

FIVE YEARS, THOUSANDS SERVED

2016-2021 **CONTRACT REPORT**

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INTRODUCTION

The NYS & CSEA Partnership for Education and Training (Partnership) was established through the collective bargaining agreements between the State of New York and CSEA. Through labormanagement cooperation, the Partnership provides programs and services for NYS employees and agencies that promote:

- Increased career mobility, workplace safety and health, and job satisfaction.
- A highly skilled, motivated, and productive workforce committed to excellence in public service.
- Effective labor-management relationships between State and CSEA representatives.

During the 2016-2021 contract period, the Partnership expanded its offerings to meet the needs of agencies and their CSEA-represented employees. Based on feedback from management representatives and CSEA leaders, the Partnership:

- Created Aspiring Leaders, a three-day course that helped participants develop and improve their leadership skills to promote successful careers.
- Condensed Adult Education Basics courses in math and reading that helped employees improve their job-related knowledge and learn new skills for improved work performance.
- Crafted new Online Learning Certificate programs that helped develop the job skills of employees in all four bargaining units.
- Developed 77 new or revised training courses. •
- Created a Targeted Tuition Program on Heating, Ventilation, and Air Conditioning.
- Developed training resources for employees to meet the mandatory and elective training requirements for the new Administrative Assistant 1 job title.

Overall, the Partnership delivered more than 129,400 units of service, served 210 CSEA locals, and responded to 912 labor-management requests. Additionally, our grants programs benefitted over 37,300 CSEA-represented NYS employees.

The COVID-19 pandemic affected us in ways we could not have predicted. We are extremely proud of our staff's response to the crisis, whether by volunteering in call centers for COVID-19 testing and unemployment insurance or finding new ways to deliver programs and services.

This report summarizes the Partnership's accomplishments during the 2016-2021 contract period. We appreciate the collaboration of State and CSEA representatives in enabling employees to access these worthwhile programs.

Sincerely,

Jeannine Morell Karen Chase-Concoran Karen Chase-Corcoran

Co-Director

Co-Director

PROGRAMS AND SERVICES ACCESSED DIRECTLY BY CSEA-REPRESENTED NYS EMPLOYEES

ADULT EDUCATION BASICS

The Adult Education Basics (AEB) Program is designed to help employees learn new skills, improve performance at work, meet and understand job requirements, prepare for college courses, enhance self-esteem and motivation, and improve life skills.

AEB Courses Include:			
Effective Reading Skills 1	English for Speakers of Other Languages	Enhance Your Skills: Reading, Writing, and Math Basics	Essentials of Writing
Fundamental Math Skills	High School Equivalency Prep	Math Refresher 1	Reading Comprehension

During this contract period, the Partnership continued to collaborate with the Consortium for Workers Education for courses delivered in New York City. Participants in the regional courses received an assessment of their reading, writing, language, and math skills. Based on the results of their assessment, they were placed into a 78-hour (13 days) basic skills course.

To increase enrollment and lessen the issue of release time for the 13-day courses, the Partnership created and piloted a six-week Math Refresher 1 course in 2019. This format proved successful based on the number of participants and learner outcomes. This success precipitated the Partnership's pilot of a six-week Effective Reading Skills 1 course, which also showed positive outcomes.

In response to the pandemic, the Partnership adapted two in-person six-day courses for virtual delivery using Canvas, a web-based learning management system. This allowed the Partnership to expand the delivery of these courses statewide in the fall of 2020 and spring of 2021.

Measurable Outcomes

Employees in the AEB courses take the Test of Adult Basic Education (TABE) pre- and post-tests to determine gains in their grade levels.



85% of participants in AEB courses increased their reading, math, and writing skills by at least one grade level.

ADULT EDUCATION BASICS

In addition, employees and their supervisors are surveyed to determine other outcomes resulting from participation in the programs.



In the Follow-up Surveys to the Participants' Supervisors:



Observed an overall improvement in their employee's job performance

Cited an improvement in employee morale

Noted an increase in their employee's reading comprehension

Saw an improvement in employee self-confidence

In the Follow-up Surveys to the Employees:



ADULT EDUCATION BASICS

Adult Education Basics Courses			
Name of Course	Number of Classes Conducted	Number of Employees Trained	
Effective Reading Skills 1	2	24	
English for Speakers of Other Languages	6	54	
Enhance Your Skills: Reading, Writing, and Math Basics (formerly Reading, Writing and Math: A Skills Refresher)	11	104	
Essentials of Writing (formerly Introduction to Writing)	11	82	
Fundamental Math Skills (formerly Introduction to Math)	9	72	
High School Equivalency Prep	2	5	
Math Refresher 1	4	42	
Reading Comprehension	9	77	
Totals	54	460	

EDUCATIONAL ADVISEMENT



Partnership advisors provide confidential, toll-free assistance to employees in the areas of academic advisement, career advisement, adult education basic skills, financial aid, and tuition benefits. Advisors also answer questions regarding how the Tuition Benefits Program works and advise on how to use the Partnership Benefits. Additionally, advisors assist and support all CSEA-represented NYS employees through regular phone and email contacts, including employees enrolled in the Partnership's Adult Education Basics, Applied Skilled Trades Program, and Targeted Tuition programs.



During the contract period, Partnership advisors responded to over 51,000 calls and emails from employees.

Advisement staff also teach in-person and webinar courses on alternative approaches to gaining college credit, financing a college education, and study skills. Advisors remain current in the field so that they can share the most useful information and timely assistance to employees.

In March of 2020, the Partnership had to abruptly change its business procedures and communication model due to the onset of the unprecedented COVID-19 pandemic. For health and safety reasons, Partnership employees, including advisors, began working remotely. During that time, adjustments were made to ensure that the advisors remained easily accessible for employees needing assistance with tuition benefits and educational planning.

A dedicated advisor phone line with clear recorded directions was established, and messages were returned within 24 hours, if not sooner. An advisor email address was also provided for alternative access. As a result, email communication increased dramatically. Automatic confirmation replies to emails were created so employees were aware that their emails were received and being dealt with promptly. The advisement team also continued regular communication with coworkers via virtual meetings to ensure they remained current on educational options, policies, and procedures.

The following features were added or improved upon to increase advisement services during this contract period:

- Created a web-based career tool, "What Can I Do With This Major?"
- Streamlined review and distribution of targeted nursing benefits.
- Revised the user-friendly fillable tuition application, along with a completed sample.
- Redesigned the "Study Skills to Build Success" webinar.
- Attended training in "Appreciative Advising" for Advisement Team.

ONLINE LEARNING



Employees are sometimes unable to secure release time to attend classroom training. Evening shift workers are typically precluded from participating in traditional daytime courses. Other employees learn better at home, on their schedule, or at their own pace.

To accommodate the training needs of these employees, the Partnership offers an Online Learning Program where employees have access to over 6,000 self-paced online courses in the areas of behavioral and job skills, computer, health and safety, and labor-management skills. Employees can also access thousands of digital books and videos.

37%

During This Contract Period:





Employees took 119,755 online courses, which is a 233% increase over the previous contract period. This increase may be due in part to COVID-19 and the desire for virtual learning opportunities.

Online Learning Certificate Programs

The Partnership also offered 36 certificate programs where employees selected a series of online courses to enhance their job-related skills and career mobility opportunities in a particular topic. Each certificate program focused on different competencies valuable to employees. To earn a certificate, employees had to complete from eight to 15 courses within a specific time frame. Employees took courses at work with supervisory approval, or at home.

Participants were provided optional learning activities to expand their knowledge of the topic beyond the virtual classroom. Blended learning activities included digital books, videos, and self-assessments.

Upon completing a certificate program, the Partnership provides a set of resources to help employees create their portfolios, a collection of their work documenting experiences, activities, training, skills, and accomplishments from the program. A portfolio can be used during a job interview to provide evidence of skills and abilities.

ONLINE LEARNING

Online Learning Certificate Programs			
Name of Program	Number of Employees Trained	Number of Employees Who Earned a Certificate	
Microsoft Access 2013	404	98	
Conflict Resolution	250	117	
Microsoft Excel 2013	493	142	
Working with Difficult People	242	80	
Microsoft PowerPoint 2013	197	70	
Critical Thinking in the Workplace	221	79	
Writing with Confidence	174	58	
Microsoft Word 2013	221	77	
Communicating with Emotional Intelligence	301	145	
Essentials of Supervision	361	150	
Highly Effective Office Assistant (2)	950	415	
Working Effectively in Teams	188	89	
Navigating Customer Service Challenges (2)	108	79	
Microsoft Excel 2016 (2)	1,041	256	
Professionalism in the Workplace	273	134	
Microsoft Outlook 2016	184	47	

ONLINE LEARNING

Online Learning Certificate Programs			
Name of Program	Number of Employees Trained	Number of Employees Who Earned a Certificate	
Succeed at Difficult Conversations	154	58	
Microsoft Word 2016	282	51	
Basics of Supervision (2)	942	332	
Microsoft Office 2016 Generalist	391	92	
Building Conflict Resolution Skills (2)	634	271	
Microsoft PowerPoint 2016	253	51	
Customer Service (2)	883	403	
Microsoft Word 2016 Basics (2)	888	326	
Organized Office Worker (2)	915	425	
Successful Business Writing (2)	805	350	
Problem Solving Techniques	233	44	
Totals	11,988	4,439	

SKILLS FOR SUCCESS COURSES

Skills for Success open enrollment courses provide employees with the knowledge, skills, and tools needed to accomplish job assignments more effectively. Job skills training can also be supplemented with personal development courses. Employees can enroll, with supervisory approval, for courses through the Statewide Learning Management System (SLMS) or by completing the Partnership's application form. Courses vary in length from one hour to 12 half-days and are held at conveniently located training sites across the state. **Skills for Success courses are available during the Fall and Spring semesters.**



Webinars

The Partnership understands that learning does not always need to take place in a classroom. Adult learners with demanding responsibilities at work and home may learn best in non-traditional ways and at different times of the day. Likewise, budgetary and safety constraints can make travel for employees more difficult to arrange, and time and leave challenges can prevent employees from attending classes.

To meet these challenges, the Partnership offers Skills for Success courses via webinars, which allow employees to take classes by using a computer, telephone, and Internet connection. Participants can see their instructor's presentation, interact with classmates using a telephone, and participate in discussions and training activities all within the webinar interface. This was done on a wide scale basis as a response to the COVID-19 pandemic. The Partnership was able to continue offering training opportunities throughout the shutdown by greatly increasing webinar offerings.

Each year the Partnership hosts a Summer Webinar Series, a weekly offering of courses delivered via webinar format.



During This Contract Period:

The Partnership delivered 270 webinars covering 37 topics.

SKILLS FOR SUCCESS COURSES

Recorded webinars are available for viewing on the Partnership's website and YouTube channel. Recorded webinars are also available in SLMS, which allows participants to receive credit for viewing them.

Skills for Success Courses & Webinars			
Course Category	Number of Classes Conducted	Number of Employees Trained	
Adult Education Basics	52	444	
Computer Skills	130	2,334	
Individual Development	112	2,202	
Interpersonal Communication	95	2,260	
Language Skills	14	127	
Math Skills	14	153	
Safety and Health	17	355	
Trades, Operations, and Maintenance	222	2,668	
Work Management	45	1,171	
Writing Skills	60	1,313	
Totals	761	13,027	

TUITION BENEFITS

The Tuition Benefits Program provides educational benefits to CSEA-represented NYS employees, helping them to achieve greater career advancement and promotional opportunities, improve job skills, and prepare for future job openings in NYS service. **Through the Tuition Benefits Program, employees can further their education by applying for two tuition vouchers per year to attend classes at over 150 colleges, universities, proprietary schools, and BOCES.**

Employees can also be reimbursed for two courses taken at a school that is not a participating provider and therefore does not accept vouchers.



Tuition Benefits Available:

Standard Benefits (Vouchers or Reimbursements)

Provides payment for tuition at participating schools or reimbursement of tuition to employees upon completion of coursework at accredited schools that are not in the voucher program, or for courses for which the member has already paid.

Credit-by-Examination Fee Reimbursement Benefits

Provides repayment of fees (up to \$350 per exam) for an unlimited number of exams, to employees for the College-Level Examination Program (CLEP), DANTES Subject Standardized Tests formerly known as the Defense Activity for Non-traditional Educational Support (DSST), Thomas Edison College Examination Program (TECEP), and Excelsior College exams. Passing these exams may award the employee college credit from their school.

Adult Education Basics Benefits

Provides additional tuition vouchers or reimbursements for remedial courses taken through a college department to prepare for college-level courses. Additional benefits are also available to employees taking English for Speakers of Other Languages (ESOL), and High School Equivalency Prep programs.

Certification and Licensure Examination Fee Reimbursement Benefits

Provides reimbursement of an unlimited number of certification and licensure examination fees, up to \$350 per exam, that are job-related, and lead to certification or licensure for a state occupation.

Targeted Tuition Benefits

Provides additional vouchers or reimbursement for courses that meet the educational requirements for hard-to-fill or high-demand positions in state government.

TUITION BENEFITS

COVID-19 Pandemic Response

The COVID-19 pandemic affected employees and education providers across the state. Many educational providers transitioned to virtual program delivery for their students. During these times, the tuition benefits staff never ceased program operations. They were able to successfully launch two new program years to continually serve CSEA-represented NYS employees. The staff maintained working relationships with its education providers as well as the employees utilizing the program. While many programs were directly affected by employees working remotely, the tuition benefits staff managed to support our stakeholders and sustain the program throughout the pandemic.



Tuition Benefits Program				
Name of Program	Number of Employees	Number of Benefits Used	Total Amount Paid	
Adult Education Basics Benefits	389	593	\$406,039	
Certification and Licensure Examination Fee Reimbursement Benefits	940	787	\$142,436	
Credit-by-Examination Fee Reimbursement Benefits	103	184	\$40,768	
Standard Tuition Benefits (Vouchers and Reimbursements)	10,608	25,381	\$20,966,576	
Targeted Tuition Benefits (Statewide and Agency Specific)	1,403	3,379	\$3,075,089	
Totals	13,443	30,324	\$24,630,908	

PROGRAMS AND SERVICES ACCESSED DIRECTLY BY NYS MANAGERS AND CSEA LEADERS



The Applied Skilled Trades Program (ASTP) provides two years of trade theory and hands-on classroom instruction (for a minimum of 144 hours per year) that meets the course work minimum qualifications for the following journey-level positions: carpenter; electrician; and plumber and steamfitter.

The ASTP Certificate Program provides agencies with the ability to develop highly skilled candidates without having to dedicate a journey-level item as a condition for employees to participate. The program allows employees to receive skill development training while increasing their promotional opportunities.

The ASTP Traineeship program increases the State's ability to "grow its own" and requires a dedicated item. ASTP traineeships are tailored to meet NYS classification standards for journeylevel trades positions. Agencies provide on-the-job training to satisfy traineeship requirements.

Participation in the ASTP requires NYS managers and CSEA leaders to work together to provide the support, supervision, and release time required for participants to successfully complete the twoyear program.

During the contract period, the Partnership hosted 13 regional ASTPs across the state. The Partnership delivered six programs during 2017-2019. For 2020-2022, seven programs are currently in place. Seventy-eight employees successfully completed the 2017-2019 ASTP. There are 76 employees currently participating in the 2020-2022 ASTP.

ASTP Benefits Agencies and Communities

The ASTP prepares employees for promotional opportunities and provides agencies with a more highly skilled workforce. The program also provided additional benefits to agencies and communities, while providing invaluable hands-on training for the participants.

For example:

Participants in the 2017-2019 Central Region electrician and carpenter classes remodeled the Green Lakes State Park office and break room. The carpenter class did the demolition work; framed and built a new wall; and built a pocket door, shelving units, counter space in the breakroom, and cabinets for storage. The electrician class ran wire to the new wall for electric and computer connections. It also wired lighting in the breakroom and outlets above the counter for employees to charge their electronic devices. The carpenter class also helped with the framing of Habitat for Humanity houses in the Dewitt/Syracuse area.



More examples:

The 2017–2019 Capital Region electrician class helped install an electrical system for the Regional Food Bank of Northeastern New York. The participants also wired heat in the pole barn for the Food Bank.

The 2017-2019 Long Island Region electrician class helped wire Habitat for Humanity houses in the Suffolk County area.

Measurable Outcomes: 2017-2019 ASTP

The Partnership regularly tracks promotion or job title changes of participants who have completed the ASTP. Of the 74 graduates of the 2017-2019 program, promotion or job title changes were tracked for the 68 participants in full-time salary grades/titles.

57% of participants in the program are currently serving in higher pay grade titles than when they started the program.

Among those promoted, there was an average of a 3-salary grade increase from when they started the program.



In a Follow-up Survey to Supervisors of ASTP Participants:



Top 5 Outcomes Recorded in the Follow-up Surveys to Employees:



Other Notable Accomplishments

Total

The Partnership converted two ASTP courses, Blueprint Reading Fundamentals and Workplace Communications, to an online format that allowed the 2020-2022 program to run as scheduled during the pandemic.

The Partnership worked with the Division of Veteran Affairs (DVA) to make the ASTP Traineeship experience qualify for the DVA Public On-the-Job Training program. The Partnership will now be a certifying agency for the DVA program. ASTP traineeship participants are now eligible for a monthly housing allowance while attending the program in a qualifying status.

2017-2019 Applied Skilled Trades Program			
Regional Location	Skilled Trade	Number of Employees Trained	
Capital Region	Electrician	15	
Capital Region	Plumber and Steamfitter	8	
Central Region	Carpenter	11	
Central Region	Electrician	16	
Long Island Region	Electrician	14	
Western Region	Plumber and Steamfitter	14	
Tatal		70	

2020-2022 Applied Skilled Trades Program			
Regional Location	Skilled Trade	Number of Employees Currently Being Trained	
Capital Region	Carpenter	8	
Central Region	Electrician	14	
Central Region	Carpenter	9	
Long Island Region	Plumber and Steamfitter	15	
Long Island Region	Electrician	13	
Southern Region	Plumber and Steamfitter	9	
Western Region	Electrician	8	
Total		76	



JOB SKILLS AND PROFESSIONAL DEVELOPMENT COURSES

The Partnership offers CSEA leaders and state managers the opportunity to jointly request courses brought directly to their worksite. The Partnership works closely with labor and management representatives to identify their training needs and offer courses to improve employee job skills and address a variety of challenges facing an agency or worksite. The training is often customized to meet the unique needs of an agency. The Partnership currently offers more than 100 courses covering a wide range of topics.

Success Stories

At the request of the NYS Education Department in the Fall of 2019, the Partnership delivered inperson Customer Service training for 60 employees. Participants were offered quality training which included actionable takeaways that could be applied as soon as they returned to their desks.

During the past five years, the NYS Office for People with Developmental Disabilities has requested a number of Partnership courses for various regions statewide, including A Career in Nursing: Is it Right For You, Being an Effective Team Member, and Conflict Resolution. Approximately 100 employees attended the courses. As an agency that relies on cooperating as a team to be effective in the field and resolving conflict based on the difference of opinions to keep employees and clients safe, they were able to take what they learned from the trainings and apply it directly to their everyday jobs.



JOB SKILLS AND PROFESSIONAL DEVELOPMENT COURSES

Job Skills and Professional Development Courses			
Course Category	Number of Classes Conducted	Number of Employees Trained	
Adult Education Basics	2	16	
Computer Skills	16	229	
Individual Development	4	92	
Interpersonal Communication	44	832	
Labor-Management	41	893	
Math Skills	1	12	
Safety and Health	97	1,380	
Trades, Operations, and Maintenance	47	645	
Work Management	6	75	
Writing Skills	15	162	
Totals	273	4,336	



Ongoing communication and a solid working relationship between labor leaders and state managers is critical to the efficient provision of state services. Labor-Management Committees (LMCs) run on the principle that lasting, meaningful improvements in the workplace can be achieved through collaboration. By working together, LMCs can advance the agency missions, improve employee quality of work life, and enhance the labor-management relationships.

Strategic Approach to Labor-Management Services

During the contract period, 887 CSEA leaders and NYS managers representing 41 LMCs from the following agencies received training:

- Department of Corrections and Community Supervision
- Department of Taxation and Finance
- Department of Transportation
- Gaming Commission
- Higher Education Services Corporation
- Office for People with Developmental Disabilities
- Office of Children and Family Services
- Office of Mental Health
- Roswell Park
- State University of New York

Each of the committees received an individual assessment to identify areas needing improvement. The assessments provided the groundwork for designing customized training that met the needs of the committees. As part of the training continuum, Partnership staff were invited to attend future committee meetings to observe and provide feedback. Staff also conducted follow-up surveys to assess the effectiveness of the training and to identify future committee training needs.

Labor-Management Co-Chair Institute

In November of 2016, the Partnership conducted a Labor-Management Co-Chair Leadership Institute in Utica, NY. Twenty-four pairs of co-chairs representing 13 state agencies attended. The two-and-a-half-day event focused on topics such as building effective committees, appreciative inquiry, conflict resolution, running effective meetings, diversity and inclusion, committee structure, emotional intelligence, and leadership.

Due to COVID-19, the 2020 Labor-Management Co-Chair Leadership Institute was canceled. The Partnership will explore offering the Institute once conditions are safe and new collective bargaining agreements are in place.

Statewide Labor-Management Committee Outreach

In late 2017 through early 2018, the Partnership contacted LMC co-chairs across the state to assess their committee activity and to offer an in-person overview of Partnership programs and services. Partnership staff met with nine agencies, including:

- Department of Environmental Conservation
- Department of Labor
- Department of Taxation and Finance
- Office for People with Developmental Disabilities
- Office of Children and Family Services
- Office of General Services
- Office of Mental Health
- Office of the State Comptroller
- State Education Department
- State University of New York

Staff shared agency-specific data on use of Partnership programs. Staff also presented information on Partnership programs accessed directly by CSEA-represented NYS employees and programs accessed through labor-management collaboration. Staff also answered questions and supplied follow-up to information requests.

Labor-Management Committee Process Training at Department of Taxation and Finance – Brooklyn

In September of 2017, the Partnership delivered a two-day training to Department of Taxation and Finance in Brooklyn to improve labor-management relationships and the committee's operating structure.

The training resulted in several positive outcomes:

• Creation of an operating agreement.

- Improvement of committee structure, including scheduling and agenda preparation.
- Better understanding of programs available through the Partnership.

This committee has taken great strides to boost morale at the workplace using the skills they learned through training. Labor and management initiated discussions about ergonomics throughout the agency, utilized the Quality of Work Life Grants Program to hold employee recognition events and upgrade lunch/break areas at the worksite, and accessed Partnership worksite trainings. The committee was also instrumental in inspiring the development of the Aspiring Leaders course now available to all CSEA-represented NYS employees.

Labor-Management Committee Process Training for DOCCS

In 2016, representatives from DOCCS, CSEA, PEF, GOER, and the Partnership met to discuss training for DOCCS LMCs throughout the state. The parties agreed to implement a DOCCS statewide training initiative with the goals of providing a standardized LMC process, offering tools to strengthen the LMC structure, and enhancing labor-management relationships.

The Partnership's Labor-Management Services staff first conducted separate needs assessments with labor and management representatives at each of the nine DOCCS hubs. From late 2016 through 2017, 66 DOCCS LMCs were trained at the NYC/Metro, Green Haven, Sullivan, Great Meadow, Watertown, Clinton, Elmira, Wende, and Oneida hubs.

More than 476 participants attended training which focused on topics such as:

- Agenda development
- Barriers and benefits to labor-management cooperation
- Building teams
- Operating agreements
- Running effective meetings

The Partnership followed-up the training with a survey designed to assess training outcomes. Overall, the survey results showed that most DOCCS LMC members perceived that both their structure and relationships had improved.

Labor-Management Committee Conferences

The Partnership also offered various workshops and presentations during this contract period. Staff presented workshops on Conflict Resolution: How to Be your Own Mediator at the 2017 CSEA Annual Delegates Meeting in Rochester, 2018 OPWDD Advisory Committee Conference in Lake George, and the 2019 CSEA Annual Delegates Meeting in Verona. Staff also presented an overview on the outcomes of the DOCCS LMC training initiative to CSEA and PEF staff in Lake Placid. Additionally, staff delivered workshops on Building Intentional Relationships at the 2018 CSEA Capital Region 4 Conference and 2019 Southern Region 3 Conference.

Course Name	Number of Classes Delivered	Number of Employees Trained
DOCCS The Labor-Management Committee Process	12	486
Education and Training: A Labor- Management Approach	1	8
The Labor-Management Committee Process	28	399
Totals	41	893

LABOR-MANAGEMENT WORKFORCE DEVELOPMENT GRANTS

The Labor-Management Workforce Development Grants Program allows NYS agencies and CSEA locals facing unique workforce and organizational development challenges to apply for grants of up to \$30,000. Grants can be used to address issues such as reorganization, new technology, changing customer needs, new legal or regulatory requirements, or specialized employee job skills training.

Success Stories

The Office of Parks, Recreation, and Historic Preservation (Niagara Region) received a \$9,925 grant for pesticide applicator training and certification. Eight employees participated in the 30-hour training course. Following completion of the 30-hour course and passing of the NYS Department of Environmental Conservation exam, the employees earned certification as pesticide applicator technicians in New York State. As part of this 30-hour training, nine other employees received recertification credits to renew their certifications. The training topics included integrated pest management, turfgrass diseases, ornamental insect pests, and invasive insects.

LABOR-MANAGEMENT WORKFORCE DEVELOPMENT GRANTS

Success Stories Continued...

The Office of Parks, Recreation, and Historic Preservation (Capital District Region), received a \$6,805 grant to train five employees on state-of-the-art Energy-Efficient Lighting. This four-day training was held at the world-renowned Rensselaer Institute of Polytechnic Lighting Research Center. Training topics included lighting technical specifications, comparison of older lighting and newer lighting systems, outdoor lighting, and lighting for health and safety. Training also included mock lighting design, group projects, and field trips to the Lighting Research Center. Employees received 24 continuing education credits and certificates of completion.

Broome DDSO received a grant for \$85,536 to train direct support staff as Licensed Practical Nurses (LPNs) in the BOCES LPN program. The facility recognized the need to hire and train staff to ease the shortage of nurses and decided to provide internal staff the opportunity to participate in this initiative. Six employees completed the LPN training.

Labor-Management Workforce Development Grants Program			
Project	Participating Agency	Amount Approved	
Energy-Efficient Lighting Seminar	OPRHP (Capital Region)	\$6,805	
LPN Program: Specialized Job Skill Training	Broome DDSO	\$85,536	
Pesticide Application Training and Recertification	OPRHP (Niagara Region)	\$9,925	
Total		\$102,266	

QUALITY OF WORK LIFE GRANTS

The Quality of Work Life Grants Program was established to improve the working conditions and quality of work life for CSEA-represented NYS employees. This program provides funding for NYS agencies and CSEA locals to:

- Purchase equipment for break rooms.
- Conduct employee recognition programs.
- Implement health and wellness projects.
- Improve working conditions.
- Initiate special projects.

Through collaboration and leadership, successful grant initiatives can help build trust among labor and management representatives and encourage the parties to work together on a day-to-day basis to address workplace issues.

Success Stories

South Beach Psychiatric Center/CSEA Local 446 was awarded a Break/Lunch Room Improvement grant to purchase microwaves, refrigerators, and toaster ovens for employee break rooms located in several buildings across the facility. Employees are now able to store their food at work and use the break room equipment to re-heat or prepare meals that are more nutritious, cost effective, and less time consuming than going to restaurants or fast-food establishments for lunch or breaks.

Department of Transportation (Schoharie/Delaware North)/CSEA Local 523 received an Employee Recognition grant to recognize 62 highway maintenance workers for their exceptional job performance while deployed across the state to assist in snowstorm response missions. The employees received hooded sweatshirts showing the DOT and CSEA logos. This grant award helped boost morale among employees who spent time away from their families to assist other localities in a time of need.

NYS Veterans' Home at Oxford/CSEA Local 305 secured a Special Project grant to furnish and equip a "Nursing Mothers' Lounge" at the facility that provided private space for nursing moms to use for pumping breast milk for their babies. Thanks to the grant award, labor and management were able to meet their joint goal of helping their new working moms achieve a healthy work-life balance.

Niagara Falls State Park/CSEA Local 104 received a Working Conditions grant to purchase an ice maker for its maintenance and operations building break room. The ice maker allows employees to fill their water coolers and lunch pails with ice, so their drinks and food remain refrigerated while they are working on the park grounds for extended periods of time.

QUALITY OF WORK LIFE GRANTS

Quality of Work Life Grants Program			
Grant Category	Number of Grants Approved	Amount Funded	Number of Employees Impacted
Break/Lunch Room Improvement	399	\$594,011	27,825
Employee Recognition	115	\$213,049	10,247
Special Projects	14	\$10,692	3,024
Wellness/Health Education	7	\$28,829	2,052
Working Conditions	82	\$149,213	3,307
Totals	617	\$995,794	46,455



SAFETY AND HEALTH



The NYS & CSEA Statewide Safety and Health Committee was established under Article 15 of the collective bargaining agreements. The purpose of the committee is to discuss safety and health topics of mutual concern and implement programs to reduce work-related injuries and illnesses. The Partnership assists with all administrative functions of the committee.

Home Ergonomics

The Home Ergonomics Guide: Working Safely from Home publication was developed in response to the need for NYS employees to work remotely due to the pandemic. The guide is posted online and can be downloaded or printed. It is designed to help employees stay safe, comfortable, and productive when working from home.

Back Injury Prevention

Back injuries continue to be the most common type of injury across all New York State job titles and agencies. The Partnership developed training to help employees identify, assess, and respond to common risks which can lead to back injury.

Safe Patient Handling

The Partnership sponsored 227 employees to attend three conferences focused on Safe Patient Handling. The conferences provided these employees with knowledge and skills aimed at keeping patients, residents, and employees safe from injury related to improper patient handling.

Boiler Safety Awareness

Employees can suffer serious or fatal injuries while working on boiler and pressure systems. The Partnership created the Boiler Safety: Working Safely Around Hot Water and Steam Distribution Systems publication. The Partnership also developed the new Boiler Safety Awareness in-person training. Both were designed to reduce injuries by providing employees with the knowledge and skills needed to look for signs of danger.

Working Safely Outdoors

The Partnership developed two courses aimed at keeping employees safe while working outdoors: Slips, Trips, and Falls for the Outdoor Worker and Chainsaw Safety Awareness.

SAFETY AND HEALTH

World Trade Center Responder Health Programs

The Partnership worked with subject matter experts in state and federal agencies to develop a webinar for employees who responded, worked, or volunteered after the attacks on the World Trade Center. The World Trade Center Health Programs Overview webinar describes who is eligible for the program, how to enroll, and where to learn more.

Safety and Health Worksite Training

The Partnership offers CSEA leaders and NYS managers the opportunity to work together and request safety courses. These courses develop the knowledge and skills needed to provide a safe and healthy work environment. During the contract period, the Partnership offered 113 safety and health courses to 1,831 employees.

Course Name	Number of Classes Delivered	Number of Employees Trained
Asbestos Awareness	6	124
Asbestos Awareness Train-the-Trainer	1	21
Back Injury Prevention	6	90
Boiler Safety Awareness	12	181
Computer Ergonomics Assessor Training	14	187
Control of Hazardous Energy (Lockout/Tagout)	4	106
Fall Prevention and Protection	7	163
Forklift Operator Safety	48	632
Heavy Equipment Operation Safety	5	59

SAFETY AND HEALTH

Course Name	Number of Classes Delivered	Number of Employees Trained
Powerful Presentations	1	18
Preventing Slips, Trips, and Falls	5	93
Preventing Slips, Trips, and Falls for the Outdoor Worker	2	40
World Trade Center Health Programs Overview	2	117
Totals	113	1,831

SAFETY AND HEALTH GRANTS

The Safety and Health Grants Program provides funding opportunities for NYS agencies to improve workplace safety, prevent work-related injuries, and reduce lost work time and workers' compensation costs.

Project	Participating Agency	Amount Approved
ARC Flash Safety Training	SUNY	\$1,192
ARC Flash Safety Training	SUNY	\$12,648
ARC Flash Safety Training	SUNY	\$1,900
ARC Flash Safety Training	SUNY	\$2,500
ARC Flash Safety Training	SUNY	\$2,500

SAFETY AND HEALTH GRANTS

Project	Participating Agency	Amount Approved
Boom and Scissor Lift Training	ОМН	\$2,500
De-escalation Training	DMV	\$21,248
Electrical Safety Training	DEC	\$12,300
First Aid and CPR Training	DOH	\$43,146
First Aid, CPR, and AED Training	SUNY	\$1,635
Fume Hood Training and Video Development	SUNY	\$11,392
Total		\$112,961

TARGETED TUITION THROUGH LABOR-MANAGEMENT

The Partnership's Targeted Tuition Program can be used by NYS agencies and CSEA locals to meet the training needs of a particular position or title, thus contributing to agency workforce development and succession planning. The Targeted Tuition Benefits Program provides two additional tuition benefits for employees to use when educational providers offer coursework or training programs that satisfy:

- Certification and/or licensing requirements.
- Educational requirements to take a New York State civil service exam.
- Educational requirements to complete a traineeship.
- Other specific job skills training needs.

The chart below summarizes the activity for the Targeted Tuition Program during the contract period:

Targeted Tuition Programs			
Program	Participating Agencies	Number of Employees	
Building Performance Institute	Office of Parks, Recreation, and Historic Preservation	15	
Certified Associate in Project Management	Office of Parks, Recreation, and Historic Preservation	3	
Health Information Technology	Department of Corrections and Community Supervision	1	
Legal Assistant Trainee	Office of Attorney General	11	
Masonry Rehabilitation	Office of Parks, Recreation, and Historic Preservation	14	
Photovoltaic Installation Basics	Office of Parks, Recreation, and Historic Preservation; Department of Environmental Conservation	14	

TARGETED TUITION THROUGH LABOR-MANAGEMENT

Targeted Tuition Programs		
Program	Participating Agencies	Number of Employees
Photovoltaic Installation	Office of Parks, Recreation, and Historic Preservation	5
State Program Examiner 1	Office of the State Comptroller	3
Total		66

STATEWIDE TARGETED TUITION PROGRAMS

In addition to targeted tuition programs requested by labor and management representatives, statewide targeted tuition programs are available for employees in high-demand areas. Eligible employees in the areas of Nursing, Information Technology, and Welding receive two additional benefits. These programs were continued during this contract period in response to feedback from Partnership stakeholders.

A new targeted Heating, Ventilation, and Air Conditioning (HVAC) program was implemented in 2019 to respond to the shortage of Plant Utilities Assistant (PUA) and Plant Utilities Engineer (PUE) positions.

The chart below summarizes the activity for the statewide targeted tuition programs during the contract period.

Targeted Tuition Program		
Program	Number of Employees	Amount of Benefits Paid
Heating, Ventilation, and Air Conditioning	33	\$80,986
Information Technology	143	\$311,919

STATEWIDE TARGETED TUITION PROGRAMS

Targeted Tuition Program		
Program	Number of Employees	Amount of Benefits Paid
Nursing	985	\$2,399,350
Welding	193	\$205,674
Totals	1,354	\$2,997,929


OTHER NOTABLE ACCOMPLISHMENTS



Administrative Assistant Traineeship

In October 2019, the Department of Civil Service (DCS) announced a new Administrative Assistant title series replacing the Secretary titles. The Partnership collaborated with NYS Personnel Council and DCS to support this initiative.

Employees must complete four mandatory and four elective courses within two years to advance from Administrative Assistant Trainee to Administrative Assistant 1. The four mandatory courses are Microsoft Word Basics, Customer Service, The Organized Office Worker, and Successful Business Writing. All mandatory and elective courses correspond to Partnership course competencies.

In support of the Administrative Assistant Traineeship, the Partnership:

- Led interagency meetings to develop training recommendations and alternatives to meet the requirements.
- Developed and administered a survey for Directors of Human Resources to estimate the potential pool of candidates statewide, identify classroom and computer lab space, and assess agency training equivalencies.
- Worked with DCS to develop and deliver the Navigating the Administrative Assistant Traineeship webinar.
- Scheduled multiple sessions of the mandatory courses in the Spring 2020 Skills for Success catalog at locations with high demand.
- Developed four online learning certificate programs as an alternative to the mandatory courses.
- Created 14 new courses to help employees meet the elective training requirements.
- Provided website resources including elective courses list by competencies, online learning and keyboarding resources, and a marketing flyer.

This effort demonstrates how Partnership resources can help employees improve their skills, promote career mobility, and meet the personnel needs of agencies across the State of New York.

ASPIRING LEADER COURSES



Based on feedback from management representatives and CSEA leaders, the Partnership developed Aspiring Leaders, a three-day course to help participants develop leadership skills to enhance their ability to lead successful careers in the New York State government.

Course topics include a wide range of workplace issues and professional development needs including leading self and others; developing resilience and emotional intelligence; building coalitions and relationships; coaching and providing feedback; goal setting, decision making, and problem-solving; and professionalism, accountability, and ethics.

During this three-day course participants receive a DiSC® Self-Assessment to identify their leadership style. By the end of the course, participants employ leadership strategies that focus on self-awareness and motivation to coach employees through transitions, apply principles of emotional intelligence to build effective relationships and teams, and prepare a team for success by setting clear, and achievable goals that are aligned to the agency's mission and NYS code of ethics.

Aspiring Leaders has been offered both through scheduled Skills for Success programming as well as on request by agencies.

CURRICULUM DEVELOPMENT



The Partnership curriculum team is dedicated to developing quality courses for CSEA-represented NYS employees. Each course is carefully designed to strengthen existing skills and promote new ones across a range of categories. In planning curriculum development, staff review regional needs assessment, as well as survey data to prioritize courses that will benefit the greatest number of employees.

The curriculum team keeps up with the latest advancements in the field of learning science. Recently, the workforce development competencies were redesigned to more accurately reflect the skills needed to be successful in the state workforce. Each course is developed around at least one of these competencies. Employees and their managers can use them to identify courses that best suit their specific needs and occupation. The competencies were used by the Department of Civil Service to craft advancement pathways for the new Administrative Assistant Traineeship.

Since 2018, we have focused on creating a better experience for our learners. We start by using job-based examples. This increases the chances that the learner will be able to apply the knowledge outside of the classroom.

The Partnership takes a learner-centered approach when crafting course materials, considering the participant experience and how they will use the materials during and after the class. Partnership courses provide ample opportunity for the learner to leverage prior knowledge. This helps them to ground new information and concepts into real-life examples and increases the chances of transferability outside the classroom.



During the contract period, the Partnership developed 35 new courses and revised over 42 existing courses to better serve CSEA-represented NYS employees. Most notable amongst these developments are Aspiring Leaders, five new webinars to support the Administrative Assistant Traineeship, and a complete overhaul of the courses for the Applied Skilled Trades Program.

CURRICULUM DEVELOPMENT

In addition to normal course developments, the Partnership also adapted quickly to the need for online learning during the pandemic. To ensure employees could continue learning during this time, the Partnership developed even more new webinars. Five new webinars and two online Applied Skilled Trades Program (ASTP) courses were developed in response to the pandemic.

The curriculum team also used an online learning environment called Canvas to reach more employees virtually while in-person classes were paused during the pandemic. WebEx Training sessions were used for live lectures with instructors, and then learners were asked to complete reading, homework assignments, and quizzes within the Canvas platform. In total, eight courses were converted or specifically developed for the Canvas platform during the contract period. Two of these courses were in the Adult Education Basics program, which expanded its reach from New York City to statewide. The Partnership also converted two ASTP courses, Blueprint Reading Fundamentals and Workplace Communications, to an online format that allowed the 2020-2022 program to run as scheduled.

FIELD SERVICES

The Partnership's three Field Staff Associates assist in the key role of promoting its mission of building effective labor-management relationships between NYS managers and CSEA leaders. Each field staff associate covers two geographic CSEA Regions.

Field staff are often the important first link for CSEA leaders, NYS managers, and CSEArepresented NYS employees who are seeking information and assistance from the Partnership. Field staff promote Partnership programs and services through presentations, meetings, and informational events. They also serve as the important first point of contact for the Quality of Work Life Grants Program.

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In January of 2021, field staff hosted a virtual meeting with new CSEA local presidents to help them learn about how Partnership programs and services can benefit their CSEA-represented NYS employees. Meeting attendees were able to ask questions and share ideas on how the Partnership can better serve their CSEA membership and meet their joint labor-management goals.

During the contract period, over 20,000 phone, text, and email contacts were made between Partnership field staff and CSEA leaders, NYS managers, and CSEA-represented NYS employees. Additionally, field staff hosted information tables at 402 CSEA local and state agency events and met with more than 1,000 CSEA leaders and NYS managers to provide an overview of Partnership programs and services.

PARTNERSHIP OUTREACH

During this contract period, the Partnership continued to seek feedback and to promote awareness of resources to better serve the needs of agencies and their CSEA-represented NYS employees. Most notably, the Partnership regularly collected data using a variety of surveys and needs assessments, as noted below.

Customer Feedback Surveys

The Partnership conducted Customer Feedback surveys in 2016, 2018, and 2020. These surveys target employees who have used Partnership programs and services to measure how well the organization is serving them and determine what changes can be made to better meet their needs. A total of 2,198 CSEA-represented NYS employees responded to the surveys.

Employees cited Tuition Benefits, Online Learning, and Skills for Success courses as the most used Partnership programs. Employees reported the following outcomes as most important:

81%	Access to more education or training opportunities
78%	Increased self-esteem
76%	Commitment to state employment

These outcomes support the Partnership's mission to promote personal growth and development, and strengthen the state workforce through increased job skills and commitment to state service.



PARTNERSHIP OUTREACH

Stakeholder Feedback Surveys

The Partnership also conducted Stakeholder Feedback surveys in 2016, 2018, and 2021. These surveys target labor and management representatives who have used Partnership programs and services to measure how well the organization is serving them and determine what changes can be made to better meet their needs. A total of 198 labor and management representatives responded to the surveys.

Quality of Work Life Grants, Tuition Benefits, Advisement Services, and Labor-Management Services were most used by survey respondents who identified as labor representatives. Quality of Work Life Grants, Skills for Success Courses, and Webinars were most used by respondents who identified as management representatives.

Both labor and management representatives reported the following most important outcomes for their workforces:



These outcomes support the Partnership's mission to promote personal growth and development and strengthen the state workforce through increased job skills and commitment to state service.

Workforce Development Needs Assessments

In 2016 and 2018, the Partnership conducted in-person workforce development needs assessments across the state. The Partnership met with NYS managers and CSEA leaders to discuss education and training needs specific to their regional location and to promote awareness of programs and services. A total of 127 labor and management representatives from 22 agencies participated in the 2016 meetings. Another 289 labor and management representatives from 29 agencies participated in the 2018 meetings.

The information gathered from the workforce development needs assessment meetings, as well as the feedback from the surveys, led to the development of new programs and services highlighted throughout this report. The information was particularly helpful in identifying topics for online learning certificate programs, locations to deliver in-person training courses, priorities for curriculum development, opportunities to provide safety and health resources, increased emphasis on webinar development and delivery, targeted tuition programs to offer, and opportunities to assist labor-management committees.

QWL GRANTS LEAN PROJECT

During 2019, staff of the Partnership and GOER conducted a thorough review and evaluation of the intake, assessment, and reimbursement processes for the Quality of Work Life Grants Program. Several improvement strategies were adopted to better serve its customers, including the following:

- Obtained the active involvement of the agency fiscal officer or CSEA local treasurer at the beginning of the process by requiring their signature on the application. This change helped streamline and expedite the agency purchasing, document submission, and reimbursement processes.
- Replaced the monthly grants review committee meetings with continuous, ongoing review and approval of grants to meet the joint goals of NYS agencies and CSEA locals in a more timely manner.
- Completed a redesign of the grants database that resulted in the implementation of new and improved workflow enhancements that benefited our stakeholders by streamlining and accelerating the processing time of grant reviews and reimbursements.

SOCIAL MEDIA

The Partnership's social media platforms have become an excellent marketing tool to help connect with customers and promote programs and services. They help drive traffic to the Partnerships website and build customer loyalty and feedback.

The Partnership's Facebook and Twitter pages are primarily used to share content about new programs and services, post timely information such as changes or cancellations to training classes, and highlight success stories. They also promote staff appearances at NYS and CSEA events. The Partnership's Facebook and Twitter pages currently have over 1,000 combined followers.

The Partnership's YouTube channel contains two promotional videos that highlight the programs and services available to NYS managers and CSEA leaders and CSEA-represented NYS employees. The channel also contains a series of 10 videos that provide labor and management representatives with strategies and tools to build collaborative working relationships. Employees can also view recorded webinars on the Partnership's YouTube channel.



There are currently 367 subscribers to the Partnership's YouTube channel. Posted videos have received nearly 150,000 views.

WEBSITE GROWTH AND ENHANCEMENTS

Since April 1, 2016, the Partnership's website has experienced close to half a million sessions during the contract period. This metric has nearly doubled since the end of the last contract period. While the Partnership is gratified to have reached so many, a continued commitment to expanding and evolving its digital presence remains a priority. To reach more users and further streamline the online experience for its stakeholders, a new website redesign will be launched by the end of fall 2021.

A few of the many enhancements of the redesigned website will include a fresh modern design, reorganized information, an enhanced media experience, and further social media integration. The goal is to make it easier for users to access the information they need. The website, which is built in the content management platform Drupal, will reinforce the Partnership's brand and marketing strategy and enhance the overall experience of its customers.

Updates to the Partnership's website will help continue the digital dialogue among its customers and develop meaningful relationships with labor and management stakeholders around education and training in state government.





"I wanted to thank you for including me in the math refresher class. I enjoyed working in the small groups with fellow classmates and I am proud of the people overcoming obstacles to succeed. It was rewarding to help a couple of my fellow students catch on. I am hoping to get into an engineering technician position provisionally and if that opportunity does not happen, I will go into the trades. Either way, the math will make that a viable option. I know everyone else taking the class appreciates the opportunity as well."

- Isaac Stimson, Highway Maintenance Worker 1, NYS Department of Transportation

"The Partnership has successfully helped our agency grow our workers' skills and knowledge. We currently have several workers learning new skills and trades in the current Applied Skilled Trades Program! It's a win-win-win for the State of New York, the People of New York, and our workers!"

- John Lefebvre, CSEA Local 017 President, NYS Department of Environmental Conservation

"We were lucky enough to host two Applied Skilled Trades Programs at Green Lakes State Park. The students were able to not only learn some new skills but also acquire some excellent hands-on training. We were also able to get a couple different projects completed in exchange for hosting the ASTP classes. Win-Win!!"

- Laura Tully, Park Manager, Green Lakes State Park

"Upon completing the 2017-2019 Applied Skilled Trades Program, I was promoted from a grade 6 Maintenance Helper to a grade 9 Maintenance Assistant. Due to the pandemic there have not been many maintenance postings for a grade 12. However, once there is, I believe with the certification, knowledge, and skills I gained from the ASTP I will have the necessary qualifications to advance to a grade 12 in maintenance."

- Shann Stallworth, University at Albany, Maintenance Assistant

"I enjoyed the Aspiring Leaders course because the instructors were very friendly and made the course as simple as possible. I enjoyed the different groups and the role playing. I really enjoyed how they explained how people think and how to deal with their type of personalities. By doing this, it promoted a better team spirit as well as helped me develop as a team leader."

- Joann Crippen, Team Leader, NYS Department of Taxation and Finance

"The Aspiring Leaders course was the best training I have ever taken! I still use this in my everyday life, especially when dealing with difficult situations, because I understand how different my view is on things based on my personality traits. Although I am different from my counterpart, we are all needed to have a successful outcome for a project. Feeling like you contributed and are part of the team is a basic human need across the board. Because this course teaches how all personalities are needed to be successful, it is a needed course for everyone. It should be one of the NYS mandatory SLMS courses."

- Doly Livolsi, Office Assistant, NYS Police

"I would like to say a big 'Thank You' to everyone that helped me walk on this path. I got this job one year ago. At the beginning it was hard for me to take calls and to speak to native speakers. Professionally is not hard for me but the communication part is difficult. When I contacted the advisors at the Partnership, they introduced me to learn English with Empire State English. After four months with Empire State English, I learned how to speak more clearly and now my callers never complained again that they could not understand me. Now I am far more confident in handling calls. The results delivered boundless positive feedback from callers."

- Noya Tian-Hawkins, Tax Information Aide, NYS Department of Taxation and Finance

"Thank you so much! This program has been such an amazing thing for me as I am still paying back my student loan debt from my Associates degree, so this is such a wonderful and excellent program to help me pursue my career further. This program has been amazing and so many CSEA members including myself really appreciate it!"

- Kathleen Baeder, Program Aide, NYS Department of Corrections and Community Supervision

"The NYS & CSEA Partnership always goes above and beyond to help their clients reach their goals and has a wonderful, friendly staff. I speak from experience and cannot say enough about the time and effort they put into helping their clients in a friendly and helpful manner. I absolutely recommend using the Partnership to help you out if you are pursuing college or any other avenues, you will not regret it."

- Kyle Millington, Tax Information Aide, NYS Department of Homeland Security and Emergency Services

"In my role as CSEA Local Secretary, I have been working with the Partnership for the last four years assisting members in applying for tuition benefits. I have worked with Partnership advisors to program associates and have always been highly satisfied with the support I've received. Staff have gone into great detail to explain programs and policies to me so I can better understand and pass the valuable information onto our membership. Working in a nursing home, we use the Statewide Targeted Tuition Program for Nursing the most. I have watched several CSEA members move up the ranks to LPN and RN. It makes me proud to know their union played a role in helping them achieve their goals."

- Kalah Quinn, Medicaid Eligibility Examiner, NYS Veterans' Homes

"During the Fall semester of 2019 our labor-management committee requested a series of trainings from the NYS & CSEA Partnership to enhance our staff's skills. The Partnership did a phenomenal job of assisting us by providing us with detailed information on course offerings and selecting the best courses to achieve our goals. The Department of Taxation and Finance hosted courses in Effective Writing, Customer Service, Dealing with Difficult Behaviors, and the Aspiring Leaders program. Not only did our employees benefit from these courses, we also had enrollees from other state agencies in our classes who also benefitted from the training. These courses provided the attendees with life skills which enhanced productivity and improved morale. The feedback from the participants was positive, and the attendees were grateful for the training opportunities provided by the Partnership."

- Cheryl Mitchell, Manager, NYS Department of Taxation and Finance

"The Department of Corrections and Community Supervision asked the NYS & CSEA Partnership to provide labor-management training for its committees that meet and discuss matters affecting a workforce of approximately 29,000 employees in 103 work locations. The Partnership presented two-day trainings to agency managers and union representatives that fostered cooperation, informed participants about their higher purpose, and gave them tools for successful operation. The Partnership program is highly recommended for all skill levels."

- John Shipley, Director of Labor Relations, NYS Department of Corrections and Community Supervision

"The Labor-Management Committee Process training and resulting formation of a working labor-management committee greatly improved the quality of work life for the Tax Department employees we represent. Utilizing the information learned during the training, we were able to address and resolve many staff issues. We also learned of available training from the Partnership and were able to bring several of these career enhancing courses to staff onsite. The training and the subsequent action of our committee has made life better for staff and has significantly improved employee morale."

- Stan Milstein, Tax Compliance Manager 3, NYS Department of Taxation and Finance (Brooklyn)

"The Partnership's Labor-Management Committee Process training has strengthened relationships between labor and management and has enabled both sides to be heard in a more productive way. This has helped both labor and management understand, relate to, and ultimately work better together to create a more cohesive working relationship. I highly recommend this training to new and established labor management committees."

- Brian Ossont, CSEA Local 506 President, NYS Department of Transportation (Region 4)

"The Labor-Management Committee Process training improved our committee's communication skills. These skills allowed us to keep communication open during the COVID crisis, continue to work together to address concerns, and help each other during these difficult times."

- Scott R. Robinson, PE, Regional Director of Operations, NYS Department of Transportation (Region 4)

"In the eight years that I've spent representing CSEA Local 449, one of my favorite relationships has been working with staff at the NYS & CSEA Partnership. Whether it be labor-management courses or simply the day-to-day information requests on behalf of my members, the Partnership has always been there for us. Through our combined efforts, along with the cooperation of management at Broome DDSO, we were able to have six employees attend an LPN program full time while compensating them through the 10-month curriculum made possible by a Labor-Management Workforce Development Grant through the Partnership. Not only did the six candidates complete the curriculum, but they graduated at the top of their class!"

- Dave Jenkins, CSEA Local 449 President, Broome DDSO

"I completed all the Traineeship 1 mandatory online learning certificate programs and all the Traineeship 2 elective courses offered by the Partnership. As a result, I received two job offers to be hired directly to the full Administrative Assistant 1 level! I accepted one of them and will start at the end of the month. Just wanted to share the good news with you."

- Leticia Chand, Office Assistant 2, NYS Office of Mental Health

"The Partnership's QWL Grants Program is an excellent resource for NYS agencies and CSEA locals and is highly valued at the Department of Transportation. Through this program, we were able to purchase new appliances to upgrade our employee break room facilities throughout DOT Region 1. These simple amenities go a long way in improving morale among our employees."

- Mike Garfolo, CSEA Local 676 President, NYS Department of Transportation

"Working with the Partnership was a win-win for both our employees and agency! Our employees were able to complete training that would not have otherwise been available to help keep them safe."

- Edward Kucskar, Director of Safety and Health, NYS Department of Environmental Conservation

"The Partnership was able to assist our facility with forklift training and boiler training for the last couple of years and paid for five of our powerhouse staff to attend Troy boiler classes. Our employees are always looking for more ways to better themselves through the Partnership."

- Bonnie Huebsch, CSEA Representative, NYS & CSEA Statewide Safety and Health Committee, NYS Department of Corrections and Community Supervision

"Recently, I attended the Better Team Skills class and really liked my presenter. I am awaiting the recording because there was so much good information, I want to watch it again and take some additional notes."

- Lisa Partlow, Program Aide, NYS Police

"I used to write in the passive voice and had no clue when to use a comma, colon, or semicolon in a sentence. My writing was also full of incomplete and run-on sentences. I knew my grammar needed a lot of work, but I did not know where to find help. When I attended the NYS & CSEA Partnership grammar class, I was able to focus on my weaknesses, identify my strengths, and learn the material. The Partnership class was life altering. Thank you, Partnership!"

- Juan Moto, Hearing Specialist, NYS Office of Temporary and Disability Assistance

"I greatly benefited from the Partnership's tuition reimbursement program. It allowed me to pay for my nursing classes which has now advanced me to a nursing degree. Everyone that I interacted with at the Partnership were very professional and made the process very easy as well. I'm very thankful for the help I received while obtaining my degree!"

- Lisa McCabe, RN, SUNY Stony Brook



MOVING FORWARD

During this contract period, the NYS & CSEA Partnership continued to build upon its strategic planning efforts to develop programs and services that address the education and training needs of CSEA-represented NYS employees and their state agencies. Based on feedback from Partnership customers and stakeholders, we developed or revised 77 courses, offered 36 online learning certificate programs, and developed a combination of 27 safety and health courses, grants, and publications. These are in addition to the regular slate of Partnership programs and services.

COVID-19 affected us in ways we could not have predicted. Life will never be the same for so many people who were directly affected by the virus. We expect the workplace to be different too, even as we try to restore a sense of normalcy. While the crisis presented challenges, the Partnership was able to tap into its 15-year experience offering online and virtual training to employees.

The Partnership provided online learning certificate programs, allowing employees to increase their job skills remotely and at their own pace. The Partnership also expanded the use of webinars for training delivery through the Skills for Success program. In addition, staff adapted eight inperson courses to virtual delivery using the Canvas platform. This reduced any further delay to participants in the 2020-2022 Applied Skilled Trades Program. It also enabled participants in the Adult Education Basics Program to improve their reading and math skills and to learn valuable new computer skills.

As educational providers throughout New York transitioned to virtual delivery, employees used the Tuition Benefits Program to pay for course expenses. Partnership advisors assisted employees on their use of the program, as well as their educational and career goals.

The Partnership's 2021 Workforce Development Needs Assessments were conducted through a series of regional virtual meetings. During these meetings, labor and management representatives were able to communicate the training and development needs specific to the CSEA-represented employees in their agency, facility, or campus. This will provide the Partnership with direction for its programs and services as we move forward into the next contract period.

The Partnership is pleased to serve as a valuable resource for agencies and CSEA-represented NYS employees. We have many years of experience serving employees in the Administrative Services Unit, Institutional Services Unit, Operational Services Unit, and Division of Military and Naval Affairs Unit. The Partnership continues to seek new opportunities to advance the joint education and training needs of the CSEA workforce and state agencies. We look forward to maintaining this collaborative effort as we move into the successor agreements between the State of New York and CSEA.



PARTNERSHIP STAFF ROSTER AND FUNCTIONS

During this contract period, the NYS & CSEA Partnership for Education and Training delivered over 129,400 units of service to CSEA-represented NYS employees, agencies, and CSEA locals. We thank our dedicated and talented staff.

Partnership Staff	Function	
Jeannine Morell and Karen Chase-Corcoran	Co-Directors	
Maciej Kucharczyk	Manager for Administrative Services	
Michael Wilmot	Administrative Services	
Melinda Higley-Lanza	Database Management	
Timothy Buddenhagen	Supervisor for Support Services	
Jeanne Grebert and Amber Winters	Support Services	
Matthew Trotta	Program Evaluation	
Chelsea Warrick	Multimedia Production	
John Kelly	Manager for Employee Development	
Gary Campbell	Adult Education Basics	
Eileen Easterly	Online Learning	
Blanca Gonzalez-Parker	Safety and Health	
Melanie Grossman	Skills for Success	
Kyle Nurse	Applied Skilled Trades Program	
David Moak and Jessica Rossman	Curriculum Development	
Stephanie Burkes and Mary Ellen Cox	Labor-Management Services	
Mike Monescalchi	Communications and Quality of Work Life Grants	
Myron DeFranco, Scott King, and Vickie Pentaleri	Field Associates	
Chris Dinardo, Jude Fitch, and Paulette Mahar	Tuition Benefits	
Maribeth Gunner and Jeffrey Thomas	Educational Advisement	



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