



Office of Training and
Workforce Development



FY2019 Impact Statement



A partnership between ACS and CUNY.

The **Office of Training and Workforce Development** provides foundational and continuous learning for child welfare and juvenile justice direct service staff and supervisors. Through the use of simulation, coaching and other best practices in adult learning, staff develop strength-based skills to protect and support the children, youth and families of New York City.

The **ACS James Satterwhite Academy** 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 please email JSARegistration@acs.nyc.gov.

The **ACS Workforce Institute** 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. Developed in 2016, 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 please email wiinfodesk@acs.nyc.gov or call **(212) 748-1898**.

Our Team

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

**James
Satterwhite
Academy**



Full-Time Trainers
and Support Staff

Workforce Institute



ACS Staff



CUNY School of
Professional Studies Staff



Silberman School
of Social Work Staff



Consultant Trainers
Who Facilitate Programs



Consultant Actors Who
Facilitate Simulations

Advisory Group Meetings



Total Learner Participation

21,312

Total Individual Learners

6,484



James Satterwhite Academy Learning Programs

The James Satterwhite Academy provides intensive and thorough onboarding programs, facilitated by expert trainers, which combine classroom training with on-the-job experiences. In Fiscal Year 2019, the James Satterwhite Academy provided onboarding training to record numbers of new Child Protective Specialists, Youth Development Specialists, and Congregate Care Specialists, in addition to providing other specialized coursework. Programs range from four days to 41 days.

Total Individual Learners

977 ACS Direct Service Staff and Supervisors Onboarded

Courses:

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

James Satterwhite Academy courses run for multiple weeks. Learners attend only one program due to the nature of these courses as onboarding programs.

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 2018, the Workforce Institute provided training in strengths-based engagement, coaching, safety and risk assessment, and evidence-based models, as well as other specialized coursework to numerous staff across the child welfare and juvenile justice sectors. Programs range from one day to three days.

Total Learner Participation

20,335

Course Categories:

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

Total Individual Learners

5,507 ACS and Provider Agency Direct Service Staff and Supervisors

Workforce Institute Courses run for one to three 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.

Onboarding

Child Protective Specialist Practice Core
Congregate Care Specialist Core
Youth Development Specialist Core
Prevention Agency Case Planner Onboarding Program
Supervisory Core

Coaching

Building Coaching Competency
Building Coaching Competency – Family Court
Legal Services (FCLS)
Building Coaching Competency: Coaching Collaborative
Advanced Coaching Program Phase I: Skill Refreshers
Advanced Coaching Program Phase II: Interactive
eLearning Experience
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 Basics: Home-Based Services for Self-Directed
Asthma Care
Evidence-Based Models: NYC ACS and Provider Agencies
FTC Management Review Process
Identifying and Working With Families of Native American Heritage
Mandated Reporter Training: Identifying and
Reporting Child Abuse and Maltreatment
Medicine Safety for Children
NYC Preschool and Early Child Care Food Allergy Training
Overview of Family Team Conferencing
Trauma: How It Impacts the Brain, Development & Behavior
Understanding and Undoing Implicit Bias
What You Need to Know About Child Support

Other Specialized Courses

Case Review for Managers: Synthesizing Information
Child Sexual Abuse: Protective Strategies
Crossover Youth Practice Model (CYPM)
Engaging Parents with Cognitive and Other Developmental
Limitations
Family Team Conferencing Integrated
Identifying and Addressing Intimate Partner Violence
Include, Empower and Affirm: Providing Culturally Competent
Services for Lesbian, Gay, Bisexual, Transgender and Questioning
(LGBTQ) Youth in ACS Care
Marketing Your Program
Mental Health First Aid (MHFA)
Safe, Respected & Affirmed: Providing Affirming Services
for Transgender Youth in ACS Care (TGNB)
Safety and Risk: Investigation, Synthesis, and Assessment
Teaming – A framework of practice
Understanding and Undoing Implicit Bias

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

Evidence-Informed Models

Enhanced Family Conference Initiative (EFCI)
Family Assessment Response (FAR)

FY19 Accomplishments

Improving and Strengthening Practice

Child Protective Specialist Core



The James Satterwhite Academy completed onboarding training for 497 new Child Protective Specialists (CPS). The CPS Practice Core is a 41-day intensive onboarding program for new staff that includes a combination of classroom learning and on-the-job training.

497
New CPS

Youth Development Specialist Core



The James Satterwhite Academy completed onboarding training for 467 new Youth Development Specialists (YDS). The Pre-Service Core is a 5-week intensive onboarding program for new staff that includes a combination of classroom learning and on-the-job training.

467
New YDS

Understanding and Undoing Implicit Bias (UIB)



The Workforce Institute rolled out its new Understanding and Undoing Implicit Bias learning program, which includes an eLearning module and a one-day instructor-led training. The program was extremely well received and consistently filled. Over 5,500 learners completed the eLearning module and over 1,200 learners completed the one-day instructor-led training.

5,500+
eLearning
Learners
1,200+
One-Day
Learners

Program Redesign Approval from OCFS



The Office of Training and Workforce Development received OCFS approval for the redesigned Child Protective Specialist Practice Core and Supervisory Core as well as the new Prevention Agency Case Planner Onboarding Program. All programs held successful pilots and will be fully rolled out in Fiscal Year 2020.

Safety Science



The Workforce Institute has continued its support of implementing Safety Science throughout ACS. In FY19, 161 Child Protective Managers and Deputy Directors attended the Safety Science Leadership Institute Training and 25 Office of Quality Improvement Staff (OQI) participated in the Safety Science Orientation, Mapping, and Technical Assistance. In addition, 90 staff from the Workforce Institute, Family Court Legal Services (FCLS), Agency Program Assistance (APA), Office of Agency Accountability, and Family Permanency Services attended the Safety Science Orientation.

276
Total
Participants in
Safety Science
Initiatives

FY19 Accomplishments

Improving and Strengthening Practice

Tablets/Safe Measures Training



Over 2,000 staff in the Division of Child Protection completed Tablets/Safe Measures Training and over 150 sessions were held focusing on how to use the Microsoft (MS) Surface Pro tablet and MS OneNote to greatly enhance the efficiency of note-taking for casework, and the Safe Measures Case Management application. Feedback has been overwhelmingly positive.

2,000+
Staff Trained
150+
Sessions Held

Prevention Staff Training Expansion



Training requirements for Prevention Staff were expanded to include newly developed programs that will support employees in their work with children and families. The majority of direct service staff and supervisors completed Motivational Interviewing (direct service staff), Building Coaching Competency (supervisors), Safety and Risk: Investigation, Synthesis, and Assessment, and Mandated Reporter. About half of direct service staff and supervisors completed Identifying and Addressing Intimate Partner Violence and Understanding and Undoing Implicit Bias, though these were rolled out later than anticipated. In addition, the Workforce Institute developed a robust system for tracking completion and vetting substitution requests. Courses offered through both the James Satterwhite Academy and the Workforce Institute are available to meet the need.

School Fair



The Workforce Institute hosted its second annual School Fair with nearly 30 college and university representatives from undergraduate and graduate programs throughout the Tri-State area. Over 200 ACS employees attended to learn more about the programs these schools offer and the support provided through the Professional Development Program.

30
School
Representatives
200+
Employees
Attended

FY19 Accomplishments

Changing Culture

Coaching Team Recruitment Campaign



The Coaching Team spearheaded a Recruitment Campaign to gain support from ACS and Provider Agency leadership, so child welfare supervisors are better supported in using the Coach Approach. The campaign included (1) hosting regularly scheduled Recruitment mixers for ACS and Provider Agency leadership with 48 people in attendance, (2) presenting at two COFCCA meetings, (3) making multiple site visits to Provider agencies to recruit with 40 people in attendance, (4) developing themed Coaching Collaboratives to address barriers to implementation, and (5) enhancing the current Skill Refresher series. The team held 34 Coaching Collaboratives (29 of which were themed) and 26 Skill Refreshers.

Supporting Knowledge into Practice (SKIP) Team



The Supporting Knowledge into Practice (SKIP) Team was further integrated into the Division of Child Protection (DCP) by moving into the borough offices. The Coaches delivered 224 transfer of learning events within the DCP borough offices and collaborated with the DCP leadership team on the facilitation of the Supervisory Safety Forums for DCP Managers, Supervisors, and Child Protective Specialists (CPS). The partnership between SKIP and DCP has grown with the Coaches being recognized as viable resources of support and becoming more incorporated into DCP daily practice.

224
Transfer of
Learning
Events

Motivational Interviewing Practice Labs



The SKIP Practice Instructor Team developed Motivational Interviewing Practice Labs to support ongoing skill development. They held a pilot in Staten Island with plans to extend these to other borough offices in FY20. The Practice Instructors were integrated into the James Satterwhite Academy space where they have partnered with the team to create and pilot transfer of learning experiences as part of the onboarding for new Child Protective Specialists (CPS).

FY19 Accomplishments

Ongoing Assessment and Improvement

Evaluation Strategy



The Workforce Institute enhanced and expanded its Evaluation Strategy. This included (1) rolling out technology in the classrooms for real-time collection of learner data, (2) rolling out a new Level 1 reactionnaire with survey items that capture data on drivers of Transfer of Learning, (3) developing a fidelity instrument for observation of learning programs, and (4) measuring self-reports of transfer of learning. The Workforce Institute uses monthly dashboards to monitor participant reactions and knowledge gains and all the data collected informs program improvements and staff professional development.

Transfer of Learning Coaching Survey

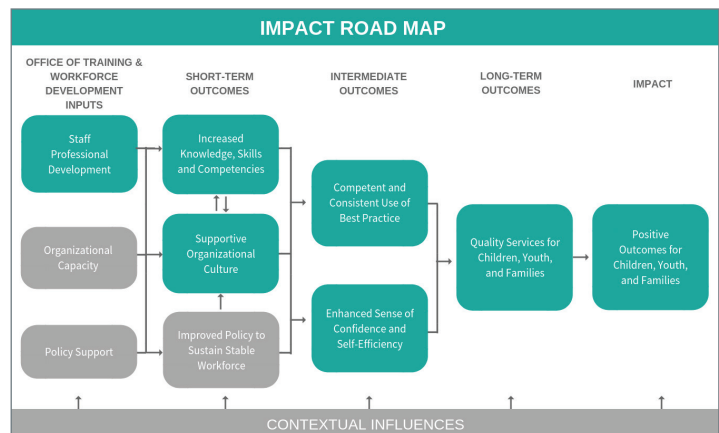


The Workforce Institute administered the first Transfer of Learning Coaching Survey to all who completed the Building Coaching Competency learning program. The survey's purpose was to gather information on the self-reported frequency of use of the coaching process and coaching skills, as well as other measures that either support or hinder transfer of learning. With **1,164 responses**, data indicated high levels of buy-in around the coach approach across the child welfare and juvenile justice systems as well as high self-reported use of the coaching skills.



Impact Road Map

The Workforce Institute developed its Impact Road Map, which explores how professional development and learning opportunities can enhance staff case practice. The Workforce Institute identified safety and risk assessment, motivational interviewing and supervisory coaching as three skill domains that lead to improved case practice, particularly around safety decision-making and family engagement, which ultimately contributes to improved family outcomes. The team also developed Logic Models that outline a Transfer of Learning framework to move learners from their classroom learning to the competent and consistent use of the skill domains.



FY19 Accomplishments

Space

ACS at 61 Broadway



ACS took over the lease at 61 Broadway, which was previously the Center for Development of Human Services (CDHS) Regional Office Training Site. Phase I included minor infrastructure updates, which accommodated the move of approximately half of staff from the James Satterwhite Academy and established six useable training rooms. Phase II will include updating the audiovisual equipment, outfitting two computer labs, and construction to make the space fully functional; this will occur by early calendar year 2020.

Queens and Manhattan Training Centers



Demolition began at the Queens Training Center (**28,176 square feet**). The lease was signed for the Manhattan Training Center (**4,063 square feet**) and renovations will begin in FY20. The sites are expected to be up and running by end of January 2020 and end of December 2019, respectively, and will include space for two mock apartments, a mock courtroom, and a mock youth justice facility to support simulation activities.



City-wide State of the Art Training Centers

We continue to offer programs in branded spaces in all five borough sites.

Staten Island Training Center



The Staten Island Training Center was fully renovated, and the Workforce Institute held an Open House for about 60 people, including leadership from the Staten Island borough office and Staten Island provider agencies. The group had an opportunity to see the new space, learn more about Workforce Institute offerings, and participate in a Coaching Skill Refresher.

FY19 Accomplishments

Conference Presentations



Staff from the Office of Training and Workforce Development presented at **six** conferences in FY19 in **Chicago, Washington, D.C., Atlantic City, New York, Australia,** and **San Francisco:**

14th Annual Transformational Collaborative Outcomes Management (TCOM) Conference (CHICAGO)

Presentation: Training Beyond the Child and Adolescent Needs and Strengths Assessment (CANS) 101

Evidence-Based Model Team

21st National Conference on Child Abuse and Neglect (WASHINGTON, D.C.)

Presentation: Motivational Interviewing Practice Labs: An Innovative Model to Support Family Engagement via Strength-Based Practitioner Skill Acquisition

Presentation: Supporting CPS Workers through Supervisory Coaching to Ensure the Safety of Maltreated Children

SKIP Team

2019 National IV-E Roundtable for Child Welfare Training and Education (ATLANTIC CITY)

Presentation: Building and Maintaining a Strong Partnership for Child Welfare Education, Training, and Professional Development

Professional Development Program (PDP) Team

Courageous Conversations Summit (NEW YORK CITY)

Presentation: Social Workers in Public Child Welfare: Keeping Child Well-Being at the Center of our Work

Professional Development Program (PDP) Team

Outcomes Practice Evidence Network (OPEN) Symposium (MELBOURNE, AUSTRALIA)

Keynote Presentation: The NYC Experience: Implementing Evidence-Based and -Informed Practices

Evidence-Based Model Team

Society for Social Work and Research (SSWR) Conference (SAN FRANCISCO)

Presentation: The Gap between Learning and Application of Skills in the Real World

Supervision and Coaching Team and SKIP Team

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 supports 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 ACS Scholarship Program which is comprised of the **Dr. James R. Dumpson Scholarship for Graduate** level studies and the **Nicholas Scoppetta Scholarship for Undergraduate** level studies.

Type of Degrees Supported



107

ACS Staff Supported



Masters in Social Work

91



Masters in Public Administration

5



Masters in Criminal Justice

2



Masters in Psychology

2



Masters in Applied Urban Science and Informatics

1



Masters in Sociology

1



Masters in Speech Pathology

1



Undergraduate Studies in Liberal Arts/BSW

4

Field Placements

47



36 ACS Master's Level Students

3 Non ACS BSW Students

8 Non ACS Master's Level Students

Scholarships



\$511,984

Scholarship
Money Awarded

