


2021-2026 CONTRACT REPORT

A photograph of the Statue of Liberty in the foreground, holding her torch, with the New York City skyline in the background across the water. The sky is blue with some clouds, and the sun is low on the horizon, creating a warm glow.

Through labor-management cooperation, the Partnership proudly provides programs and services for CSEA-represented NYS employees and State agencies.

NYS & CSEA
Partnership

NYS & CSEA Partnership

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INTRODUCTION

The NYS & CSEA Partnership for Education and Training (Partnership) was established through the collective bargaining agreements between the New York State (NYS) and the Civil Service Employees Association (CSEA). Through labor-management cooperation, the Partnership provides programs and services for CSEA-represented 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 relations between State and CSEA representatives.

During the 2021-2026 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-represented NYS employees, the Partnership provided the following support.

Programs & Services Accessed Directly by CSEA-Represented NYS Employees

Improved Advising Services:

- Advisors responded to over 50,000 employee phone calls and emails.
- Streamlined advisement services and increased collaboration across programs to better support members.

Increased Tuition Benefits:

- Increased both Standard and Statewide Targeted Tuition Benefit amounts to more than double the prior funding levels, launched the Online Tuition Benefits Portal for easier access, expanded our Statewide Targeted Tuition Program to include Commercial Driver's License (CDL), and launched a pilot program for the CDL/LPN License Fee Reimbursement.

Expanded Job Skills Course Offerings:

- Delivered over 1,000 Skills for Success Courses.
- Developed and launched a broad range of new in-person and online classes and webinars to better meet agency and member needs.

New Self-Paced Online Certificates:

- Issued nearly 9,000 Online Learning Certificates, and developed a new professional skill certificate program to help members upskill in a flexible, accessible format.

Programs & Services Accessed Directly by NYS Managers & CSEA Leaders

Expanded Agency Training:

- Made it easier for managers and CSEA leaders to request and access onsite training through Partnership Worksite Trainings, Targeted Tuition Benefits for Agencies, and Partnership Training Grants – resulting in over 3,000 employees being trained.

Strengthened Labor-Management Collaboration:

- Delivered nearly 50 trainings, conference presentations, and webinars to help agencies establish and sustain successful Labor-Management Committees and administered two Workforce Development Grants.

Field Engagement:

- Field staff responded to over 27,000 phone calls and emails from labor and management representatives, actively promoted Partnership programs and services, assisted with Quality of Work Life (QWL) Grant applications, and hosted webinars on the grant application process.

Workplace Improvement Grants:

- Approved and administered 420 grants totaling over \$800,000 to support quality of work-life, workplace safety and health, and workforce development initiatives.

Support for NYS Workforce Development and Career Growth

Maintained the Administrative Traineeship:

- Broadened Administrative Assistant Traineeship offerings by adding six new webinar and online course options.

Strengthened Adult Education Basics (AEB):

- Introduced four new AEB courses, coordinated Advisement support, and expanded onsite AEB trainings.

Enhanced Safety & Health Training:

- Expanded our Safety & Health program by adding five new courses, increased onsite training opportunities, and administered six grants to support workplace safety.

Increased Workforce Development in Trades:

- Graduated 153 employees from two Applied Skilled Trades programs. Additionally, we strengthened our trade training by revising three Trades, Operations, and Maintenance courses and creating six new ones.

Additional Highlights

Needs-Based Outreach:

- Conducted surveys and regional needs assessments to gather feedback from members, leaders, and managers.



Overall, the Partnership has trained 31,328 employees, administered tuition benefits to 10,498 employees, served 210 CSEA locals, and responded to 633 labor-management requests. Additionally, our grants programs benefited over 31,095 CSEA-represented NYS employees.

This report summarizes the Partnership's accomplishments during the 2021-2026 contract period. We appreciate the collaboration of State and CSEA representatives in enabling employees to access these worthwhile programs.

Sincerely,

Lynda Scalzo
Co-Director

Dawn Hall
Co-Director

PROGRAMS & SERVICES ACCESSED DIRECTLY BY CSEA-REPRESENTED NYS EMPLOYEES



EDUCATION & CAREER ADVISEMENT

The Partnership's team of advisors is the front-line support for many CSEA-represented NYS employees who are enrolling and navigating Partnership programs and services. There is a dedicated phone line and email box so members can easily communicate with a team of advisors who offer individualized and confidential educational and career guidance in the areas of:

- **Education & Career Planning**

Help members explore their education goals, learn about academic choices, and help them move forward in their career.

- **Tuition & Financial Assistance**

Guide members through the Partnership's Tuition Benefits Program and navigate financial resources that can help them save money on education costs.

- **Adult Education Basics (AEB) & Skills Support**

Offer referrals to employees who want to improve reading, writing, and math skills; obtain a high school diploma; enhance college preparatory skills; and improve their English speaking or comprehension skills.

Key Highlights During the Contract Period



WE RESPONDED TO OVER

54,454

EMPLOYEE PHONE CALLS AND EMAILS

One-on-One Advising

During the contract period, Partnership advisors responded to over 54,454 phone calls and emails from employees.

Student Support

Provided intake, presentations, and follow-up for students enrolled in AEB courses like Math Refresher and English for Speakers of Other Languages (ESOL).

Webinars & Online Learning

Led webinars and courses including: *A Career in Nursing*, *Financing Your Education*, and *Study Skills*. Also issued completion letters outlining Workplace Competencies for Online Learning Certificate Program graduates.

Support of Tuition Benefits

- Helped launch the Online Tuition Benefits Portal and updated the application to reflect expanded benefits in April 2025.
- Assisted members with understanding and applying for Tuition Benefits. Verified and administered benefits for Statewide Targeted Tuition Programs (Nursing, CDL, HVAC, Welding).



I would like to say that in all my 37 years of life, I have never experienced the helpfulness and fulfillment that I have received when dealing with the NYS & CSEA Partnership. Any questions or concerns that I had were met with knowledge and expertise that is unparalleled to this day. To my knowledge there are not many people in Region 5 who are utilizing the Partnership for a degree like I have been. It was this last experience that will help me continue to encourage others to seek out this benefit. The patience and kindness that has been seen when working with the Partnership has helped renew my faith that there are good people in this world still trying to do good things and make a difference. From the bottom to the top of my heart, thank you all for all that you do and God Bless!

- Adam Brandi, CSEA-represented NYS employee



Website & Online Resource Updates

- Overhauled the Advisement Services section to reflect four core areas – Educational Planning, Career Mobility, Tuition & Financial Assistance, and Adult Education Basics.
- Helped create a dedicated nursing student support page and redesigned related webinars to support the Statewide Targeted Tuition program for Nursing.

Member Outreach

- Presented at in-person events, including ESOL classes and a special Advisement Services session at the University at Albany.



TUITION BENEFITS PROGRAM

The Tuition Benefits Program provides educational benefits to CSEA-represented NYS employees, helping them achieve greater career advancement and promotional opportunities, improve job skills, and prepare for future job openings in NYS service.

Our Tuition Benefits Program includes:

- **Standard Tuition Benefits**
Up to \$5,000 per program year to help cover course tuition for vocational, trades training, language, undergraduate credit, non-credit, and graduate courses.
- **Statewide Targeted Tuition Benefits**
Up to \$2,500 in additional tuition support by

enrolling in a training program for one of the following high-demand career fields in New York State: Commercial Driver's License (CDL), Heating, Ventilation, Air Conditioning (HVAC), Nursing (RN or LPN programs), and Welding.

- **Exam Fee Reimbursement**
Reimbursement up to \$350 per eligible exam for credit-by-exam test and certification and licensure exams.
- **CDL/LPN License Fee Reimbursement Pilot Program**
Reimbursement up to \$300 for renewing either a New York State Class A or B Commercial Driver's License (CDL) or a New York State Licensed Practical Nurse (LPN) License.

Key Highlights During the Contract Period



**STANDARD TUITION
INCREASED UP TO
\$5,000
PER PROGRAM YEAR**

Standard Tuition Benefits

On April 1, 2025, the Partnership more than doubled the increase in Standard Tuition Benefits from two benefits (or \$2,440) to a diminishing balance of \$5,000 per program year to help cover course tuition. Employees can choose from our 140+ participating education providers that accept Partnership tuition vouchers, or receive tuition reimbursement upon course completion at any accredited training program. There is an additional \$2,500 available for students receiving Statewide Targeted Tuition Benefits.

Statewide Targeted Tuition Benefits

On April 1, 2025, the Partnership increased Statewide Targeted Tuition Benefits to up to \$2,500 for courses that support hard-to-fill, high-demand positions in New York State, including Commercial Driver's License (CDL), Heating, Ventilation, Air Conditioning (HVAC), Nursing (RN or LPN programs), and Welding. The CDL program was added during this contract period in 2022.

Since its launch, 486 employees have participated in the CDL program. During this contract period, the Partnership also expanded the number of participating education providers that accept Partnership tuition vouchers for CDL and nursing - giving employees more flexibility and reducing upfront costs.



This program allowed me to complete one of my dreams of being a nurse. I would not have been able to complete this program on my own without the tuition assistance. I'm honored to stay with the State of New York and work for them now as a licensed practical nurse.

- Targeted Tuition Survey Respondent



I wanted to do something different as a female for a very long time, and getting my CDL was the goal. This was my target for years but I just didn't have the money to pursue it. I love it, I don't feel like I've wasted my time, and I am very confident that this was the right choice. I am very appreciative of NYS & CSEA Partnership for making my goal easier to achieve.

- Targeted Tuition Survey Respondent



Measurable Outcomes

Each year, the Partnership surveys participants in all Statewide Targeted Tuition programs. The results are used to produce the Statewide

Targeted Tuition Outcome Measures Report. According to the 2024 report, within one year of completing CDL training:



58% of respondents applied for a promotion.

92% said the training improved their job skills.

CDL/LPN License Fee Reimbursement Pilot Program

On January 1, 2025, the Partnership piloted a new tuition benefit, which provides up to \$300 a year in reimbursement for licensure renewal fees for LPNs and CDLs in NYS.

Online Tuition Benefits Portal

In October 2024, the Partnership launched the Tuition Benefits Portal for both students and participating educational providers, making it

easier to apply for and track benefits. Students can now apply instantly for tuition benefits online and track the status of their reimbursements. Educational Providers who participate in the Partnership’s voucher program (nearly 140 across the state) can view the students who applied for vouchers and the status of the vouchers as soon as the application process is completed. All voucher billing submissions are done directly through the Online Tuition Benefits Portal. Providers may also update contact information as needed.

Tuition Benefits Program 2021-2026			
Name of Program	Number of Employees	Number of Applications	Total Amount Paid
Adult Education Basics Benefits (2021-2024)	50	90	\$59,281.50
Certification and Licensure Examination Fee Reimbursement Benefits	385	519	\$96,578.72
Credit-by-Examination Fee Reimbursement Benefits	14	25	\$3,283.00
CDL/LPN License Fee Reimbursement Pilot Program	361	362	\$56,714.50
Standard Tuition Benefits (Vouchers and Reimbursements)	6,631	19,466	\$20,187,026.82
Statewide Targeted Tuition Benefits (Vouchers and Reimbursements)	1,415	3,597	\$3,887,191.32
Totals	8,856	24,059	\$24,290,075.86

Statewide Targeted Tuition Program

Name of Program	Number of Employees	Total Amount Paid
Commercial Driver's License (CDL)	486	\$813,691.10
Heating, Ventilation, Air Conditioning (HVAC)	52	\$62,598.50
Information Technology (IT) (2021-2024)	138	\$279,309.18
Nursing (RN or LPN programs)	901	\$2,398,785.54
Welding	65	\$78,455.00
Totals	1,642	\$3,632,839.32



LIVE, INSTRUCTOR-LED SKILLS FOR SUCCESS COURSES

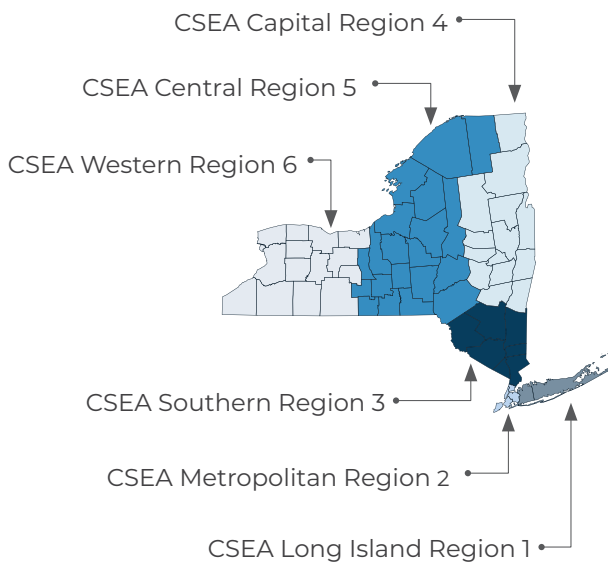
The Partnership's Skills for Success program features over 100 professional development courses aimed to provide employees with the knowledge, skills, and tools needed to accomplish job assignments more effectively and advance their career. Employees can enroll in these courses, with supervisory approval, through the Statewide Learning Management System (SLMS) or by completing an application form. All courses are led by a live instructor and offered in a variety of learning formats each term. Courses are separated by category to address the needs of a diverse workforce.

Course Categories Include:

- Adult Education Basics
- Computer Skills
- Individual Development
- Interpersonal Communication
- Language Skills
- Math Skills
- Safety & Health
- Trades, Operations, & Maintenance
- Work Management
- Writing Skills

Courses are offered both in-person and online to fit the various needs and schedules of both agencies and employees.

- **Webinars** – 1-hour sessions available statewide.
- **Online Courses** – 3-hour, multi-day sessions available statewide.
- **In-Person Classes** – Half-day, full-day, or multi-day classes offered locally in all New York State CSEA regions.



- **Worksite Training**
Through labor-management collaboration, agencies can request on-site delivery of our Skills for Success courses through a Partnership Worksite Training.
- **Recorded Webinars**
We record several of our webinars and online courses, which are available for viewing on the Partnership’s YouTube channel. Recorded webinars are also available in SLMS, which allows participants to receive credit for viewing them.

Key Highlights During the Contract Period



90 NEW AND REDEVELOPED CLASSES OVERALL

In-Person Course Development

During the contract period, 11 new classes were created, and 31 classes were redeveloped to better serve our members.



Attending the Aspiring Leaders 3-day training is highly recommended! I learned more about my own leadership style and how to effectively lead by example, even when I am not the one in charge. I also walked away with techniques to communicate more effectively with others according to their DISC style, so they are more receptive to feedback, new assignments, etc. – practical tips I can start using immediately. Very helpful!

Mary Lindner, Program Participant



Webinar & Online Course Development

The Partnership recognizes that adult learners need flexible options. To meet this need, the Partnership expanded its webinar and online course offerings, allowing employees to learn remotely, interact with instructors and classmates, and access training from any location.

During the contract period, we created seven new online courses and redeveloped nine. Additionally, 17 new webinars were created and 31 were redeveloped.



Taking Partnership courses has improved my daily work environment and has helped me become better organized. I have used many of these courses over the years as a New York State employee. This has helped me continue to advance in my field. Thank you for all that you do.

- Maggie Setters, CSEA member



Curriculum Development

The Partnership uses a learner-centered approach to course development, designing training that builds on participants' prior knowledge and supports real-world application beyond the classroom. Course materials are continuously refined to improve clarity, organization, resource sharing, and user experience, including enhanced graphic design for webinars. During the contract period, the Partnership strengthened collaboration with agencies and training leaders statewide, sharing best practices and developing customizable training solutions. These efforts included curriculum consultations, agency-specific trainings, and expanded train-the-trainer opportunities to support broader workforce development.

Courses Delivered to Members Through Skills for Success

Course Category	Number of Classes	Employees Trained
Adult Education Basics	13	184
Language Skills	8	115
Computer Skills	107	2,371
Individual Development	606	1,780
Interpersonal Communication	80	2,265
Labor-Management	1	44
Math Skills	4	42
Safety and Health	42	864
Trades, Operations, and Maintenance	130	1,659
Work Management	59	1,481
Writing Skills	79	2,039
Totals	1,129	12,844



SELF-PACED ONLINE COURSES & CERTIFICATE PROGRAMS

Employees may not always be able to attend classroom training- especially evening shift workers or those with busy schedules. Others prefer to learn at their own pace, on their own time. To meet these needs, the Partnership offers self-paced online courses and certificate programs that can be completed at work (with supervisory approval) or at home. These flexible options help employees strengthen job skills and advance their careers.

We offer:

- **Online Learning Licenses**
Through the Partnership, employees can request a license to get access to over 6,000 self-paced online courses through Skillsoft in the areas of behavioral and job skills, computer skills, health and safety, and labor-management skills. Employees can also access thousands of digital books and videos.
- **Online Learning Certificate Programs**
The Partnership offers eight self-paced online certificate programs a year – each built from curated online Skillsoft courses in areas like

Microsoft proficiency, writing, professionalism, and personal development. To earn a certificate, employees complete the required courses within six months or one year, depending on the program. Optional blended learning activities, such as digital books, videos, and self-assessments are also available.

► **One-Year Certificate Programs**

All one-year certificate programs satisfy the mandatory course requirements needed for the Administrative Assistant Traineeship program.

- Customer Service
- Microsoft Word Basics
- Successful Business Writing
- The Organized Office Worker

► **Six-Month Certificate Programs**

Two of these programs are selected to be offered every six months.

- Basics of Supervision
- Building Conflict Resolution Skills
- Critical Thinking and Problem-Solving
- Diversity, Equity & Inclusion
- Microsoft Collaboration Tools
- Microsoft Excel 365 Basics
- Microsoft Excel Intermediate



I completed the Partnership online certificate, "Critical Thinking and Problem Solving." The courses helped me expand on my current critical thinking skills to help me grow in my new role, connect with other employees, and navigate the dynamics of the new unit I transferred to.

- Dyonne Lindsay, Program Participant

Key Highlights During This Contract Period

Online Learning Licenses Issued

During the contract period, 6,724 Online Learning Licenses were issued.

Online Learning Certificate Development

We've also added a new Online Learning Certificate based on agency and member feedback.

- **Diversity, Equity, and Inclusion**

In July 2024, the Partnership launched a new Six-Month Certificate Program, Diversity, Equity, and Inclusion that focused on enhancing knowledge and skills in the topics of diversity, equity, and inclusion (DEI) to foster a thriving and cohesive team. 492 Employees participated in the program with 263 completers.



14,754
EMPLOYEES
COMPLETED THE
CERTIFICATE PROGRAMS

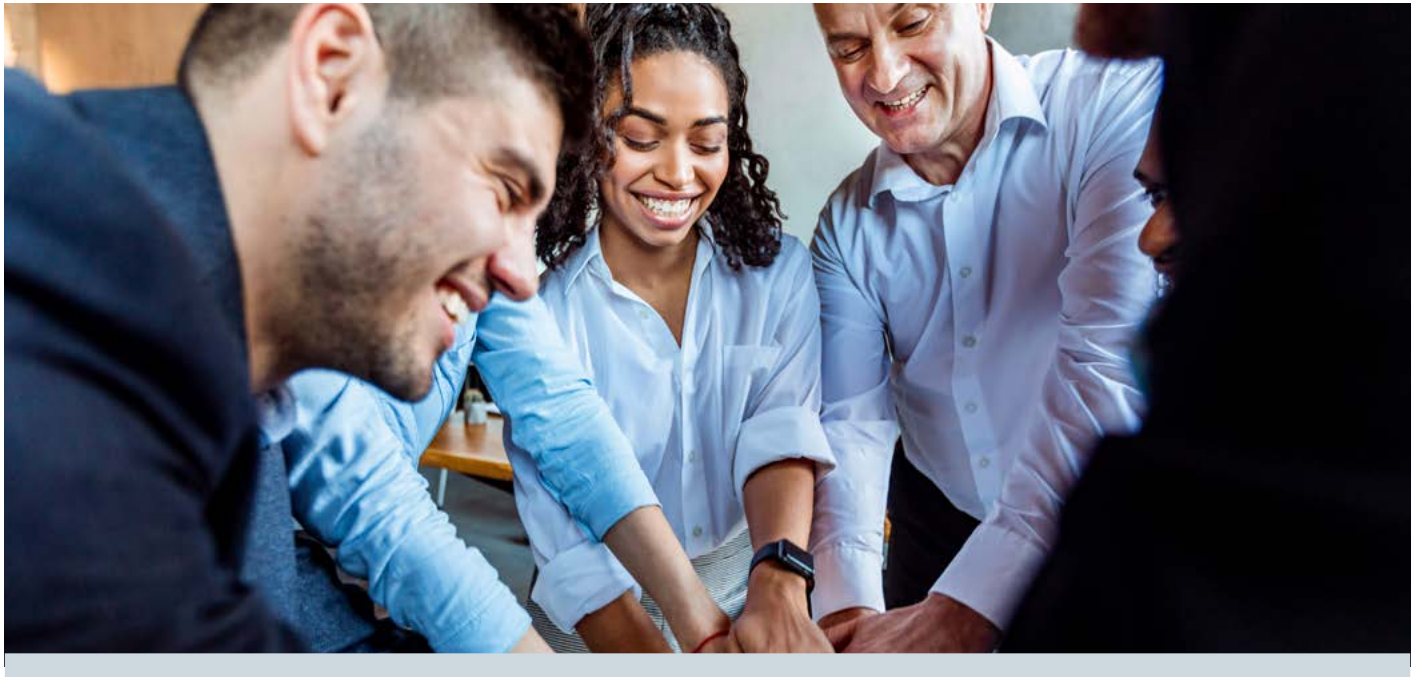
Online Learning Certificate Courses Completed

During the contract period, 14,754 employees participated in the Partnership's Online Learning Certificate Program.

Online Learning Certificate Programs

Name of Program	Participating Employees	Certificates Earned
ONE-YEAR		
Customer Service 2021 - 2025	2,780	1,972
Microsoft Word 2016 Basics 2021 - 2023	1,933	1,281
Microsoft Word 365 Basics 2024 - 2025	923	546
Organized Office Worker 2021 - 2025	2,607	1,844
Successful Business Writing 2022 - 2025	2,177	1,523
Basics of Supervision 2022	496	247
SIX-MONTH		
Basics of Supervision 2024	427	196
Building Conflict Resolution Skills 2025	263	101
Critical Thinking and Problem Solving 2025	254	150
Diversity, Equity, and Inclusion 2023 - 2024	492	263
Level Up Your Writing 2022	110	73
Microsoft Collaboration Tools 2025	243	118
Microsoft Excel 2016 Essentials 2021, 2023	1,090	330
Microsoft Excel 2016 Intermediate 2024	371	122
Microsoft Excel 365 Basics 2025	346	75
Problem Solving Techniques 2021	242	119
Totals	14,754	8,960

PROGRAMS & SERVICES ACCESSED DIRECTLY BY NYS MANAGERS & CSEA LEADERS



AGENCY TRAINING

The Partnership offers flexible training options to support employee development, foster a productive workplace, and drive positive agency outcomes. Through labor-management collaboration, agencies can request Partnership Skills for Success courses be delivered on-site through a Worksite Training. If a needed course is not offered, agencies can use our Targeted Tuition Benefits program or apply for a Partnership Grant to fund external training. We offer:

- **Partnership Worksite Training**

The Partnership has developed over 100 courses and webinars through our Skills for Success program that are designed to build professional skills, support employee growth, and strengthen workplace produc-

tivity. Agencies can request these courses be brought on-site through labor and management collaboration. Available courses cover a wide range of topics, including:

- Adult Education Basics
- Computer Skills
- Individual Development
- Interpersonal Communication
- Labor-Management Services
- Language Skills
- Math Skills
- Safety & Health
- Trades, Operations, & Maintenance
- Work Management
- Writing Skills

- **Targeted Tuition Benefits for Agencies**

If a needed course or training is not offered by the Partnership, agencies can request targeted tuition support to cover the cost of specific training for CSEA-represented NYS employees.

Through labor-management collaboration, agencies can access the Partnership’s network of 140+ education providers that accept Partnership vouchers. The voucher acts as upfront payment for the training, and the Partnership reimburses the education provider directly. This program can be used to cover the cost of courses or training programs that meet specific goals or fulfill a high need workforce demand, such as:

- 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.

- **Partnership Grants**

If a course or training isn’t offered through the Partnership, or an education provider doesn’t accept Partnership tuition vouchers, agencies may apply for a Labor-Management Workforce Development or Safety & Health Grant to fund the course or training.

Key Highlights During the Contract Period

Courses Delivered to Agencies Through a Partnership Worksite Training		
Course Category	Number of Classes	Employees Trained
Adult Education Basics	2	40
Language Skills	2	25
Computer Skills	17	261
Individual Development	4	65
Interpersonal Communications	16	254
Labor-Management	30	777
Safety and Health	79	931
Trades, Operations and Maintenance	49	633
Work Management	3	45
Writing Skills	3	40
Totals	205	3,071

Trainings Funded by Targeted Tuition for Agencies

Course Category	Participating Agency	Employees Trained
English for Speakers of Other Languages (ESOL)	SUNY Stonybrook	18
Legal Assistant Traineeship	OGS	9
Total		27

Trainings Funded through Partnership Grants

Project	Grant Type	Participating Agency	Amount Approved	Employees Trained
DiSC and Effective Communication: One-day Training for CSEA Labor Management Committee	Labor-Management Workforce Development	SUNY Geneseo	\$972	16
Notary Public Test Prep Phase 1	Labor-Management Workforce Development	SUNY Albany	\$1,500	32
DiSC Assessments for Labor Management Committee Training on Conflict Resolution	Labor-Management Workforce Development	SUNY Geneseo	\$567	15
Electrical Workplace Safety Training: Low and High Voltage Qualified Including ARC Flash	Safety and Health	SUNY Oswego	\$12,550	61
Boiler Technical Training	Safety and Health	OGS	\$34,000	37
Interplay Learning Training - EH&S and Advancement Training	Safety and Health	SUNY Oswego	\$50,000	213
ARC Flash Training	Safety and Health	SUNY Binghamton	\$15,800	61
De-escalation Training - Verbal Judo	Safety and Health	DOCCS	\$1,250	34
Totals			\$116,639	469



LABOR MANAGEMENT SERVICES

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 agency missions, improve employee quality of work life, and enhance labor-management relationships. Our Labor-Management Services (LMS) Team provides hands-on support and training to help labor and management leaders build productive relationships and address on-the-job challenges together.

We offer the following services:

- **Custom Consultations**

One-on-one consultations offering training tools, resources, and guidance to build or strengthen Labor-Management Committees.

- **Labor-Management Courses and Training**

Through labor-management collaboration, agencies can jointly request worksite training through the Partnership to help build or sustain an effective labor-management committee.

- ▶ **Labor-Management Committee Process Training**

Customized, two-day, on-site workshop to strengthen communication, teamwork, and LMC structure.

- ▶ **Fundamentals of Labor-Management Committees**

One-hour webinar that focuses on the benefits of labor-management cooperation, the challenges committees face, and strategies to overcome those challenges.

- **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:

- Agency reorganization
- New technology
- Changing customer needs
- New legal or regulatory requirements
- Specialized employee job skills training

Key Highlights During the Contract Period

Labor-Management Course Development

Over this contract period, we expanded access to labor-management training in response to COVID-19 and limits on in-person learning.

- **Fundamentals of Labor-Management Committees**

This webinar was developed to explain what Labor-Management Committees (LMCs) are, build awareness, and introduce participants to the more in-depth, two-day Labor-Management Committee Process Training. This course can be accessed on-demand through the Statewide Learning Management System (SLMS) or can be requested on-site through a Partnership Worksite Training.



Having both sides learn how an LMC should be working effectively was the most helpful piece of the Fundamentals of LMCs webinar.

- SUNY Brockport Labor-Management Committee



Labor-Management Committee Process Training Highlight

SUNY Geneseo's Labor-Management Committee is a strong example of sustained engagement in the LMC process, demonstrating a commitment to ongoing training that strengthens collaboration and workplace effectiveness.

In January 2023, The Partnership delivered a two-day Labor-Management Process Training during which the committee developed its Operating Agreement, practiced agenda-building, strengthened relationships, and identified strategies to promote LMC work campus-wide.

The committee committed to annual training with The Partnership, leading to a follow-up session in January 2024 that incorporated DiSC personality assessments funded by the Labor-Management Workforce Development Grant, and additional support in March 2025. Plans are already in place for continued training in 2026, reinforcing SUNY Geneseo's long-term investment in effective labor-management collaboration.

Labor-Management Presentations

During the contract period, the LMS team delivered various workshops and presentations at a series of state and national conferences dedicated to labor-management collaboration and conflict resolution.

- In 2021, the LMS team conducted webinars at the SUNY Conference, CSEA Annual Delegates Meeting, and OMH/OPWDD Advisory Board Conference. This continued in 2022 with sessions at both the SUNY and DOCCS Labor-Management Partnership Conferences.
- In 2023, the LMS team presented at the DOCCS LP Conference and the CSEA Region 2 Conference. Their 2024 contributions included the DOT Conference on Best Practices for LMCs and the LERA Employment Relations Association Annual Conference.
- Most recently, in 2025, the team participated in the 52nd Annual National Conference organized by the National Center for the Study of Collective Bargaining in Higher Education, held at CUNY.

Labor-Management Co-Chair Leadership Institute

In November of 2023, the Partnership conducted a Labor-Management Co-Chair Leadership Institute in Syracuse, 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.

Statewide Labor-Management Committee Outreach

In late 2023 through early 2024, 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 12 including:

- Department of Transportation
- Office of General Services
- State Insurance Fund
- State University of New York
- Worker's Compensation Board
- Department of Environmental Conservation
- Department of Corrections and Community Supervision
- Office of Temporary and Disability Assistance
- NY State Police
- Office of Parks, Recreation and Historic Preservation
- Office for People with Developmental Disabilities
- New York Division of Military and Naval Affairs.

Staff shared agency-specific data on the use of Partnership programs. Staff also presented infor-

mation 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.



808
CSEA LEADERS & NYS MANAGERS RECEIVED
LABOR-MANAGEMENT TRAINING

Expanded Labor-Management Training

During the contract period, the Partnership offered Labor-Management training through agency-requested Worksite Trainings and Labor-Management Workforce Development Grants. 808 CSEA leaders and NYS managers representing 15 Labor-Management Committees received training.



The Partnership's Labor-Management Committee Process Training has given us an awesome tool to be able to build a better relationship with our management team. A nice two days. Pleasant and skilled facilitators/trainers who broke down barriers and set the stage for successful LMC meetings. I would happily recommend this training.

- New York State Police Labor Management Committee



Courses Delivered to Agencies Through a Partnership Worksite Training

Course Name	Classes Held	Employees Trained
The Fundamentals of Labor-Management Committees	19	607
The Labor-Management Committee Process	11	170
Totals	30	777

Labor-Management Workforce Development Grants Approved

Project	Participating Agency	Amount Approved	Employees Trained
DiSC and Effective Communication: One-day Training for CSEA Labor Management Committee	SUNY Geneseo	\$972	16
Notary Public Test Prep Phase 1	SUNY Albany	\$1,500	32
DiSC Assessments for Labor Management Committee Training on Conflict Resolution	SUNY Geneseo	\$567	15
Totals		\$3,039	63



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 serves two CSEA geographic regions within New York.

Field staff are an important first link for CSEA leaders, NYS managers, and CSEA-represented 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.

Quality of Work Life (QWL) 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.

Key Highlights During the Contract Period




**FIELD STAFF
MADE OVER
27,400
CONTACTS**

Supporting Members, NYS Agencies & CSEA Locals

Over 27,400 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 nearly 600 CSEA local and state agency events and met with more than 1,300 CSEA leaders and NYS managers to provide an overview of Partnership programs and services.



Scott is always friendly, professional, and incredibly knowledgeable. From tuition benefits and online/hands-on training courses to two-year applied skilled trades programs and grant opportunities, the Partnership delivers a wide range of valuable resources to help CSEA workers grow professionally and personally.

- John LeFebvre, CSEA Local President 

Field Services Information Session

In January 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.

Quality of Work Life (QWL) Grants Information Sessions & Panels

In October 2024, Partnership field staff hosted the first QWL Informational Webinar, How to Apply for Quality of Work Life Grants, to guide CSEA Local Presidents and New York State management representatives through the application process and address frequently asked questions. Since then, three additional information sessions have been held, reaching more than 300 participants. In October 2025, the Partnership hosted its first QWL Information Panel, Ask the Experts: Quality of Work Life Grants Live Q&A, allowing attendees to submit questions in advance and participate in a live and open Q&A; nearly 100 participants attended. Moving forward, the Partnership plans to host an information session at the start of the QWL grant season and a panel at the end each year.

Improving the Workplace through Quality of Work Life Grants

Over the contract period, Partnership Field Staff worked with over 800 labor leaders and management representatives to secure grant funding to boost employee morale, productivity, service delivery, and more. Here are a few great examples:

- **Break Room - CSEA Region 3**

NYS Department of Corrections and Community Supervision, Bedford Hills Correctional, Local 164 was awarded a Break/Lunchroom Improvement Grant to purchase microwaves, air fryers, and coffee machines for employee break rooms located in several buildings across the facility. Employees are now able to use the break room equipment to re-heat or prepare meals that are more nutritious, cost effective, and convenient, since they cannot leave the facility for breaks.

- **Employee Recognition - CSEA Region 4**
NYS Police Headquarters, Local 697 received an Employee Recognition Grant to recognize 20 dedicated workers for their years of NYS service. The employees received signs, glasses, padfolios, and water bottles showing the NYS Police and CSEA logos. This grant award helped boost morale for individuals who have been dedicated CSEA-represented NYS employees for 10, 15, 20, 25, 36, 39, and 55 years.
- **Working Conditions - CSEA Region 6**
NYS Department of Transportation, Cattaraugus, Local 526 received a Working Conditions Grant to purchase an air conditioner for its Salamanca Bridge Crew break room. The air conditioner allows employees to take their breaks in a cool environment after being out on the state bridges for extended periods of time.
- **Special Projects - CSEA Region 1**
NYS Department of Motor Vehicles, Bethpage, Local 016 secured a Special Project Grant to furnish and equip a “Wellness Room” at their

facility, creating a private space for nursing mothers, individuals who need to de-escalate, and those seeking a space for religious prayer. Thanks to the grant award, labor and management were able to meet their joint goal of helping their employees achieve a healthy work-life balance.

- **Health & Wellness Grant - CSEA Region 2**
The New York State Department of Corrections and Community Supervision, NYC Community Area Office, Local 259 received a Wellness and Health Education grant titled “Work Smarter, Live Better.” The program helps employees manage stress, pressure, emotions, workload, and workplace interactions, while building mental health and wellness and improving quality of life outside of work. The goal is to strengthen workplace community, increase productivity, and reduce healthcare costs by supporting employees’ mental and emotional well-being.

Quality of Work-Life Grants Approved

Grant Category	Number of Grants Approved	Amount Approved	Employees Benefited
Break/Lunch Room Improvement	283	\$576,939	21,189
Employee Recognition	57	\$92,418	4,008
Special Projects	11	\$15,085	784
Wellness/Health Education	1	\$3,000	17
Working Conditions	68	\$141,221	4,628
Totals	420	\$828,663	30,626

SUPPORT FOR NYS WORKFORCE DEVELOPMENT & CAREER GROWTH



ADMINISTRATIVE ASSISTANT TRAINEESHIP (AAT)

The Partnership administers the necessary coursework for the Department of Civil Service's Administrative Assistant Traineeship Program. This two-year program prepares Administrative Assistant Trainees (AATs) for advancement to Administrative Assistant 1 through targeted training in essential workplace skills. We offer flexible learning options for AATs to gain the

knowledge needed for career growth in New York State service.

Employees must complete mandatory and elective courses within two years to advance from Administrative Assistant Trainee to Administrative Assistant 1. Employees can fulfill mandatory and elective course requirements

through the Partnership's One-Year Online Learning Certificate Programs and certain Skills for Success courses that are offered in person and online.

- **Workforce Development Competencies**
Workforce Development Competencies are job-based skills employees need to succeed across a wide variety of occupations. Employees in the AAT must take mandatory and elective course training in the following competency areas:


- Computer Skills and Technology
- Interpersonal and Customer Relations
- Professionalism and Self-Management
- Verbal and Written Communication

- **Mandatory Courses**
These four Mandatory Courses satisfy a skill in each competency area. Courses can be taken through the Partnership's One-Year Online Learning Certificate Programs or in-person or online Skills for Success Courses.

- Microsoft Word Basics
- Customer Service
- The Organized Office Worker
- Successful Business Writing



Partnership certificate programs have helped me be a better Administrative Assistant 2 by implementing organizing concepts, understanding leadership, and writing effective and clear communications.

- Jennifer Mullet, Program Participant 

- **Elective Courses**
Employees must take either one full-day (7.5 hour) class or four webinars from each competency area. Many of these classes are offered through the Skills for Success Program each semester.

Key Highlights During the Contract Period

AAT Mandatory Course Expansion

- Developed an online course for all four Mandatory AAT Courses - Microsoft Word Basics Online, Customer Service Online, The Organized Office Worker Online, Successful Business Writing Online. These online courses typically run each fall and spring semester to help make it easier for members in the AAT to satisfy their mandatory course requirements.

AAT Elective Course Expansion

- Developed an online version of the Microsoft Excel Basics course, which satisfies an Elective Course in the Computer Skills and Technology Competency.
- Developed an online version of the Microsoft Word Intermediate course, which satisfies an Elective Course in the Computer Skills and Technology Competency.

AAT Courses Administered

- Administered 330 total AAT-related classes – 234 webinars and 96 in-person classes through the Partnership's Skills for Success Program.

AAT Certificate Programs

Name of Program	Participating Employees	Certificates Earned
Customer Service 2021 - 2025	2,780	1,972
Microsoft Word 2016 Basics 2021 - 2023	1,933	1,281
Microsoft Word 365 Basics 2024 - 2025	923	546
Organized Office Worker 2021 - 2025	2,607	1,844
Successful Business Writing 2022 - 2025	2,177	1,523
Totals	10,420	7,166



ADULT EDUCATION BASICS (AEB)

The Adult Education Basics (AEB) Program is designed to help employees learn new skills, improve performance at work, meet and understand job requirements, enhance self-esteem, and improve life skills. The Partnership's AEB program focuses on:

- Reading
- Writing
- Math
- Language Skills, including English for Speakers of Other Languages (ESOL).

• **AEB Courses**

The Partnership offers AEB courses through our Skills for Success Program to support members in performing their jobs more effectively. Through labor-management collaboration, agencies can request on-site delivery of any of these courses through a Partnership Worksite Training:

- Effective Reading Skills 1 (In-Person and Online)
- Effective Reading Skills 2 (In-Person and Online)

- Math Refresher 1 (In-Person and Online)
- Math Refresher 2 (In-Person and Online)
- English for Speakers of Other Languages (ESOL) 1
- English for Speakers of Other Languages (ESOL) 2
- Focus on Pronunciation: Level 1
- Focus on Pronunciation: Level 2

Key Highlights During the Contract Period

AEB Advisement Support

Collaborated with Advisement Services to improve AEB and Language Skills services, including class participant check-in calls, class reminder emails, and post-class career and educational guidance.

AEB Course Development

Over this contract period, we focused on redeveloping our AEB courses based on participant feedback, including numerous requests for online

learning. We also worked jointly with internal and external partners to meet the growing need for language skills classes.

- **Reading and Writing**

Developed Effective Reading Skills: 1 and 2 Online (24 sessions for a total of 60 hours). This curriculum emphasizes active learning, student autonomy, and the development of lifelong learning skills.

- **Math**

Developed new pre- and post-assessments for Math Refresher 2 Online. Participants now receive an individual score analysis of their strengths and areas needing improvement, to help guide their future learning.



I'd recommend Math Refresher 1 to anyone, because I truly believe that anyone taking this class will come out learning something new about mathematics.

- Michel Dragon, Program Participant



- **Language**

Developed and piloted four new language skills classes: English for Speakers of Other Languages (ESOL) 1 and 2 and Focus on Pronunciation: Levels 1 and 2. Each class is 6 full days, in-person.

Follow-up Surveys to the Participants' Supervisors

80%

80% noted an increase in employee English language skills

80%

80% saw improved self-confidence

Follow-up Surveys to the Employees

79%

79% had an improved ability to work independently

100%

100% saw confidence to take on more responsibility

100%

100% of employees wanted to pursue additional training



WE EXPANDED ACCESS TO AEB TRAINING

Expanded AEB Training

During the contract period, the Partnership expanded access to AEB training through the Skills for Success Program, agency-requested Worksite Trainings, and the Targeted Tuition Benefits Program for Agencies.

Courses Delivered to Members Through Skills for Success

Course Name	Classes Held	Employees Trained
Adult Education Basics		
Effective Reading Skills 1	1	13
Effective Reading Skills 1 (Online)	2	35
Effective Reading Skills 2 (Online)	2	21
Enhance Your Skills: Reading, Writing, and Math Basics	1	14
Math Refresher 1	1	14
Math Refresher 1 (Online)	4	64
Math Refresher 2 (Online)	2	23
Language Skills		
English for Speakers of Other Languages 1	2	29
English for Speakers of Other Languages 2	2	31
Focus on Pronunciation: Level 1	3	42
Focus on Pronunciation: Level 2	1	13
Totals	21	299

Courses Delivered to Agencies Through a Partnership Worksite Training

Course Name	Classes Held	Employees Trained
English for Speakers of Other Languages 1	4	65

Courses Delivered to Members Through Targeted Tuition for Agencies

Project	Participating Agencies	Employees Trained
ESOL Course administered through Eastern Suffolk Boces	Pilgrim Psychiatric Center, SUNY Albany & Stony Brook Medicine	18



SAFETY & HEALTH PROGRAMS

Established under Article 15 of the collective bargaining agreements, the NYS & CSEA State-wide Safety and Health Committee addresses shared workplace safety concerns and implements initiatives to reduce injuries and illnesses. The Partnership supports the committee's administrative functions and delivers safety and health training developed in collaboration with the committee to improve workplace safety and awareness.

We offer:

- **Safety & Health Courses**

The Partnership offers Safety and Health courses through our Skills for Success Program to support members in performing their jobs safely and effectively. Through labor-management collaboration, agencies may request on-site delivery of these courses through a Partnership Worksite Training:

- Asbestos Awareness
- Back Injury Prevention
- Boiler Safety Awareness
- Chainsaw Safety Awareness
- Computer Ergonomics Assessor Training
- Control of Hazardous Energy (Lockout/Tagout)
- De-Escalation Basics
- Effective De-Escalation Skills

- Emerald Ash Borer Awareness
- Fall Protection Awareness
- Forklift Operator Safety Awareness
- Home Ergonomics
- OSHA 10-Hour General Industry
- Preventing Slips, Trips, and Falls
- Preventing Slips, Trips, and Falls for the Outdoor Worker
- Running an Effective Safety and Health Committee
- Situational Awareness
- Snow Removal Safety
- Where There's Smoke, There's Fire

- **Safety & Health Grants**

If a desired course or training is not offered through the Partnership, agencies may apply for a Safety & Health Grant of up to \$50,000 to fund specialized training. These grants help NYS agencies and CSEA locals:

- Increase the effectiveness of their safety and health committees.
- Improve workplace safety and health programs.
- Reduce employee injuries and illnesses.
- Enhance organizational safety and health knowledge.

Key Highlights During the Contract Period

Safety & Health Course Development:

Over this contract period, we focused on revising and expanding courses based on participant feedback.

- **OSHA 10-Hour General Industry**
The Partnership worked with a certified instructor to provide training for workers and employers on the recognition, avoidance, abatement, and prevention of safety and health hazards in general industry workplaces. Upon successful completion, participating NYS employees receive OSHA 10 Certification Cards.
- **Running an Effective Safety and Health Committee**
Running an Effective Safety and Health Committee training was developed in response to the need for newly formed committees to meet their full potential. The one-day training focuses on structure, NYS and Federal safety and health directives, and effective relationship building to encourage committee success.
- **Snow Removal Safety**
Preventing injuries when removing snow and working in winter conditions was highlighted as a concern across several NYS agencies. The Partnership developed the Snow Removal webinar with input from key stakeholders across NYS to ensure course content was relevant and applicable to all NYS worksites and employees.



The snow removal class evoked lots of conversation. Staff found it extremely relatable and informative. I think classes like these keep everyone engaged with what's going on and the proper procedures to keep everyone safe.

- Lovene Kaleel, Program Participant



- **De-Escalation Basics**
The Partnership developed two de-escalation trainings in response to requests from multiple NYS agencies and worksites for training aimed at preventing workplace violence. A one-hour webinar, as well as a full-day in-person training was developed with a focus on verbal and non-verbal communication techniques aimed at defusing tense interactions and improving service outcomes.
- **Effective De-Escalation Skills**
Preventing workplace violence is a training need identified via the Partnership's Workforce Regional Needs Assessment as well as the NYS & CSEA Safety and Health Committee. The Effective De-escalation Skills training is a full-day in-person training that emphasizes communication techniques, non-verbal behaviors, and self-regulation of emotions in attempt to defuse conflict. This course offers learners group activities and scenarios spanning the breadth of workplace environments across the workforce.
- **Emerald Ash Borer Awareness**
The Emerald Ash Borer Awareness webinar was developed in response to workplace deaths and injuries that have occurred in the past few years related to tree damage from this invasive species.
- **Situational Awareness**
The Situational Awareness webinar created at the request of the NYS & CSEA Safety and Health Committee, provides participants with steps to increasing situational awareness, and the process of critical observation in an effort to stay safe in and out of the workplace.
- **Home Ergonomics**
The Home Ergonomics: Working Safely From Home webinar was designed to provide employees with important information aimed to reduce musculoskeletal injuries related to working at home-based computer work stations.

- **Where There's Smoke, There's Fire**

Keeping employees safe in the event of a fire emergency continues to be a top priority for all segments of the workforce. A one-hour webinar entitled Where There's Smoke, There's Fire was developed to complement existing fire prevention training available to NYS employees.

- **Expanded Safety & Health Training**

During the contract period, the Partnership expanded access to safety & health training through the Skills for Success Program, agency-requested Worksite Trainings, and Safety & Health Grants.

Courses Delivered to Members Through Skills for Success

Course Name	Classes Held	Employees Trained
Boiler Safety Awareness	5	54
Chainsaw Safety Awareness	6	65
Chainsaw Safety Awareness (Online)	2	54
Computer Ergonomics Assessor Training	1	22
De-Escalation Basics	1	35
Effective De-Escalation Skills	1	8
Home Ergonomics	5	97
OSHA 10-Hour General Industry	3	32
Preventing Slips, Trips, and Falls	2	23
Preventing Slips, Trips, and Falls for the Outdoor Worker	5	204
Situational Awareness	5	142
Snow Removal Safety	2	64
Where There's Smoke, There's Fire	2	21
World Trade Center Health Programs Overview	2	43
Totals	42	864

Courses Delivered to Agencies Through a Partnership Worksite Training

Course Name	Classes Held	Employees Trained
Boiler Safety Awareness	3	39
Chainsaw Safety Awareness	2	32
Computer Ergonomics Assessor Training	2	17
Control of Hazardous Energy (Lockout/Tagout)	1	18
Fall Protection Awareness	3	57
Forklift Operator Safety Awareness (Half Day)	32	319
Forklift Operator Safety Awareness (Full Day)	27	302
Heavy Equipment Operation Safety	4	76
OSHA 10-Hour General Industry	3	42
Running an Effective Safety and Health Committee	1	24
Totals	78	926

Safety & Health Grants That Were Approved

Project	Participating Agency	Amount Approved	Employees Trained
Electrical Workplace Safety Training: Low and High Voltage Qualified Including ARC Flash	SUNY Oswego	\$12,550	61
Boiler Technical Training	OGS	\$34,000	37
Interplay Learning Training - EH&S and Advancement Training	SUNY Oswego	\$50,000	213
ARC Flash Training	SUNY Binghamton	\$15,800	61
De-escalation Training - Verbal Judo	DOCCS	\$1,250	34
Totals		\$113,600	406



TRADES, OPERATIONS & MAINTENANCE PROGRAMS

New York State has a growing demand for skilled trades. The Partnership helps CSEA-represented NYS employees and agencies get the training and education they need to build skills, advance careers, fill high-demand roles, and support agency growth. We offer:

- **Trades, Operations & Maintenance Courses**

The Partnership offers Trades, Operations, & Maintenance courses through our Skills for Success Program to support the growing demand for trade skills in the workplace. Through labor-management collaboration, agencies may request on-site delivery of these courses through a Partnership Worksite Training:

- Air Conditioning and Refrigeration Basics
- Air Conditioning and Refrigeration Intermediate
- Air Conditioning and Refrigeration: EPA Section 608 Certification
- Blueprint Reading Fundamentals
- Carpentry Advanced

- Carpentry Basics
- Carpentry Intermediate
- Electricity Advanced
- Electricity Basics
- Energy Conservation: Alternative Technologies and Sustainability
- Masonry Advanced
- Masonry Basics
- Plumbing Advanced
- Plumbing Basics
- Small Engine Repair

- **Applied Skilled Trades Program (ASTP)**

The Applied Skilled Trades Program (ASTP) provides two years of trade theory and hands-on classroom instruction (at least 144 hours per year) combined with on-the-job training to prepare employees for the following journey-level positions:

- Carpenter
- Electrician

- Mason
- Plumber and Steamfitter

Successful participation in the ASTP requires collaboration between New York State managers and CSEA leaders to provide the necessary support, supervision, and release time. The result is a more qualified workforce, expanded promotional pathways for employees, and lasting benefits for agencies and communities

The ASTP program is offered in two formats:

▶ **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.

▶ **Traineeship Program**

Increases the State’s ability to “grow its own” and requires a dedicated position after completion. ASTP traineeships are tailored to meet NYS classification standards for journey-level trades positions. Agencies provide on-the-job training to satisfy traineeship requirements.

Key Highlights During the Contract Period

Trades, Operations, & Maintenance Course Development

Over this contract period, we focused on revising and expanding courses based on industry standards and participant feedback.

- **Carpentry Basics, Intermediate & Advanced**
In response to member feedback requesting more hands-on training, the Partnership introduced a three-tier training model that builds skills progressively from foundational knowl-

edge to advanced hands-on practice. Carpentry is one of the first trades to implement this structure, allowing participants to develop skills over multiple levels of instruction.

- **Air Conditioning and Refrigeration Basics, Intermediate & EPA 608 Certification**
Air Conditioning and Refrigeration is another trade offered in the new three-tier model. The courses provide participants with foundational knowledge, intermediate skill development, and preparation for industry-recognized certification through the EPA 608 exam.
- **Plumbing Basics**
Plumbing Basics was redeveloped as part of the Partnership’s effort to strengthen its trades curriculum and provide members with practical foundational skills. Additional plumbing courses are planned for future development to expand this training area.
- **Small Engine Repair**
Small Engine Repair was redeveloped in response to member requests for more hands-on training. The course focuses on troubleshooting two-stroke and four-stroke engines and helps agencies determine when equipment should be repaired versus replaced.
- **Energy Conservation and Alternative Technologies**
As energy technologies continue to evolve, this course was updated to focus on sustainability and emerging energy solutions. Participants learn about alternative technologies such as wind, solar, geothermal energy, and electric vehicles.
- **Expanded Trades Training**
During the contract period, the Partnership expanded access to Trades, Operations, & Maintenance training through the Skills for Success Program, agency-requested Worksite Trainings, and the Applied Skilled Trades Program.

Courses Delivered to Members Through Skills for Success

Course Name	Classes Held	Employees Trained
Air Conditioning and Refrigeration Basics	12	156
Air Conditioning and Refrigeration Intermediate	5	81
Air Conditioning and Refrigeration: EPA Section 608 Certification	3	32
Blueprint Reading Fundamentals	15	151
Blueprint Reading Fundamentals (Online)	4	70
Carpentry Advanced	7	96
Carpentry Basics	7	94
Carpentry Intermediate	7	91
Electricity Advanced	7	80
Electricity Basics	9	112
Energy Conservation: Alternative Technologies and Sustainability	2	19
Masonry Advanced	5	46
Masonry Basics	9	126
Plumbing Advanced	9	104
Plumbing Basics	11	140
Small Engine Repair	18	261
Totals	130	1,659

Courses Delivered to Agencies Through a Partnership Worksite Training

Course Name	Classes Held	Employees Trained
Air Conditioning and Refrigeration Basics	3	61
Air Conditioning and Refrigeration Intermediate	3	38
Air Conditioning and Refrigeration: EPA Section 608 Certification	3	35
Blueprint Reading Fundamentals	4	53
Carpentry Basics	2	27
Carpentry Intermediate	1	16
Electricity Advanced	6	78
Electricity Basics	5	62
Energy Conservation: Alternative Technologies and Sustainability	1	15
Masonry Advanced	3	26
Masonry Basics	2	20
Plumbing Advanced	5	56
Plumbing Basics	4	59
Small Engine Repair	7	87
Totals	49	633

2020 – 2022 ASTP Program

The Partnership ran seven ASTP programs across the state and successfully graduated 59 participants. During the program, participants got invaluable hands-on training that supported their agency and community:

- Participants in the 2020-2022 Long Island Plumber and Steamfitter program built bathroom space in the SUNY Stony Brook maintenance shop and assisted in the development and build of the plumbing trade hands on site at the Electrical Training Center.
- The Participants in the 2020-2022 Capital Region Carpenter program rehabbed the pavilion covering the state seal to include a new shingled roof and replaced the roof on the Spring House.



I have graduated from two ASTP programs - Electrical and Plumber/Steamfitter. The teachers were excellent and the hands on training was a great experience to help me advance in my job and be prepared to start in each field. I would recommend these programs to anyone wishing to advance in their careers.

- Dennis Locker, ASTP Program Participant



Measurable Outcomes

The Partnership regularly tracks promotion or job title changes of participants who have completed the ASTP. Of the 59 graduates of the 2020-2022

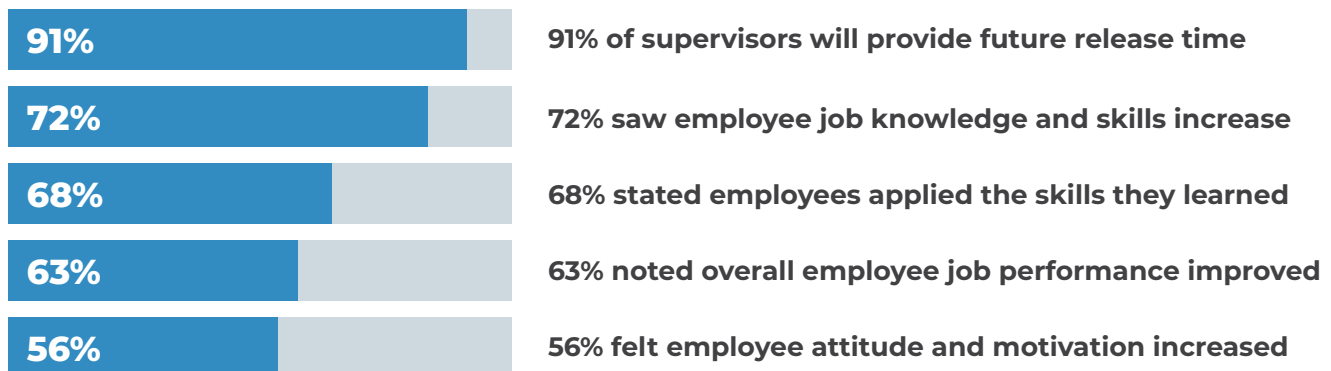
program, promotion or job title changes were tracked for those in full-time salary grades/titles.



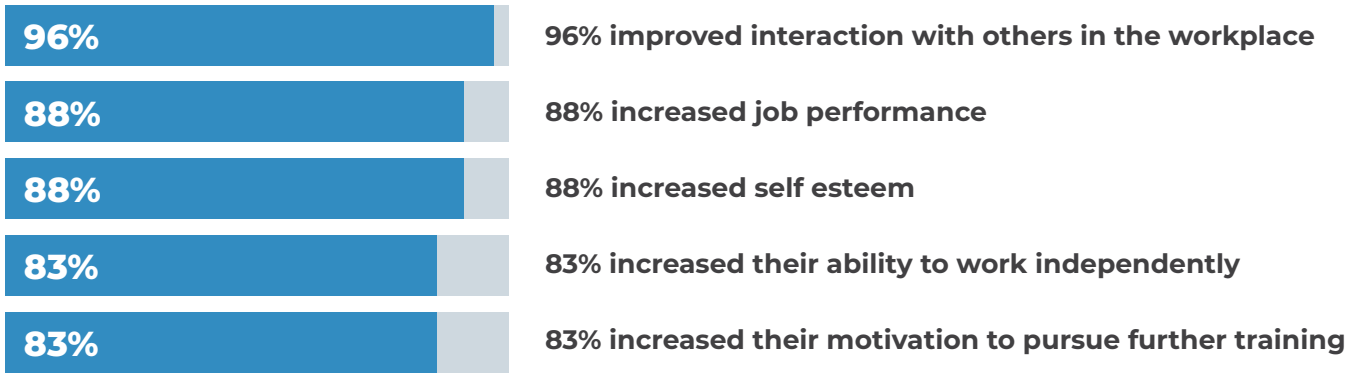
57% of participants in the program are currently serving in higher pay grade titles than when they started the program.

Among those promoted, there was an average of a 4-salary grade increase from when they started the program.

Follow-up Surveys to the Participants' Supervisors



Follow-up Surveys to the Employees



2020-2022 Applied Skilled Trades Program		
Regional Location	Skilled Trade	Number of Employees Who Graduated
Capital Region	Carpenter	6
Central Region	Electrician	9
Central Region	Carpenter	8
Long Island Region	Plumber and Steamfitter	13
Long Island Region	Electrician	8
Southern Region	Plumber and Steamfitter	8
Western Region	Electrician	7
Total		59

2023 – 2025 ASTP Program

The Partnership ran seven ASTP programs across the state and successfully graduated 96 participants. During the program, participants got invaluable hands-on training that supported their agency and community:

- Participants in the 2023-2025 Capital Region Electrician program installed EV charging stations at the University Police Department at the University at Albany. The crew also com-

pleted projects for the Regional Food Bank of Northeastern New York located in Altamont, NY.

- Participants in the 2023-2025 Southern Region Carpenter program replaced the storm doors on the gun range, sheetrock in office spaces, and installed anti shooter locks throughout Camp Smith, a DMNA facility.

2023-2025 Applied Skilled Trades Program		
Regional Location	Skilled Trade	Number of Employees Who Graduated
Capital Region	Electrician	24
Central Region	Plumber and Steamfitter	12
Long Island Region	Electrician	14
Southern Region	Electrician	6
Southern Region	Carpenter	11
Western Region	Electrician	17
Western Region	Plumber and Steamfitter	12
Total		96

2026 – 2028 ASTP Program

The Partnership is currently running eight ASTP programs across the state and has successfully enrolled 108 participants. Program courses began

in January 2026. This is the largest ASTP program we have run to date.

2026-2028 Applied Skilled Trades Program		
Regional Location	Skilled Trade	Number of Employees Enrolled
Long Island Region	Carpenter	15
Long Island Region	Electrician	16
Capital Region	Plumber/Steamfitter	9
Capital Region	Plumber/Steamfitter	14
Capital Region	Carpenter	15
Capital Region	Electrician	12
Central Region	Electrician	15
Central Region	Carpenter	12
Total		108



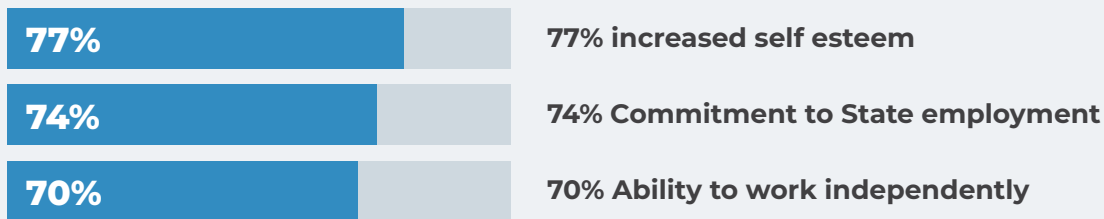
NEEDS-BASED OUTREACH

Customer Feedback Surveys

The Partnership conducted Customer Feedback Surveys in 2023 and 2025. These surveys target employees who 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 1,311 CSEA-represented NYS employees responded to the surveys.

Employees reported the following outcomes as most important:

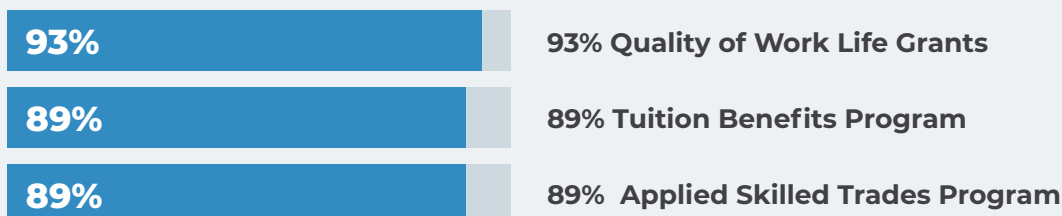


Program User Feedback Surveys

The Partnership also conducted Program User Feedback surveys in 2021, 2023, and 2025. 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 245 labor and management representatives responded to the surveys.

Both labor and management representatives reported the following as having the most value amongst their CSEA-represented NYS workforce:



Regional Needs Assessments

In 2021 and 2024, the Partnership conducted virtual and 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 137 labor and management representatives from 26 agencies participated in the 2021 meetings. Another 169 labor and management representatives from 26 agencies participated in the 2024 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 and support for high-demand positions such as CDL and LPN, and opportunities to assist labor-management committees.

2021 Regional Needs Assessments

Location	Participants	Agencies
9 Virtual	137	26

2024 Regional Needs Assessments

Location	Participants	Agencies
13 In-person & 1 Virtual	169	26



OUTCOME MEASURES & STRATEGIC PLANNING

During this contract period, the NYS & CSEA Partnership strengthened its strategic planning efforts to better address the education and training needs of NYS agencies and their CSEA-represented employees. Feedback from evaluations, surveys, and outreach activities continues to guide program improvements and future planning.

Each semester, the Partnership produces an Evaluation Summary Report analyzing open enrollment and on-site training courses, providing insight into curriculum, delivery, and the learning environment. Additional surveys of employees, program participants, and labor and management leaders help assess program effectiveness and identify opportunities for improvement. Regional Needs Assessments, conducted through in-person and virtual meetings, further inform programming by capturing agency-specific training needs.

This collective feedback enables the Partnership to make informed decisions and respond to evolving workforce needs. In the next contract period, the Partnership will expand and diversify learning opportunities, with an increased focus on self-paced online programs. Efforts will also include strengthening social media engagement, developing videos and job aids, and enhancing connections between programs to better highlight career pathways - from professional development and vocational training to college programs.

The Partnership remains a valuable resource for NYS agencies and CSEA-represented employees across the Administrative Services Unit, Institutional Services Unit, Operational Services Unit, and the Division of Military and Naval Affairs Unit. We look forward to continuing this collaborative effort and advancing the shared education and training goals of New York State and CSEA.

PARTNERSHIP STAFF ROSTER & FUNCTIONS

Partnership Staff	
Co-Directors	Lynda Scalzo & Dawn Hall
Administrative Services	Heather Romano & Nicole Rousseau
Adult Education Basics	Jessica Rossman
Communications & Marketing	Anita Ferraioli
Curriculum Development	David Moak & Jessica Rossman
Database Management	Melinda Higley-Lanza
Educational Advisement	Jeffrey Thomas, Khadijo Kulmiya, & Camden Muller
Employee Development	Adam Slagle
Field Associates	Scott King, John Gray, & Nikita Bakker-Pierre
Finance & Grants	Andrew Gage
Labor-Management Services	Stephanie Burkes & Daniel Shook
Multimedia Production	Nidal Salem
Online Learning	Cheryl Moore
Operations & Logistics	Timothy Buddenhagen
Program Evaluation	Matthew Trotta
Safety & Health	Blanca Gonzalez-Parker
Skills for Success	Melanie Grossman
Trades, Operations & Maintenance and the Applied Skilled Trades Program	Kyle Nurse
Tuition Benefits	Jude Fitch, Michelle Merola, & My Hahn Maney

NYS & CSEA Partnership



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