



Office of Training and  
Workforce Development



**FY2022**  
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, 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 JSA, 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 fields. Established in 2015, the 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](mailto: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.

## James Satterwhite Academy

43

Full-time Trainers and Support Staff

## Workforce Institute

24

ACS Staff

106

CUNY School of Professional Studies Staff

22

Silberman School of Social Work Staff

19

Consultant Trainers Who Facilitate Programs

11

Consultant Actors Who Facilitate Simulations

## 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.

9

Advisory Group Meetings Held in FY2022

### Advisory Group Members

Financial Services

New York State 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

Total FY22 Numbers      **31,976**      **11,477**



# 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 2022, 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

**3,384**

Total Individual Learners

**1,283** 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. JSA courses run for multiple weeks.

# 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 2022, 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.

Total Learner Participation

**28,592**

Total Individual Learners

**10,194** 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 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 fields. 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. Emerging from the COVID-19 pandemic, courses during Fiscal Year 2022 were offered virtually, with some offered in-person.

## Onboarding

- Child Protective Specialist Practice Core
- Children's Center Core
- Foundational Foster Care Onboarding
- 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
- Advanced Coaching Program Phase III 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
- Virtual Escape Room

## Evidence-Based Models

- Attachment and Bio-Behavioral Catch-Up (ABC)
- Child and Adolescent Needs and Strengths (CANS)-NY
- Partnering for Success (Pfs)

## eLearning Programs

- Applying the Mental Health Principles
- Asthma Self-Management
- Communicating Infant Safe Sleep Practices
- CONNECTIONS Foster Care Placement Module: Progressing Placement Through the Placement Module for ACS Staff
- CONNECTIONS Foster Care Placement Module: Initiating a Placement Request in the Placement Module for ACS Staff
- Effective Writing Skills
- Embracing a Safety Science Culture
- 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 eLearn: 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
- SCR Reform Bill: Promoting Equity Through Legislative Changes
- 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

- Applying SCR Reform to Your Daily Practice: Information Gathering and Documentation
- Collaborative Assessment, Response, Engagement and Support (CARES)/Family Assessment Response (FAR)
- CARES/FAR Applications Role
- Case Review for Managers: Synthesizing Information
- Child Sexual Abuse: Protective Strategies
- 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)

- FTC for CPS-Child Safety Conferences
- Identifying and Addressing Intimate Partner Violence
- Identifying and Reporting Child Abuse and Neglect Training
- 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
- MAPP – Caring For Our Own
- MAPP – GPSII/MAPP Leader Certification
- MAPP – Deciding Together Leader Certification
- OSHA 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

## 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
- Denotes courses launched in FY2022**
- Denotes courses offered during FY2022**

# FY22 Accomplishments

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## Commitment to Coaching



The Office of Training and Workforce Development continued its ongoing commitment to coaching for supervisors with the finalization and pilot of **Phase III of the Advanced Coaching** program as well as the introduction of the **Building Coaching Competency Escape Room**.

Phase III of the Advanced Coaching program uses virtual instructor-led workshops and gamification engagement to reinforce the Coach Approach with supervisors building on the skills acquired and reinforced in the first two phases of the program. At the end of the program, learners earn a prestigious certificate of completion. The Building Coaching Competency Escape Room supports learners to work as a team and use their knowledge of the Coach Approach to surmount various challenges and escape, thus unlocking their coaching potential.

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



The Office of Training and Workforce Development continued its partnership with the Division of Child Protection to further expand the **Collaborative Assessment, Response, Engagement and Support (CARES)** initiative. One major addition included a wraparound coaching program, designed for CARES supervisors and managers with a focus on supporting their transfer of learning of the Coaching Mindset and Approach in their supervisory practice.

The CARES approach, also known as **Family Assessment Response (FAR)**, is an alternative to the investigative track for reviewing reports of child abuse and neglect to reduce the disproportionality of Black and Latinx families in the New York City Child Welfare system. In Fiscal Year 2022, the James Satterwhite Academy and the Workforce Institute provided training and coaching to support the expansion of CARES citywide from 28 to 46 units within the Division of Child Protection and developed a Racial Equity Micro Video Series for staff and leadership.

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## Foster/Adoptive Parent Training



In Fiscal Year 2022, the Workforce Institute partnered with the ACS Division of Family Permanency Services to develop specialized therapeutic, trauma-informed training for foster/adoptive parents to support them in caring for a wide variety of children and adolescents, usually those with significant emotional, behavioral or social issues, or medical needs. The

Workforce Institute is offering a train-the-trainer learning program to provider agencies so they can deliver the **Trauma-Responsive and Informed Parenting Program (TRIPP)**, which provides foster parents and Child Welfare professionals with an understanding of the behaviors they may encounter from children and youth in Therapeutic Family Foster Care. Learners explore the impact of trauma and toxic stress on the brain and are taught strategies to de-escalate behavior and practice emotionally responsive parenting.

# FY22 Accomplishments

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## LGBTQAI+



In Fiscal Year 2022, the Workforce Institute rolled out its updated **Include, Empower, Affirm: Policy, Best Practices and Guidance for Serving LGBTQAI+ Children and Youth Involved in the Child Welfare and Juvenile Justice System** learning program. This course supports staff in promoting the safety, permanency, and well-being of LGBTQAI+ youth through the creation of affirming environments where all are respected furthering the system-wide commitment to improve services for LGBTQAI+ youth.

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## Onboarding Training and Ongoing Coaching for the ACS Division of Child Protection



In Fiscal Year 2022, the James Satterwhite Academy completed onboarding training for **479 new Child Protective Specialists (CPS)**. The CPS Practice Core is a 41-day intensive onboarding program for new staff, and trainers and practice instructors continued to partner with Division of Child Protection borough offices to ensure alignment between classroom training and on-the-job learning. To further support Child Protective Specialists and their supervisors, Workforce Institute coaches continued facilitating motivational interviewing practice labs and safety-focused coaching practice labs to promote the use of motivational interviewing and critical coaching skills in the context of child safety.

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## Professional Development Program Graduation



At the end of Fiscal Year 2022, the Professional Development Program hosted a virtual Celebration of Success to honor **44 graduates**. These graduates completed 38 Capstone projects, which were virtually presented to ACS leadership.

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## Supporting the Juvenile Justice Workforce



The Office of Training and Workforce Development 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 2022, the James Satterwhite Academy completed onboarding training for **257 new Youth Development Specialists**. This five-week, intensive onboarding program for new staff includes a combination of classroom learning and on-the-job training.

# FY22 Accomplishments

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## Supporting a Shift in Culture



The Office of Training and Workforce Development has a central role in promoting a culture at ACS rooted in continuous quality improvement and systems change.

ACS's integration of a **Safety Culture** seeks to promote a safe environment for all staff to speak up about concerns or challenges without worrying about negative reactions from supervisors and leadership. Safety Culture focuses on identifying and implementing system improvements rather than on placing blame for problems and challenges. Its roots are in safety science, long used in high-risk industries such as nuclear power, medical care, and air travel to improve services and strengthen safety. In Fiscal Year 2022, the Office of Training and Workforce Development led the agency in rolling out its first **Safety Culture Assessment** to survey staff on issues of psychological safety in the workplace. The results have been used to identify and test valuable practice improvements.

In Fiscal Year 2022, ACS also introduced agency-wide **Reflective Process (RP)** sessions to create emotionally supportive and accountable spaces for staff at all levels. Staff are encouraged to discuss systemic racism and oppression — and the impact on self, colleagues, clients, and the community. The Office of Training and Workforce Development customized Reflective Process to include issues of equity across race, diversity, and intersectionality.

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## Training Partnership with NYPD



The Office of Training and Workforce Development began offering two courses to the NYPD to support the ongoing collaboration between ACS and NYPD. The James Satterwhite Academy's **Identifying Child Abuse and Maltreatment** course is for NYPD Domestic Violence Unit officers and focuses on the nuances of child abuse situations, teaching officers how to be aware of physical and behavioral indicators of abuse or maltreatment as well as the best ways to respond, including when and how to report to the Statewide Central Register (SCR). The Workforce Institute's **Motivational Interviewing: Investigative Strategies** is for ACS Division of Child Protection Staff and NYPD Special Victims Unit officers and gives learners the chance to work through the life of a case together, practicing organizing and synthesizing available information to rule in, rule out, and create hypotheses about child welfare situations. ACS staff and NYPD officers have benefitted from these co-training opportunities resulting in enhanced collaboration between the two city agencies.

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## Training to Support Reform



The Office of Training and Workforce Development partnered with ACS Division of Family Court Legal Services, Office of General Counsel, and the Division of Child Protection to develop coursework in support of state legislation that reformed the New York Statewide Central Register (SCR) of Child Abuse and Maltreatment reporting procedures, and changed the standard of evidence for determining abuse or neglect in an investigation. Two new courses rolled out in Fiscal Year 2022, the eLearning **SCR Reform Bill: Promoting Equity Through Legislative Change** and the virtual, instructor-led **Applying SCR Reform to Your Daily Practice: Information Gathering and Documentation**, supported staff in understanding the changes and their intent to bring more fairness and equity to the Child Welfare system while maintaining child safety.



# FY22 Accomplishments

## Training Sites

Coming off of last year's long-awaited opening of the Office of Training and Workforce Development's state-of-the-art training and simulation centers, the team was excited to begin offering in-person programming for learners at the Union Hall site in Queens and the 125<sup>th</sup> Street site in Manhattan.

The **Union Hall** site features 27,000 square feet of training and simulation space, including ten classrooms, a mock courtroom, two simulation apartments, and a flexible simulation space.

The **125<sup>th</sup> Street** site features 4,000 square feet of training and simulation space, including two classrooms, a simulation apartment, and a flexible simulation space.

Learners attending classes in these state-of-the-art training and simulation centers have an opportunity to engage in innovative learning experiences using the most cutting-edge technology. Both spaces have advanced audiovisual equipment to allow for remote participation and interaction with the simulation learning. In September 2021, [NBC's News 4 New York](#) took their cameras inside to showcase simulations included in the James Satterwhite Academy's Child Protective Specialist Practice Core learning program.



# 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 practicum/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.

ACS Staff  
Supported



65

Graduates  
Supported



44



Master's in Social Work

41



Master's in Public  
Administration

2

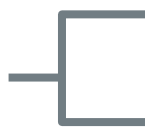


Master's in  
Criminal Justice

1

Field  
Placements

42



40 ACS PDP MSW Placements

- 38 Advanced Level
- 2 Foundational Level

2 Non-ACS BSW Placements

- Collaboration with Children's Corps

Scholarships



\$522,010.94

Scholarship  
Money Awarded

