REGISTRATION

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# Building Coaching Competency: Coaching Collaboratives



A learning program for **supervisors and managers working in Child Welfare or Juvenile Justice.**

## ABOUT

The Coaching Collaboratives are a follow up to the Building Coaching Competency (BCC) learning program designed to support supervisors and managers as they integrate coaching into their supervisory practice. These virtual workshops provide learners the opportunity to practice coaching, meet with colleagues to discuss successes in coaching, and gain support on how to continue to implement coaching in the workplace. Ongoing support after the workshop includes, but is not limited, to on-site technical assistance. Before attending this virtual, instructor-led training, learners must complete all course prerequisites listed below.

## BENEFITS

Learners will:

- Increase their confidence in using the six coaching skills and six coaching steps that have been adapted from the coaching approach of the Atlantic Coast Child Welfare Implementation Center and in mastering the coaching process.
- Be trained how to create a coaching community among Child Welfare and Juvenile Justice supervisors and managers.
- Be trained how to bolster an individual's commitment to using the coach approach and support a coaching culture across all sectors of Child Welfare and Juvenile Justice.

## COMPONENTS

Once enrolled in the course, learners will complete:



A two-hour, virtual workshop.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

Prior to attending this course, learners are required to have completed all components of the Building Coaching Competency learning program (instructor-led or virtual) OR the instructor-led Building Coaching Competency for Senior Administrators course.

## CONTINUING EDUCATION UNITS

There are no CEUs associated with this course.

## REGISTRATION

Register for this course by logging in to [Cornerstone](#), browse for the course name and complete all information. For more information about the ACS Workforce Institute, please contact the Help Desk at [Wihelpdesk@acs.nyc.gov](mailto:Wihelpdesk@acs.nyc.gov) or or call (212) 748-1898.

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A learning program for **all staff working in Child Welfare who will be facilitating Family Team Conferences.**

## ABOUT

This training informs facilitators of the changes in Family Team Conference (FTC) practice as embodied in the new Child Welfare Program's (CWP) Integrated Family Team Conference Model that will be used in ACS and Foster Care and Prevention agencies. This training discusses the goals of this model, what conferences will be facilitated by ACS, and how the model can result in a more integrated continuum of conferences. This training uses interactive scenarios and activities to reinforce core FTC components, such as the six-stage structure, safety and risk decision making, family engagement and management review. Before attending this instructor-led training, learners must complete all course prerequisites listed below.

## BENEFITS

Learners will:

- Be made aware of the changes in FTC practice that will be used throughout the Child Welfare system in alignment with the new CWP Integrated Family Team Conference Model.
- Better understand the goals of this model and how it aligns with the integrated continuum of conferences.

## COMPONENTS

Once enrolled in the course, learners will complete:



A four-day, instructor-led training.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

Prior to attending this course, participants are required to have completed the two-day Safety and Risk: Investigation, Synthesis and Investigation course offered by the ACS Workforce Institute or equivalent.

## CONTINUING EDUCATION UNITS

There are no CEUs associated with this course.

## REGISTRATION

Register for this course by logging in to [Cornerstone](#), browse for the course name and complete all information. For more information about the James Satterwhite Academy, please email [JSARegistration@acs.nyc.gov](mailto:JSARegistration@acs.nyc.gov).

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## ABOUT JAMES SATTERWHITE ACADEMY

The ACS James Satterwhite Academy focuses on establishing the foundations of fundamental practices 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.

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A learning program for **direct service staff, supervisors and managers working in Child Protection, Prevention, Foster Care and Juvenile Justice. Direct service staff and supervisors in Child Protection, Prevention and Foster Care are required to attend.**

## ABOUT

This learning program is an update of the previous Motivational Interviewing: A Strengths-Based Practice and Foundational Motivational Interviewing (MI) courses. In this course, learners strengthen their capacity to use MI towards building partnerships. Learners examine their own style of communication and how it impacts the thoughts of others regarding change. Learners demonstrate their ability to listen to the perspectives of families and caregivers to shape how questions are asked, accurately identify their needs, and help draw out their own ideas for ways to change. Using scenarios and group exercises, learners hone their ability to cultivate strengths-based conversations, model affirmations, and make effective reflections.

## BENEFITS

Learners will:

- Define MI in a way that underscores its guiding nature and demonstrates its guiding aspects.
- Describe the spirit and four fundamental tasks of MI.
- Identify and demonstrate MI OARS (Open-Ended Questions, Affirmations, Reflections and Summaries) microskills.
- Recognize “change talk” and “sustain talk” in the context of MI and explain the role they play in supporting individuals to make behavioral change.
- Identify how MI can be used in day-to-day work.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A four-hour, virtual, instructor-led workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

There are no prerequisites for this course.

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. This course is 4 contact hours/0.4 CEUs. CEU credit is contingent upon completion of all course components.

## REGISTRATION

Division of Child Protection staff can reach out to their Staff Development Coordinator (SDC) to register. All others can register in **Cornerstone**, by browsing for the course name and completing all information. For more information about the ACS Workforce Institute, please contact the Help Desk at [Wihelpdesk@acs.nyc.gov](mailto:Wihelpdesk@acs.nyc.gov) or call (212) 748-1898.

## ABOUT ACS WORKFORCE INSTITUTE

A state-of-the-art professional development institute that strengthens skills and provides support to child welfare and juvenile justice direct service staff as they strengthen and support New York City's families and children. Through partnership with the City University of New York (School of Professional Studies and the Hunter College Silberman School of Social Work), the ACS Workforce Institute offers professional learning initiatives that move beyond the classroom to enhance skill development for new and seasoned ACS and provider agency staff.





A learning program for **direct service staff, supervisors and managers working in ACS and ACS provider agencies.**

## ABOUT

This learning program prepares learners to apply the policies and best practices that promote the safety, permanency and well-being of LGBTQAI+ (Lesbian, Gay, Bisexual, Transgender, Questioning, Asexual, Intersex, and many more) young people involved with the New York City child welfare and juvenile justice systems. During this course, learners practice creating affirming environments where all are respected regardless of sexual orientation, gender identity or expression. In alignment with ACS policy, learners are required to complete this Foundational course during their new hire orientation period, and then complete LGBTQAI+ Refresher: Improving Outcomes for LGBTQAI+ Young People once every two years thereafter. Before attending this virtual, instructor-led training, learners must complete an online pre-test.

## BENEFITS

Learners will:

- Demonstrate behaviors that cultivate LGBTQAI+ affirming and inclusive environments within ACS and provider agencies.
- Adopt practices that are in alignment with ACS's affirming policies while engaging young people that are or may be LGBTQAI+.
- Be able to support staff in managing issues that arise with parents, foster parents and caregivers of LGBTQAI+ youths.
- Implement strategies that improve outcomes for LGBTQAI+ youth involved with ACS and provider agencies.
- Commit to practicing LGBTQAI+ affirming strategies.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A one-day, virtual, instructor-led workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

There are no prerequisites for this course.

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. This course is 5.5 contact hours/0.55 CEU. CEU credit is contingent upon completion of all course components.

## REGISTRATION

Division of Child Protection staff can reach out to their Staff Development Coordinator (SDC) to register. All others can register in [Cornerstone](#), by browsing for the course name and completing all information. For more information about the ACS Workforce Institute, please contact the Help Desk at [Wihelpdesk@acs.nyc.gov](mailto:Wihelpdesk@acs.nyc.gov) or call (212) 748-1898.



# Safety & Risk: Investigation, Synthesis and Assessment



A learning program for **direct service staff, supervisors and managers working in Child Protection, Prevention and Foster Care.**

## ABOUT

This learning program provides learners with a comprehensive review of the assessment processes for safety and risk. Learners use a real-life case scenario to conduct safety and risk assessments. As learners practice conducting assessments, they receive hands-on guidance and feedback in real time. Learners explore various tools, including critical thinking skills, to guide their decision-making in best supporting children and families.

## BENEFITS

Learners will:

- Demonstrate using critical thinking skills to guide their decision-making.
- Distinguish between safety and risk.
- Identify the processes to assess safety and risk and explain why both are used.
- Receive hands-on guidance on how to conduct safety and risk assessments and obtain feedback in real time to best support children and families.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A one-day, virtual, instructor-led workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

There are no prerequisites for this course.

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. This course is 6.5 contact hours/0.65 CEUs. CEU credit is contingent upon completion of all course components.

## REGISTRATION

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# Tending the Roots: Recognizing Trauma and Cultivating Wellness



A learning program for **all direct service staff and supervisors working in the Division of Child Protection (DCP) and within ACS provider agencies working in Prevention, Foster Care and Juvenile Justice programs.**

## ABOUT

This learning program introduces learners to the common language and terminology used to enhance their trauma-responsive practice. It highlights how trauma and toxic stress impact a person and explores the impact of racism and oppression as forms of trauma. This course provides learners with foundational information on the types of traumatic responses, the Trauma Core Values, and how to infuse these principles into their work. Learners identify how to use trauma-responsive language to foster an environment that supports wellness and resilience through thoughtful reflection time, group discussions, and practice opportunities. This is the same course being offered by the New York State Office of Children and Family Services (OCFS), formerly titled, **Trauma-Responsive and Resilience Informed Care**. Those who have previously taken this course are not required to enroll.

## BENEFITS

Learners will:

- Extend their understanding of trauma and use shared language to improve trauma-responsive practice.
- Recognize the impact of racism and oppression as forms of trauma.
- Discuss trauma and toxic stress, the science of trauma and the human stress response.
- Identify what we know about how people adapt and grow from traumatic or adverse experiences.
- Identify practical elements of an environment that foster wellness, resilience and healing.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A two-day, virtual, instructor-led workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

There are no prerequisites for this course.

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. This course is 7 contact hours/0.7 CEUs. CEU credit is contingent upon completion of all course components.

## REGISTRATION

Division of Child Protection staff can reach out to their Staff Development Coordinator (SDC) to register. All others can register in **Cornerstone**, by browsing for the course name and completing all information. For more information about the ACS Workforce Institute, please contact the Help Desk at [Wihelpdesk@acs.nyc.gov](mailto:Wihelpdesk@acs.nyc.gov) or call (212) 748-1898.

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# Trauma-Responsive and Informed Parenting Program (TRIPP) TOT



A learning program for **foster care provider agency facilitators**.

## ABOUT

This learning program utilizes a training-of-trainers (TOT) approach to teach foster care agency facilitators to deliver the Trauma-Responsive and Informed Parenting Program (TRIPP) to foster parents. Learners develop a trauma-informed lens and are taught to assist foster parents in responding to their child's and youth's challenging behavior. This learning program includes a variety of learning approaches, including teach-backs, homework assignments, videos, small group work, and group role-plays. Before attending this virtual, instructor-led training, learners must complete all course prerequisites listed below.

## BENEFITS

Learners will:

- Practice delivering a small piece of the curriculum.
- Practice giving and receiving feedback.
- Participate in activities to learn how to deliver the curriculum to foster parents.
- Receive coaching from Workforce Institute facilitators.

## COMPONENTS

Once enrolled in the course, learners will complete:



A series of three-hour, virtual, instructor-led trainings over four days:

- Session 1: Review and De-escalation
- Session 2: Knowing Your Triggers and Listening to Understand
- Session 3: Collaborating with Our Children and Youth: Creating Solutions
- Session 4: Putting Our Learning into Practice and Self-Care



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

Prior to attending this course, learners should attend the National Training and Development Curriculum TOT with TRIPP Principles.

## CONTINUING EDUCATION UNITS

There are no CEUs associated with this course.

## REGISTRATION

To register and for more information about this course, email Heather Dominguez at [Heather.Dominguez@acs.nyc.gov](mailto:Heather.Dominguez@acs.nyc.gov). For more information about the ACS Workforce Institute, please contact the Help Desk at [Wihelpdesk@acs.nyc.gov](mailto:Wihelpdesk@acs.nyc.gov) or call (212) 748-1898.

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# Understanding and Undoing Implicit Bias



A learning program for **direct service staff and supervisors working in Child Welfare or Juvenile Justice.**

## ABOUT

This learning program provides comprehensive information about implicit bias and how it contributes to racial disproportionality in the Child Welfare and Juvenile Justice systems. This program aims to deepen learners' understanding of implicit bias and its impact on institutional racism and structural inequity. Learners practice strategies to recognize and reduce implicit bias to enhance equitable decision making. Before attending this instructor-led training, learners must complete all course prerequisites listed below and an online pre-test.

## BENEFITS

Learners will:

- Be trained to review strategies to identify one's own implicit biases and to recognize implicit bias in others.
- Be able to analyze how implicit bias affects decision-making.
- Be trained to identify the connection between institutional racism, structural inequity, and implicit bias.
- Be trained to employ individual strategies to reduce implicit bias.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A one-day, instructor-led workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

Prior to attending this course, learners are required to have completed the Understanding and Undoing Implicit Bias eLearning course.

## CONTINUING EDUCATION UNITS

The New York City Administration for Children's Services is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers #SW-0402. This course is 5.5 contact hours/0.55 CEUs. CEU credit is contingent upon completion of all course components.

## REGISTRATION

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# Writing Effective Progress Notes: Tips and Techniques to Improve Your Documentation



A learning program for **direct service staff working in Child Welfare, or anyone who has the responsibility of writing progress notes in Connections.**

## ABOUT

This learning program provides Child Welfare staff with techniques and a framework for writing effective progress notes that reflect casework activities, as well as support assessment and decision making throughout the life of a case. Learners explore the crucial role progress notes play, and the importance of using descriptive, behavior-based language — while practicing writing progress notes. Before attending this instructor-led training, learners must complete an online pre-test.

## BENEFITS

Learners will:

- Recognize the importance of documentation in decision making.
- Acquire tools to write progress notes in a timely fashion.
- Learn how to best document the case information required to make informed decisions on issues of child safety, permanency and well-being.

## COMPONENTS

Once enrolled in the course, learners will complete:



An online pre-test.



A one-day, instructor led-workshop.



An online post-test.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

There are no prerequisites for this course. It is recommended that learners complete the Effective Writing Skills eLearning course offered through the ACS Workforce Institute or equivalent.

## CONTINUING EDUCATION UNITS

There are no CEUs associated with this course.

## REGISTRATION

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A learning program for **Child Welfare and Juvenile Justice supervisors and managers, or anyone who has the responsibility to guide and continually improve the performance of direct care staff.**

## ABOUT

This learning program serves as a refresher to Building Coaching Competency by challenging learners to collaboratively solve a series of riddles revolving around the coaching skills and strategies introduced in the foundational training. The Virtual Escape Room learning program promotes the Three C's: Confidence in use of coaching skills, Commitment to the use of the coach approach and opportunity to Connect with the coaching community. This program engages learners who have completed Building Coaching Competency, but have not yet completed transfer of learning programs, i.e., Coaching Collaboratives and the Skill Refresher series. Before attending this virtual, instructor-led training, learners must complete all course prerequisites listed below.

## BENEFITS

Learners will:

- Demonstrate knowledge and understanding of the coach approach.
- Develop self-awareness and assess existing coaching knowledge.

## COMPONENTS

Once enrolled in the course, learners will complete:



A 75-minute virtual, instructor-led training.



Completion of all components is necessary to receive a Certificate of Completion.

## PREREQUISITES

Prior to attending this course, learners are required to have completed all components of the one-day virtual or two-day instructor-led Building Coaching Competency learning program or the instructor-led Building Coaching Competency for Administrators learning program.

## CONTINUING EDUCATION UNITS

There are no CEUs associated with this course.

## REGISTRATION

To register and for more information about this course, email [wicoaching@acs.nyc.gov](mailto:wicoaching@acs.nyc.gov). For more information about the ACS Workforce Institute, please contact the Help Desk at [WIhelpdesk@acs.nyc.gov](mailto:WIhelpdesk@acs.nyc.gov) or call (212) 748-1898.

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A learning program for **new direct service staff working in Prevention Services.**

## ABOUT

This learning program provides newly hired, direct service staff with the foundational knowledge and skills necessary to begin their work in Prevention services. It is delivered in three phases, each focusing on the following area of practice:

- Building a Foundation for our Work
- Partnering with Families to Achieve Safety, Permanency and Well-being
- Promoting Child and Youth Well-being

This virtual learning program consists of a combination of eLearning courses and virtual, instructor-led sessions.

## BENEFITS

Learners will:

- Receive an overview of their role and responsibilities within the context of the Child Welfare system.
- Be trained to partner with families to create plans that address safety, behavioral change and well-being.
- Apply critical thinking techniques and a trauma-focused viewpoint to casework to improve outcomes for families.
- Better understand how implicit bias affects decision making in child welfare.
- Gain knowledge and practical skills to identify and address intimate partner violence.
- Be able to build relationships to improve assessments using strengths-based engagement.

## COMPONENTS

Once enrolled in the course, learners will complete:



Completion of all components is necessary to receive a Certificate of Completion.

### Phase 1



NYC Child Welfare System: Past, Present and Future (eLearning)



Mandated Reporter (eLearning)



Effective Writing Skills (eLearning)



Foundations of Motivational Interviewing: Communicating to Build Partnerships (VILT)



Phase 1 Review (VILT)



### Phase 2

Family Team Conferencing Overview (eLearning)



FTC Management Review Process (eLearning)



Engaging Parents with Cognitive and Developmental Disabilities (eLearning)



Understanding and Undoing Implicit Bias (eLearning)



Identifying and Working with Families of Native American Heritage (eLearning)



Safety & Risk: Investigation, Synthesis and Assessment (VILT)



Phase 2 Review (VILT)



### Phase 3

Asthma Self-Management (eLearning)



What You Need to Know About Child Support (eLearning)



Trauma: How It Impacts the Brain, Development & Behavior (eLearning)



Identifying and Addressing Intimate Partner Violence (eLearning)



Applying the Mental Health Principles (eLearning)



Medicine Safety for Children (eLearning)



Phase 3 Review (VILT)



## PREREQUISITES

There are no prerequisites for this course.

## CONTINUING EDUCATION UNITS

Check individual courses for any available CEUs.

## REGISTRATION

To register and for more information about this course or the ACS Workforce Institute, please contact the Help Desk at [Wihelpdesk@acs.nyc.gov](mailto:Wihelpdesk@acs.nyc.gov) or call (212) 748-1898.

## ABOUT ACS WORKFORCE INSTITUTE

The ACS Workforce Institute (WI) is a state-of-the-art professional development institute that supports child welfare and juvenile justice direct service staff and strengthens their skills as they support and strengthen New York City's families and children. Through partnership with the City University of New York (School of Professional Studies and the Hunter College Silberman School of Social Work), the ACS Workforce Institute offers professional learning initiatives that move beyond the classroom to enhance skill development for new and seasoned ACS and provider agency staff.

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