



**Training and Workforce  
Development**



**FY2025**  
Impact  
Statement



The **Office of Training and Workforce Development (OTWD)**, within the Division of Policy, Planning and Measurement (PPM), is dedicated to a systematic, mission-driven approach that is aligned with the strategic goals set forth by the commissioner of New York City's Administration for Children's Services (ACS). Those goals include preparing its workforce with the essential knowledge and skills to support children, youth, families and communities. OTWD's alignment to ACS's strategic goals strengthens its internal capacity to address complex issues and enhances its ability to work in partnership with stakeholders who support child welfare, juvenile justice and family support initiatives. OTWD is a partnership between ACS and the City University of New York (CUNY).

Best practices in workforce development are evolving to meet the diverse and changing needs of our workforce and stakeholders. OTWD plays a central role in ensuring that ACS's goals are reflected in every professional development opportunity that it offers to staff at all levels. By focusing on the ACS commissioner's vision, OTWD prioritizes the well-being and safety of vulnerable populations and embeds values of respect, transparency and empathy into every level of its work.

# Our Team

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OTWD consists of three training entities:

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.

The **Workforce Institute (WI)**, established in 2015, 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.

The **Institute for Leadership Development (ILD)**, established in 2023, enhances leaders' adaptive skills so they can be transparent, promote racial equity and social justice and develop a culture of psychological safety.

In Fiscal Year 2025, OTWD continued to grow in alignment with its mission to strengthen the child welfare and juvenile justice workforce. OTWD added 17 new staff, bringing the total team to 199 staff members. This growth reflects a sustained investment in workforce excellence, innovation and capacity to support learning at every level.



In Fiscal Year 2025, OTWD held seven Advisory Group meetings as part of an ongoing commitment to building strong, collaborative relationships with stakeholders. These meetings provided valuable opportunities to share updates, gather feedback, and engage in meaningful dialogue about the needs of the workforce, professional development strategies and training programs.



**Total Learner Participation** **Total Individual Learners**

Total FY25 Numbers **38,134** **11,740**



## JSA 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 2025, 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**  
**2,739**

**Total Individual Learners**  
**1,169** ACS Direct Service Staff and Supervisors Onboarded

**Courses:**

- Child Protective Specialist (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.*

## WI Programs

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. In Fiscal Year 2025, WI 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**  
**35,332**

**Total Individual Learners**  
**10,526** ACS and Provider Agency Direct Service Staff and Supervisors

**Courses:**

- eLearning Programs
- Coaching
- Motivational Interviewing
- Safety and Risk
- Dozens of other specialized courses

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

## ILD Programs

The Institute for Leadership Development (ILD) provides training that supports leaders working within public and private child welfare and juvenile justice agencies in New York City. In Fiscal Year 2025, ILD’s Executive Coaching and Leading and Exploring Through Accountability and Development (LEAD) programs trained leaders to foster psychologically safe work environments that embrace equity, transparency and innovation.

**Executive Coaching**  
**63** ACS and Provider Agency Senior-Level Leaders

**LEAD**  
**45** ACS and Provider Agency Senior-Level Leaders

# OTWD Support of ACS Priority Initiatives

Since 2018, ACS and OTWD have been dedicated to transforming organizational culture by creating Safety Culture rooted in the values of racial equity and social justice. This culture shift emphasizes a work environment where psychological and physical safety are prioritized, and every individual feels respected, valued and heard. A Safety Culture promotes accountability and transparency and recognizes that all staff play an essential role in keeping children and families safe. This developmental approach strengthens the workforce, cultivates a resilient community of professionals committed to continuous learning and improvement, and ultimately enhances the quality of services provided to children, youth, families and communities. In Fiscal Year 2025, OTWD developed Safety Culture tip sheets that guide practice and are grounded in the Safety Culture Framework of Practice. These tip sheets will foster a culture of learning and continuous improvement, rather than fear and blame. A strong Safety Culture recognizes that all staff play an essential role in keeping children and families safe.

Also in FY25, OTWD continued to support multiple ACS divisions in alignment with the commissioner’s strategic priorities. Initiatives included:

- Training for Family Enrichment Center staff
- Training and coaching for Fair Futures staff
- Training and resources on maternal mental health
- Training and workshops on racial equity
- Working with the Rise organization to continue the integration of parent advocates in the work
- Safe Crisis Management training for Juvenile Detention Center, Children’s Center and security staff



# Programs

OTWD's James Satterwhite Academy, Workforce Institute and Institute for Leadership Development offer instructor-led (virtual and in-person) and eLearning programs to direct service staff, supervisors and leaders at ACS and its many partner agencies across the child welfare and juvenile justice sectors. The programs feature a variety of adult learning methods, including new technologies, online resources and simulations to equip the workforce with the skills needed to support children, youth and families.

## Launched in FY25

- Applications: An Overview of the Clearance Process
- Families as Partners: Using the FLAG in SBES

## Onboarding

- Child Protective Specialist (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

## 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

## eLearning Programs

- Applications Role in CARES
- Applying the Mental Health Principles
- Asthma Self-Management
- CARES: Racial Equity Micro-Video Series
- Child Trafficking Database
- 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
- COS - Collaborative Casework for Families Under Court Ordered Supervision
- DYFJ Contraband
- Effective Writing Skills
- Embracing a Safety Science Culture

- Engagement Assessment and Documentation Guidance and Outline
- Engaging Parents with Cognitive and Developmental Disabilities
- 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: Identifying and Reporting Child Abuse and Maltreatment
- Medicine Safety for Children
- NYC Youth Justice 101
- PROMIS Application Training
- PROMIS Application Training for Administrative Staff
- 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 Enhanced Role of Parent Advocates in an Initial Child Safety Conference
- The NYC Child Welfare System Past, Present and Future
- Trauma: How it Impacts the Brain, Development and Behavior
- TRIPP Foster Parents Webinar Video
- 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 Programs

- Attachment and Bio-Behavioral Catch-Up (ABC)
- Applying SCR Reform to Your Daily Practice: Information Gathering and Documentation
- Building Bridges Training-of-Trainers (ToT)
- Collaborative Assessment, Response, Engagement and Support (CARES)/Family Assessment Response (FAR)
- Crossover Youth Practice Model (CYPM)

- Department of Homeless Services: Understanding Your Role as Mandated Reporter to Support Child and Family Well-Being
- Engaging Parents with Cognitive and Developmental Disabilities
- Executive Coaching
- Family Team Conferencing Integrated
- FTC for CPS-Child Safety Conferences
- Identifying and Addressing Intimate Partner Violence
- Identifying Child Abuse and Maltreatment
- Leading and Exploring Through Accountability and Development
- LGBTQAI+ Foundational: Include, Empower & Affirm
- LGBTQAI+ Refresher: Improving Outcomes for LGBTQAI+ Young People
- National Training and Development Curriculum TOT with TRIPP Principles
- OCFS: Involving Fathers for Children in Child Welfare: Fundamentals
- Prevention, Detection and Response to Sexual Misconduct
- Safe Crisis Management
- Safety and Risk: Investigation, Synthesis, and Assessment
- Suicide Prevention and Intervention Training for Juvenile Justice Placement
- Tending the Roots: Recognizing Trauma and Cultivating Wellness
- Think Trauma Training
- Trauma-Responsive and Informed Parenting Program (TRIPP)
- Trauma-Responsive and Informed Parenting Program – Spanish
- Trauma-Responsive and Informed Parenting Program – Webinar
- TRIPP for Staff
- Understanding and Undoing Implicit Bias
- Using the ACS FASP Desk Guide in Foster Care Case Practice
- Writing Effective Progress Notes

## Motivational Interviewing

- Foundations of Motivational Interviewing: Communicating to Build Partnerships
- Foundations of Motivational Interviewing: Practicum
- Motivational Interviewing: Engaging Fathers

# JSA Accomplishments

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The James Satterwhite Academy (JSA) focuses much of its attention on the initial onboarding and in-service trainings for Child Protective Specialists (CPS) and Youth Development Specialists (YDS), offering the Child Protective Specialist (CPS) Practice Core and DYFJ Youth Development Specialist Core Training, respectively, while also providing additional specialized coursework.

The **Child Protective Specialist (CPS) Practice Core** is a 41-day foundational training program that combines classroom instruction with on-the-job learning (OJL) to support new CPS with the knowledge, skills and abilities required to conduct child protective investigations in New York City. In Fiscal Year 2025, JSA offered **28 classes**, with **574 new CPS** completing the training.

The CPS Bridge Program, a partnership between JSA and the Silberman School of Social Work at Hunter College's Supporting Knowledge into Practice (SKIP) team, continued its work to provide wraparound support to CPS graduates during the critical time of transitioning from 41 days of core training to their 90-day OJL borough office assignments. In FY25, Practice Instructors engaged **444 new CPS** in two or more touchpoint sessions to support the practical application of skills as they began their new role.

The **DYFJ Youth Development Specialist Core Training** is a six-week, intensive program that integrates classroom learning with OJL, equipping new YDS with the skills and knowledge necessary for success. In FY25, JSA offered **12 classes**, with **250 new YDS** completing the training. SKIP coaches partnered with JSA and the ACS DYFJ Detention Center leadership to support and enhance the OJL experiences for newly hired YDS.

Additionally, JSA provided:

- **5 Children's Center Core Learning Program** classes, with 33 newly hired staff at the Nicholas Scoppetta Children's Center completing the training
- **8 Family Team Conferencing Integrated** classes, with 79 learners completing the training
- **10 Supervisory Core** classes, with 93 supervisors completing the training
- **5 Identifying and Reporting Child Abuse and Maltreatment** classes, with 92 NYPD officers completing this training

# WI Accomplishments

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During Fiscal Year 2025, Workforce Institute (WI) celebrated the **10th Anniversary** of its founding and continued to provide direct service staff and supervisors with high-quality training and coaching opportunities that support best practice across ACS.

## Continued Expansion and Support of CARES



Collaborative Assessment, Response, Engagement and Support (CARES) is an alternative approach to child protection that enables families to identify and find solutions to their needs, ultimately increasing their ability to care for their children. It reinforces ACS's commitment to addressing racial disproportionality and outcome disparities in child protection. In FY25, in partnership with the ACS Division of Child Protection (DCP), the Workforce Institute provided training and coaching to help launch the **65th CARES unit** in the Office of Special Investigations (OSI). The following sessions were also facilitated in FY25:

- 36 Foundational, Advanced and Refresher CARES courses, resulting in 737 learner completions.
- 1,007 monthly coaching sessions to all 65 CARES teams, focused on skill development, model fidelity and continuous practice improvement.

## Supporting Family Engagement

The CARES team also played a critical role in supporting DCP's shift in practice toward enhanced assessment and family partnership through the integration of family engagement tools across both the DCP and Prevention continuum. This work included the development and facilitation of tailored training materials for:

- Family Preservation Programs (FPP)
- Family Services Units (FSU)
- School-Based Early Support (SBES) prevention programs

These initiatives align with ACS's goal of keeping children safe and families together while reducing unnecessary system intrusion through respectful, empathic engagement.

## Using Coaching in Supervision to Advance Practice

The Workforce Institute continued expansion of the coaching model across New York City's child welfare and juvenile justice systems.

Under the original **Building Coaching Competency (BCC)** training series, **108 workshops** were facilitated, serving **743 learners** across all phases of the program.

The borough-based coaching team embedded in ACS Division of Child Protection offices facilitated:

- 450 individual coaching sessions for DCP supervisors
- 122 group coaching sessions supporting peer learning and sustainability
- 195 stakeholder meetings with DCP leadership to strengthen organizational buy-in
- Two SKIP-CARES Wraparound initiatives
- Two Safety-Focused Practice Labs
- Customized coaching programs, including coaching clinics and group coaching, delivered to nine DCP zones participating in Collaborative Quality Improvement (CoQI) cycles

To support the ongoing adoption of coaching in the ACS Division of Youth and Family Justice (DYFJ), the strategy of 3-Check Coaching was introduced where participants learn and practice three core coaching components: mindset, skills and process. Seven sessions using the 3-Check Coaching approach were held in FY25.

# WI Accomplishments

## Professional Development Program (PDP)



Fiscal Year 2025 marked significant growth for the Professional Development Program (PDP), which supports higher education for ACS and provider agency staff and ongoing professional development for licensed social workers.

Key accomplishments:

- Hosted two **ACS Social Work Advisory Consortium** meetings to strengthen collaboration between ACS and schools of social work, focusing on curriculum alignment, leadership development and workforce recruitment and retention. The University at Buffalo School of Social Work joined the consortium this year.
- Held the Second Annual Social Work Conference, a half-day event, in March 2025, with **280 social workers** in attendance. Continuing education credits were offered for licensed social workers.
- Awarded **36 scholarships** in the second year of the ACS Provider Agency Scholarship Program, totaling **\$360,000** to provider agency staff pursuing MSW degrees.
- Hosted a Celebration of Success, an in-person event at Silberman School of Social Work at Hunter College, honoring **57 graduates** and providing networking opportunities with PDP alumni and ACS leadership.
- Supported MSW interns delivering the **Parenting Journey Program** to newly arrived families in HERRC residences and community offices. The interns facilitated 12-week workshops in English and Spanish.



PDP Participants

105



BSW Practicums

10



Degrees Supported in FY25

- Master's in Human Resource Management
- Master's in Social Work
- Master's in Public Administration



MSW Practicums

55



Practicums Supported since FY19

390



Graduates in FY25

74

94

Scholarships Awarded in FY25

\$1,249,212

Awarded in FY25

\$5,284,425

Awarded to Date (FY19-Present)

# ILD Accomplishments

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In its second year, the Institute for Leadership Development (ILD) continued its transformational work to equip leaders with the tools to navigate complex challenges, strengthen adaptive leadership behaviors and enhance emotional intelligence and self-awareness. ILD's principles are rooted in a leadership competency framework that provides the basis for its two signature programs: Executive Coaching, and Leading and Exploring Through Accountability and Development (LEAD). These programs foster a growth mindset, enabling leaders to chart their professional development paths and lead with vision and empathy.

The Executive Coaching program delivers personalized one-on-one sessions, providing senior leaders with strategies to address personal leadership goals, team and organizational challenges, and to drive long-term systemic change. In FY25, the Executive Coaching program supported **63 participants**, many of whom reported enhanced confidence, improved leadership strategies and increased capacity to lead systemic change.

LEAD, an evidence-informed training framework, leverages the collective expertise of child welfare and juvenile justice professionals, cultivating a culture of shared learning and collaboration. The LEAD coaching model integrates both individual and group sessions. Individual coaching builds on personal development goals, while group coaching fosters a supportive environment for peers to collaboratively address challenges encountered during their Change Projects. In FY25, LEAD engaged **45 participants** across two cohorts in completing Change Projects focused on critical system priorities, including strengthening Safety Culture, supporting the employee lifecycle and advancing interdisciplinary partnerships.

Also in FY25:

- ILD held the first ***Leadership Matters: Strengthening and Nurturing in Context*** session. This tailored leadership intervention supports current, former and prospective ILD participants in deepening self-awareness, strengthening adaptive leadership skills and addressing complex, real-time challenges within their organizations.
- ILD convened **two Intentional Community Building symposiums** for more than **70 LEAD participants**. These sessions support leaders in building meaningful relationships with peers, organizations and system change-makers, working toward a shared goal of breaking down silos and strengthening collective impact.