

Specialization Level: Management and Policy (MAP)

Competency 1: Demonstrate Ethical and Professional Behavior

Social work practitioners engaged in management and policy are fully familiar with the NASW code of ethics and understand how that code applies to their specific professional endeavors and behaviors. They understand the role of an organizational and policy leader as an articulator of organizational and community values. They are fully aware of practices that may constitute a conflict of interest and how to avoid them and are proficient in managing their affective reactions and setting and maintain boundaries in their relationships with clients, supervisees, supervisors, volunteers and contractors. They treat organizational employees and property with respect and are able to model ethical behavioral and mentor others in adhering to ethical principles. Social work practitioners focused on management and policy understand the ethical implications of current and emerging technologies within the larger organizational and policy context. They recognize how their personal values may enhance or hinder their ability to work effectively within the context of an organization and implement policies and procedures of that organization. Practitioners of Social Work in Management and Policy:

- Use critical thinking to apply the NASW code of ethics to analyze ethical issues related to management and policy;
- Identify personal values that enhance or hinder one's ability to work effectively within an organization and use supervision to examine these values; and
- Use electronic records and other emerging technologies ethically within a larger management and policy context; assure confidentiality of client data; and appropriately use informed consent in interventions.

Competency 2: Engage Diversity and Difference in Practice

Social work practitioners engaged in management and policy understand the importance of working to assure openness to and support of diversity and inclusiveness in all aspects of the organization or community they serve and in the policies they advocate and implement. Diversity referred to here includes, but is not limited to, race, ethnicity, gender, gender identity, age, religion, income or class status, culture, sexual orientation, and ideas and points of view. Practitioners of management and policy value the diversity that builds organizational and community strength and equal opportunity. They understand the structure of power and oppression and understand how organization and policy practices can help to ameliorate varying forms of inequality. They have insight into their own biases about certain groups and communities and can reflect on how these biases may affect their ability to carry out the organization's mission and goals. Practitioners of Social Work in Management and Policy:

- Uphold and can identify the concepts of cultural competence, affirmative action, equal opportunity employment, and an harassment and discrimination free workplace within the organizational or community setting in which they practice;
- Identify organizational practices that explicitly or implicitly reflect institutional racism, sexism, gender bias, disability, bias, religious and/or ideological bias and other forms of discrimination and suggest effective ways to eliminate such practices; and
- Exercise leadership that embraces the values of diversity and difference in the organizational culture.

Competency 3: Advance Human Rights and Social, Economic, and Environmental Justice

Social work practitioners engaged in management and policy are committed to assuring that the work of the organization or community in which they practice, and the policies for which they advocate and implement, respect and advance the rights of all those served, all those employed therein, and all those impacted by that work. They are aware of major laws and court decisions that affect such rights in their work. They are knowledgeable about social inequalities, human rights violations, and other forms of oppression in the communities they serve and their root causes. Accordingly they are able to develop and implement policies and training to assure such rights are fully accepted and integrated into the organization and its culture. They have the skills to understand how policies oppress the rights of others and recognize how these policies may not advance social, economic, or environmental justice; and how such policies may be amended to protect and further human rights and social, economic and environmental justice. Social workers engaged in management and policy practice reflect on their reactions to these injustices and discuss them with their colleagues and others in a professional manner. Practitioners of Social Work in Management and Policy:

- Contribute to the development and implementation of policies, funding, and/or programs that advance human rights and social, economic and environmental justice;
- Identify major laws and/or court decisions that are relevant to human rights and/or social justice in the human services domain in which they practice; and
- Contribute to the efforts of the management and leadership of the organization or community in which they are engaged to infuse this competency into the implementation of the mission, vision, programs, and values of the organization.

Competency 4: Engage In Practice-informed Research and Research-informed Practice

Social work practitioners engaged in management and policy recognize the value of adapting evidence-informed programs and services for the organization and community in which they practice. They also understand the value of using scientific evidence to inform the policies that they advocate and implement. They seek to achieve the best possible outcomes for those they serve and recognize that the most effective manner to achieve this end is to employ those services and programs that have demonstrated positive results as documented by research and evaluation conducted consistent with sound scientific methods. Social workers practicing in management and policy positions use research conducted by their staff or appropriate and qualified third parties on the programs and services provided by their organization or community in order to contribute to the body of knowledge relative to evidence-informed interventions. They have the skills and knowledge to identify qualified staff and third parties to conduct evaluations on the programs and services provided by their organization. Social workers engaged in management policy practice can reflect on the processes used to collect and analyze data from evaluations where the results are not what they expected, and can present these findings in a non-judgmental manner to board members and other constituents.

Practitioners of Social Work in Management and Policy:

- Locate, identify and, if appropriate, adapt evidence informed programs, practices and policies to the organizational, community or policy setting which the practitioner serves;
- Support research and evaluation conducted on current programs, services or policies led or operated by the organization or community in a manner that adheres to best practices of informed consent of subjects, the protection of human subjects, and does not otherwise interfere with the quality and accessibility of other programs or services operated by the organization or community; and
- Apply current research and evaluation literature in the domain of their practice or policy that reports on the efficacy of policies and programs to inform practices and policies in a manner consistent with the mission, vision, and values of the organization.

Competency 5: Engage in Policy Practice

Social work practitioners engaged in management and policy fully understand the process through which social welfare policy is developed, the underlying values and ideologies that guide policy choices, and the impacts that social welfare policies may have on individuals, families, organizations, and communities. They recognize their roles and responsibilities in participating in policy development, implementation, and analysis. They engage in policy practice at the mezzo and macro level to promote equality, social justice, and human rights. They recognize how policies may enhance or limit disproportionality in life outcomes or status such as morbidity, mortality, poverty, incarceration and others. Social workers engaged in management and policy practice consistently reflect on the unintended consequences of policies and can develop strategies to address these consequences. Practitioners of Social Work in Management and Policy:

- Identify and analyze policies, laws, rules, and governmental regulations that affect human services in their domain of practice and how these affect the organization, financing and delivery of such services;
- Identify and/or advocate in collaboration with others in support of policies that positively impact the communities which they serve;
- Analyze policies for the identification and elimination of elements that result in either intended or unintended consequences of racism, gender bias, homophobia, religious and/or ideological, and other prejudices inconsistent with social work values;
- Engage in and/or support policy practice at the mezzo and macro level to promote equality, social justice, and an inclusive human rights framework; and
- Assess the process of policy implementation at the community or organization level and analyze the degree of the fidelity of the implementation to the original intent of the policy.

Competency 6: Engage with Individuals, Families, Groups, Organizations, and Communities

Social work practitioners engaged in management and policy practice often work in leadership roles in organizations that deliver social welfare, healthcare, education and human services or promote policy innovations in these areas. They understand the nature, process and value of community engagement in order to tailor the services provided to meet the needs and aspirations of the various communities served, to make those services culturally competent and accessible for community members; to promote participatory processes as appropriate; and, to foster a sense of partnership between the organizations and the communities served. They can identify the structure, composition and general membership characteristics of the client, geographic, political and professional communities in which they operate and engage with these communities. Social workers engaged in management policy practice reflect on the reasons why they could and could not engage effectively with individuals, families, groups, organizations and communities, and document the lessons learned, to ensure successful provisions of services in their future endeavors. Practitioners of Social Work in Management and Policy:

- Observe, support, and/or participate with organizational leadership in efforts to establish a dialogue with key members of the relevant communities and constituencies being served, with the ongoing intention of obtaining community and stakeholder input and facilitating community empowerment;
- Promote an organizational culture that values and rewards community engagement and service by its staff; and
- Identify and promote organizational practices that affirm the inclusion of community members across organizational levels including those of governance, management, staff and volunteers.

Competency 7: Assess Individuals, Families, Groups, Organizations, and Communities

Social work practitioners engaged in management and policy practice have developed the capacity to organize, manage and support efforts relative to assessing the needs of diverse individuals, families, groups, organizations and communities. They have the skills to develop and implement organizational, program and policy evaluations; and to create program and strategic plans to meet the current and future needs of the populations served by the organizations, the organization itself and the communities that are impacted, given the rapid and ongoing growth and change in policy, finance, client demographics, use of technology and other factors. Practitioners of Social Work in Management and Policy:

- Observe and/or contribute to organizational efforts to assess its relationship to its environment, including the emerging internal and external forces affecting the organization (i.e. community needs assessments, resource inventories, environmental scans, et al.);
- Are able to engage in self-reflection to identify and counter one's own prejudices and stereotypes in the assessment process;
- Contribute and add value to the development and implementation of program, organization, or community-wide planning processes designed to position the organization for efficacy in realizing program and organizational missions and goals; and
- Incorporate ongoing organizational and program evaluation and assessment in the analysis and management of program and planning processes.

Competency 8: Intervene with Individuals, Families, Groups, Organizations, and Communities

Social worker practitioners engaged in management and policy practice design and manage the delivery of services and interventions targeted to individuals, families, groups, organizations and communities. This may involve recruiting and retaining an adequate workforce; securing and managing the necessary funds and resources to support the intervention; partnering and collaborating with outside organizations; applying appropriate applications of information technology to support clients, staff and management; assuring services are culturally competent; and exercising the initiative and leadership to build an organizational culture that recognizes and rewards professionalism along with policies and programs that further social justice.

Practitioners of Social Work in Management and Policy:

- Observe, identify, lead, and/or support core management functions such as strategic management, human resource management, budget and finance, and information technology in an organizational context;
- Identify and /or apply the concepts, practices and styles of organizational and community leadership, and can assess their own strengths and limitations in these regards;
- Observe, communicate, and work – as appropriate - with organizational and/or community governance and advisory structures;
- Contribute positively as a member of a team conducting marketing and fundraising activities including grant-writing, creating a culture of philanthropy within an organization or community, and serving as stewards of donated resources; and
- Identify how leadership may be used to anchor the mission, vision and values within an organization; and motivate board members, volunteers, and employees to fulfill their roles in accordance with organizational missions and goals.

Competency 9: Evaluate Practice with Individuals, Families, Groups, Organizations, and Communities

Social worker practitioners engaged in management and policy practice must understand the value, importance and methods of evaluation of interventions with individuals, families, groups, organizations and communities. They apply critical thinking to design, craft and employ various methods and interpret results to enhance the quality and efficacy of the organization's programs and services. They are also knowledgeable as to the existence of evidence informed services and advocate for the use of these when appropriate. Social workers engaged in management policy practice have the skills to evaluate practice with individuals, families, groups, organizations, and communities or identify qualified third parties to do such evaluation. They can reflect on the processes used to collect and analyze evaluation data, including unexpected results, and can present these findings in a non-judgmental manner to board members and other constituents.

Practitioners of Social Work in Management and Policy:

- Can identify, critically assess, and employ various methods of program evaluation;
- Apply critical thinking to the interpretation of evaluation data in a manner that contributes to and enhances the quality and efficacy of services; and
- Translate and present evaluation data to various stakeholders/audiences.

Competency 10: Develop Liberatory Consciousness

Social workers engaged in management and policy practice recognize their roles as liberation workers who are “committed to changing systems and institutions characterized by oppression to create greater equity and social justice.” (Love, p. 470, 1980). They also understand and identify how racism and other forms of stigma, prejudice, discrimination, and oppression intersect to impact groups, organizations, and communities within which they work and live. They recognize their own power as well as systems of power and oppression in the organizations in which they work. Through advocacy, they challenge unjust systems of power and oppression. Such social workers understand and actively engage with the four elements of developing a liberatory consciousness (awareness, analysis, action, and accountability/allyship) to challenge stigma, discrimination, and oppression and promote social, racial, and economic justice with groups, organizations, communities, and society-as-a-whole. MAP-educated social workers will:

- Practice **Awareness** through continually examining their own power and privilege and that of the organizations with which they work to acknowledge systems of oppression in the structures and institutions where they work.
- **Analyze** how all systems of oppression impact groups, organizations, and communities within which they work and live.
- **Act** with intention to intervene when they encounter institutional racism and other forms of stigma, prejudice, discrimination, and oppression in groups, organizations, communities, structures, and/or institutions.
- Hold themselves **Accountable** and practice Allyship by consistently being aware of and evaluating how their actions and practices affect others and whether their actions are challenging oppression.