

Organizational Leadership Suggested Field Assignments

Competency 1 – Ethics and Professional Behavior

Demonstrate ethical and professional behavior in the organizational practice setting.

Practice Behavior 1

Demonstrate professionalism in conduct, practice, and communication, appropriate to the agency setting, client populations, and constituencies.

Suggested Assignments

- Analyze organizational policies on dress code and communication and describe how these policies reflect and are appropriate to the organizational setting.
- Participate in agency orientation and training, identify agency standards for professionalism, and integrate into practice.
- Discuss agency standards and expectations for professionalism with field instructor and other agency staff and summarize the explicit and implicit expectations.
- Discuss with field instructor standards and guidelines for professional documentation, including electronic records and digital communication and complete required documentation according to agency standards.

Practice Behavior 2

Consistently use consultation and supervision related to ethical, cultural, and practice issues, and integrate feedback into practice.

Suggested Assignments

- Identify and discuss in supervision any personal values and biases that may impact communication, assessment, or intervention with client populations and constituencies, develop and implement a strategy to manage the impact.
- Identify any issues or concerns with professional boundaries, discuss in supervision specific strategies for resolution, implement strategies, and discuss results in supervision.
- Develop weekly, written agendas for supervision and include a discussion of specific practice issues and questions, ethical and cultural issues.
- Develop weekly, written agendas for supervision and include the discussion of ethical and cultural issues.

Practice Behavior 3

Using the NASW Code of Ethics, models of ethical decision-making, and relevant policies, identify and analyze ethical decisions in the organizational practice setting, including decisions regarding the ethical use of technology.

Suggested Assignments

- Identify potential or actual ethical issues in the field practice setting and discuss in supervision strategies to address the issues.

- Apply a model of ethical decision-making to the identified issue(s) and discuss strategies for resolution with field instructor in supervision.
- Review and evaluate the agency policy on use of technology and compare it to the standards of the NASW Code of Ethics.
- Review and evaluate any agency policy on the use of social media. If there is no policy, assess current practices and develop a proposal for ethical use of social media.

Practice Behavior 4

Identify and implement specific strategies for self-care.

Suggested Assignments

- Complete a self-care inventory to inform a self-care plan.
- Review articles on burnout, compassion fatigue, and/or vicarious trauma in social work practice and discuss in supervision and/or present to staff.
- Develop and present to field instructor a plan for self-care.
- Include self-care on weekly supervision agenda and discuss status of self-care plan.
- Develop a presentation on self-care for agency staff and present in a staff or team meeting.
- Complete an online assessment for burnout and vicarious trauma and share findings with field instructor.

Practice Behavior 5

Assess one's own professional knowledge, skills, and judgment as demonstrated in the field setting and identify areas for professional development.

Suggested Assignments

- Identify personal strengths and areas for growth for organizational practice.
- Develop weekly supervision agendas, and include discussion of areas for growth and improvement.
- Attend a professional training event, and present some of the highlights to the field instructor or staff.
- Practice professional networking by meeting with practitioners or administrators from partner agencies.
- Develop a paper defining one's theoretical approach to current and future practice and present at the end of year to agency staff.
- Develop a two-year written plan for continuing education in professional social work practice.

- Develop a list of learning opportunities within the field agency to address strengths/areas of growth. Discuss with field instructor and select which opportunities to pursue.
- Complete a written self-evaluation of current knowledge and skills and develop goals and strategies for increasing knowledge and skills in the field setting.

Competency 2 – Diversity

Engage in organizational practices that are responsive to diversity and difference.

Practice Behavior 1

Articulate the specific effects of cultural identities, discrimination and oppression on client systems and constituencies of the organization.

Suggested Assignments

- Describe to the field instructor how the student’s cultural identities may affect working relationships with agency client systems and constituencies.
- Identify specific cultural identities of the agency’s client population, learn about, and describe to the field instructor how specific cultural identities may have resulted in client experiences of discrimination and oppression.

Practice Behavior 2

Employ cultural humility, self- awareness, and the development of cultural knowledge in organizational practice.

Suggested Assignments

- Read and share with the field instructor articles that enhance the student’s cultural knowledge related to clients served by the agency.
- Analyze the field agency’s cultural awareness by analyzing messaging (e.g., website, signage, marketing materials, reception and waiting area environment and staffing, etc.). Develop a proposal to enhance the agency’s communication of culturally responsive practices.
- Develop and implement strategies to invite clients and constituencies to share their cultural values and beliefs.
- Develop and give a presentation to agency staff to increase cultural knowledge and responsiveness to diverse agency clients.

Competency 3 – Advocacy

Advocate for human rights, and social, economic and environmental justice in the organizational practice context.

Practice Behavior 1

Apply knowledge of human rights and social, economic, and environmental justice to the development of programs and services in the field setting.

Suggested Assignments

- Assess resource gaps and service availability for a specific client population through client assessments, referrals, agency visits, and feedback from clients.
- Review the NASW *International Policy on Human Rights* and identify any human rights issues related to the agency client population. <http://www.socialworkers.org/pressroom/events/911/humanrights.asp>
- Identify and discuss in supervision the obstacles faced by a specific client population (e.g., court-ordered, immigrants, etc.) when seeking services and identify strategies to decrease obstacles to access.
- Investigate the gaps in medical, dental, mental health, and/or prescription drug resources for the agency client population and discuss in supervision.
- Identify an issue around environmental justice affecting an agency client population and articulate a strategy to address the issue through a program or service.
- Identify or design a needs assessment survey, develop a plan for distribution, distribute to agency clients, and analyze the results.
- Review cuts to the agency budget or changes in agency programs, analyze the impact on client services and discuss in supervision.
- Review cuts to the agency budget or changes in agency programs, analyze the impact on client services and discuss in supervision.

Practice Behavior 2

Advocate for organizations, communities and constituencies to increase access to resources and services and to advance human rights.

Suggested Assignments

- Participate in NASW advocacy efforts at the macro system level (e.g., Attend and participate in Social Work Day on the Hill, review legislative reports from NASW state and national offices and make advocacy contacts with legislators, etc.)
- Identify with agency staff services needed by a community or constituency. Work to find or develop community resources to meet the need.
- Write letters to state representatives outlining the negative impact of further cuts to spending on behavioral health, education, immigrant services, etc.

Practice Behavior 3

Engage with and support the empowerment of community members to access resources and to participate in decision-making processes.

Suggested Assignments

- Attend and participate in community coalition meetings, (e.g. Coalition to End Homelessness, Coalition to end Family Violence, etc.).

- Develop and implement a strategy for clients or stakeholders to provide input on agency programs and services.

Competency 4 – Research

Analyze and apply research evidence for organizational practice and apply practice experience to research.

Practice Behavior 1

Use organizational practice experience in the field setting to develop your own questions for research.

Suggested Assignments

- Develop a research question related to a specific client system or constituency in the field setting. Locate, read, and evaluate scholarly literature related to the question.
- Share research findings and discuss with field instructor the applicability and feasibility of any identified interventions or programs.
- Identify with the field instructor a pertinent question for research that is related to agency clients or programs. Locate, read, and evaluate relevant scholarly articles and share findings with field instructor or agency staff.

Practice Behavior 2

Analyze research evidence for leadership theories and practices applicable to the field agency setting.

Suggested Assignments

- Analyze the research evidence for a specific intervention the agency is currently using or considering.
- Analyze the research evidence for the effectiveness of leadership theories and models in use or applicable to the agency setting.

Practice Behavior 3

Use research evidence to inform program and policy development in the organizational setting.

Suggested Assignments

- Identify an intervention for the agency's client population, research, and analyze the cultural relevance of the intervention.
- Use and cite research to develop a written proposal to change or improve an agency policy.

Competency 5 – Policy

Analyze organizational and public policies that impact client wellbeing, service access and delivery, and articulate strategies for policy change.

Practice Behavior 1

Identify policies at multiple system levels (organization, local, state, national) that have an impact on agency clients and service delivery.

Suggested Assignments

- Identify with field instructor one agency policy for review. Student will discuss with staff the impact of the policy on clients.

- Solicit feedback from agency clients and/or staff about the impact of a specific policy on agency clients.
- Identify and analyze how funding sources (contracts, grants, donors, etc.) impact service delivery.

Practice Behavior 2

Analyze the impact of specific policies on the field organization, clients, and constituencies.

Suggested Assignments

- Analyze the potential impact on agency clients of changes or cuts in a specific state funded program or service.
- Analyze the potential impact on agency clients of changes or cuts in a specific federally funded program or service.
- Seek feedback from a client group most affected by a policy to find out their perceptions of policy impact.

Practice Behavior 3

Develop a strategy to formulate or change a policy that impacts agency clients or services.

Suggested Assignments

- Discuss options for providing policy impact feedback to federal agencies and implement at least one of the identified options.
- Identify and implement at least one strategy for policy influence or change to promote access to service or resource needed by agency clients (e.g., affordable housing, health or mental health care, education).
- Participate in a task force, coalition, or organization that addresses public policy. Present findings and actions in supervision.

Competency 6 – Engagement

Demonstrate evidence-informed strategies for engagement with organizations, constituencies, and communities.

Practice Behavior 1

Identify specific, evidence-informed, culturally relevant strategies of engagement with organizations, communities, and/or populations served by the field agency.

Suggested Assignments

- Find and review an article in a peer-reviewed journal on engagement with communities and/or client populations and identify how the findings may be implemented in the field agency setting.
- Assess one's own knowledge, skills, and challenges in client system and organizational engagement and discuss strategies for improvement in supervision.

Practice Behavior 2

Demonstrate engagement methods and skills targeted to diverse organizations, communities, and constituencies.

Suggested Assignments

- Implement one of the identified engagement strategies with a community, client population, or organization.
- Implement a specific culturally relevant method for client engagement.

Practice Behavior 3

Evaluate the effectiveness of engagement strategies used in the organizational setting.

Suggested Assignments

- Discuss with the field instructor a specific engagement strategy implemented with agency client(s) and analyze the results.
- Develop and implement a strategy to collect feedback from a client system or constituency on their response to engagement strategies (e.g., client satisfaction survey, focus group, etc.).

Competency 7 - Assessment

Demonstrate use of an advanced knowledge base to develop comprehensive assessments of organizations, programs, and communities.

Practice Behavior 1

Complete culturally relevant assessments of organizations, communities, and/or client populations using relevant multidisciplinary theoretical frameworks and research-based knowledge.

Suggested Assignments

- Assess the generational differences of the organization's constituency, stakeholders, and/or membership. Describe the impact of generational differences on growth and sustainability.
- Complete an assessment (SWOT) of a specific program or department in the field agency.
- Complete a logic model to evaluate the effectiveness of a program.
- Assess the potential for an income-generating social enterprise in a specific low income neighborhood or community.
- Develop a resource map of a community or neighborhood.
- Attend a meeting of a community coalition or task force and develop a written assessment of organization's structure, functioning, and effectiveness; membership, group dynamics, and impact on the community.
- Develop an assessment of a specific population (e.g., the homeless population in Knoxville), including demographics, services available and utilized and local/state/federal guidelines that inform policy and service provision.

- Attend a Board of Directors meeting with the Executive Director and assess the structure and functioning.

Practice Behavior 2

Collaborate with agency staff to develop goals and objectives based on critical assessment of organizational and/or community strengths, needs, and challenges.

Suggested Assignments

- Collaborate with agency staff to develop a strategic plan with measurable program goals and outcomes.
- Assist a community organization in establishing measurable program goals and develop a strategic plan to meet those goals.
- Conduct a needs assessment for a proposed program or service and use the assessment to develop goals and objectives for program development or change.

Competency 8 – Intervention

Use advanced knowledge and research evidence to identify and apply interventions in the organizational setting.

Practice Behavior 1

Use research evidence to analyze and select evidence-based interventions for the population served by the field agency, and analyze the quantitative and qualitative evidence for the cultural relevance, appropriateness, and efficacy of specific models of intervention.

Suggested Assignments

- Review literature and identify evidence-based strategies for mentoring, gang prevention, and delinquency prevention and use the information to make recommendations for program development.
- Analyze and articulate the cultural relevance of programs and interventions by obtaining feedback from Hispanic youths and parents. Synthesize this feedback with results of research on best practice program models for children of Hispanic immigrants in the US.

Practice Behavior 2

Organize and implement tasks and projects in collaboration with agency staff and inter-professional teams to enhance program management and leadership knowledge and skills.

Suggested Assignments

- Identify funding sources (grants and other financial resources) to support agency programs.
- Work with staff and volunteers to implement a new program initiative. This will include researching funding opportunities and writing a grant proposal.

- Review the components of successful grant proposals for various funding sources. Discuss the commonalities and differences in proposals for these different audiences with staff involved in grant-writing.
- Review literature for key components of successful collaboration and partnership and discuss in supervision.
- Attend meetings of boards, coalitions, task forces, advocacy groups, etc. to build professional relationships with members and identify opportunities for agency collaboration and partnership. Provide a written report to the field instructor.

Practice Behavior 3

Use negotiation, mediation, and advocacy skills with and/or on behalf of clients and the organization to improve client services.

Suggested Assignments

- Student will review effective methods for leadership negotiation, mediation and advocacy and select methods for implementation.
- Review how negotiation, mediation and advocacy skills are currently used in the organization by agency leaders.
- Student will develop a strategy to improve the agency relationship with a key constituency or other agency.
- Identify key agencies that could benefit from improved partnership with the field agency, and negotiate with a provider agency to secure a partnership.

Competency 9 –Program Evaluation

Student will be able to use multiple methods to evaluate and improve program outcomes with client systems.

Practice Behavior 1

Identify and critically analyze the strengths and limitations of specific theoretical frameworks and change strategies applicable to the field agency setting.

Suggested Assignments

- Research program evaluation designs that are appropriate for assessing effective social work practice in the types of programs and services that are offered by the agency.
- Assist with the agency's current program evaluation methods. Critically analyze existing evaluation methods and help to suggest new tools/techniques to enhance program evaluation.
- Identify factors outside of the agency that may be influencing agency outcomes and discuss in supervision.

Practice Behavior 2

Design and implement at least one method to monitor and evaluate program outcomes within the organizational context.

Suggested Assignments

- Create tracking measurements for each program to show short and long-term community impact.
- Review and critically analyze existing agency methods for monitoring and evaluating agency program outcomes.
- Identify at least one new method to monitor and evaluate program outcomes with groups, organizations, and communities and analyze the feasibility of implementing this evaluation tool.
- Implement a new method for monitoring and evaluation program outcomes.

Practice Behavior 3

Apply evaluation findings to develop strategies to improve cultural relevancy and practice effectiveness in the field agency setting.

Suggested Assignments

- Research and identify culturally relevant tools for evaluating services for populations served by agency programs and identify strategies that would be needed to implement the evaluation tool(s).
- Identify ways that clients are involved in the agency evaluation processes and identify tools to increase client engagement in program evaluation.
- Share findings about culturally relevant evaluation tools with agency leadership.
- Create, implement, and analyze a volunteer exit survey to better understand reasons that volunteers end their service.