

ADVANCED COMPETENCIES & PRACTICE BEHAVIORS (6/13/11)

FOR ADMINISTRATION & POLICY PRACTICE

NOTE: highlighted items are for ALL concentrations

CSWE EPAS Core Competency	UW SSW MSW Advanced Knowledge & Practice Behaviors (SHADED ITEMS ARE CONCENTRATION-SPECIFIC)
1: Identify as a professional social worker and conduct oneself accordingly.	a. understand and identify the role of a social worker in cross-disciplinary settings
	b. discuss models of policy development and/or managerial theory and distributive leadership to inform organizational, policy and community change.
	c. demonstrate leadership capacity within agencies and communities to advance social work values of social justice and social change, including ability to build alliances, develop and sustain effective workgroups, positively influence others, and perform project management activities including develop work-plans and timelines
2: Apply social work ethical principles to guide professional practice.	a. recognize and manage personal biases as they affect the professional relationship in the service of the clients'/constituents' interests
	b. articulate core values and ethical standards of the social work profession within diverse organizational, policy and community practice settings
	c. utilize ethics frameworks in decision-making to address conflicts in values and priorities and budget and policy issues to maximize and strengthen opportunities for transformational change in organizations and communities
3: Apply critical thinking to inform and communicate professional judgments.	a. engage in reflective practice (e.g., regularly question and reflect on their own assumptions and consider how these might affect practice)
	b. articulate elements of critical thinking needed in leadership capacities, e.g., logic models, suspension of judgment, organizational audits, stakeholder analysis, reasoning ability for complex problem-solving, capacity to compare and contract options, tolerance of ambiguity, etc.
	c. demonstrate effective use of critical thinking in verbal and written communication with colleagues, stakeholders, and constituents, including the ability to analyze and consider organization and community histories, barriers, and limitations prior to recommending organizational or social change
4: Engage diversity and difference in practice.	a. understand the many forms of diversity and difference and how these influence the relationship with clients/constituents
	b. research and apply knowledge of diverse populations to enhance client/constituent wellbeing (COVERED BY 506)
	c. work effectively with diverse populations
	d. identify theoretical principles of leadership and management, and interdisciplinary teams and define issues, collect data and develop interventions, taking into account different cultural identities and belief systems
	e. strategize, create and implement collaborative coalitions with diverse organizational and community partners who think similarly and differently, working and communicating effectively across difference
5: Advance human rights and social and economic justice.	a. articulate the potentially challenging effects of economic, social, cultural and global factors on client/constituent systems
	b. articulate principles of administration, strategic planning, community change and policy development and implementation that promote social and economic justice, combat discrimination and oppression, and increase access to resources
	c. demonstrate the capacity to develop and design policies and organizational practices to support social and economic justice, and to evaluate alternative policies, structures, and

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	practices based on frameworks of human rights and social and economic justice
	d. identify advocacy methods and apply advocacy skills that can be used to inform policymakers and influence policies that impact clients/constituents and services
6: Engage in research-informed practice and practice-informed research.	a. apply critical thinking to evidence-based interventions, best practices, and the evidence-based research process (COVERED BY 506)
	b. use best practices and evidence-based research to develop, implement, and evaluate interventions (COVERED BY 506)
	c. identify sound management and policy development practices related to resource allocation, information technology, and decision-making based on scientific analysis, synthesis of empirical data, evaluation outcomes, and other information
	d. use systematic assessment and evaluation of organizations and policy arenas to strengthen interventions in these macro systems and advance research that is participatory and inclusive of the stakeholders and organizations with which they practice
7: Apply knowledge of human behavior and the social environment.	a. apply the theories of human behavior and the social environment (e.g., biological, developmental, psychological, social, cultural, spiritual, systems, and/or structural)
	b. describe techniques used in team-building, building coalitions and partnerships across organizational, community and policy settings, and understand the influences and implications of culture, geography, community, gender, religion, politics, ideology, and other identities and orientations on different world views
	c. analyze the task environment of organizations and communities and develop organizational change and policy proposals based on knowledge of the larger political, social, and structural frameworks, systems, contexts, and history
	d. develop organizational change and policy proposals that are based on knowledge of the larger political, social and structural frameworks, systems, contexts, and history
8: Engage in policy practice to advance social and economic well-being and to deliver effective social work services.	a. recognize the interrelationship between clients/constituents, practice, and organizational and public policy
	b. determine the factors that influence the development of legislation, policies, program services, and funding at all system levels
	c. articulate political/sociological theories such as pluralism, power elite, neo-liberalism and conservatism, and distributive leadership when interpreting and designing potential policy solutions
	d. assess policy agendas utilizing political/sociological theories such as pluralism, power elite, neoliberalism and conservatism; interpret and design potential managerial and policy responses in light of these contexts
9: Respond to contexts that shape practice.	a. work collaboratively with others to effect systemic change towards sustainability
	b. develop intervention plans with the potential to contribute to systemic change
	c. identify the changing structural forces that impact organizational and policy arenas
	d. assess the history, mission, and leadership of organizations and communities and the dynamic shifts in their interlocking systems, economic and political contexts, as a critical part of evaluating and planning change efforts
10: Engage, assess, intervene, and evaluate with individuals, families,	ENGAGEMENT
	a. demonstrate skills (e.g., leadership, critical thinking, and interpersonal skills) required for effectively engaging and intervening with clients/constituents
	b. demonstrate ability to engage with communities, their constituencies, and organizations that serve them to assess and analyze community/organization capacities, strengths, and needs

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groups, organizations, and communities.	c. demonstrate ability to engage diverse constituents in critical organizational and policy analysis and problem-solving, using a strengths perspective and empathy to build effective interpersonal relationships for alliances regarding potential change efforts, including the ability to communicate responsiveness to other points of view
	ASSESSMENT
	d. use multidimensional assessment (e.g., bio/psycho/social/spiritual/structural)
	e. critically apply leadership theories when planning with others to adopt, implement, and evaluate strategic change, including balancing inquiry with advocacy in conducting a stakeholder analysis and identifying needs and shared interests
	f. assess policies influencing practice within organizational and community settings, identifying opportunities for individuals within organizations and communities to become change agents
	INTERVENTION
	g. collaborate effectively with other professionals /stakeholders to coordinate interventions
	h. demonstrate analytical and interpersonal skills in work with community-based groups and human service organizations, in areas such as policy and task analysis, advocacy, governance, program development and program management, supervision, financial development/management, human resources and staff development, capacity building, strategic planning, and participatory evaluation
	EVALUATION
	i. contribute to the theoretical knowledge base of the social work profession through practice-based research (COVERED BY 506)
	j. demonstrate ability to involve community and organizational constituencies in designing, implementing, and evaluating the effectiveness of policy decisions and programs in order to recommend future actions
	OTHER
	k. articulate knowledge of learning organizations, organizational development, group dynamics, leadership theories, stakeholder analysis and sociopolitical frameworks for policy development and change