

The logo features a central orange circle with a white border. Inside the circle, the text "NATIONAL SOCIAL WORK" is written in a large, bold, white, sans-serif font. Below this, the words "COMPETENCY FRAMEWORK" are written in a smaller, white, sans-serif font. The background is a solid teal color with a white geometric pattern of lines forming a grid and radiating lines.

**NATIONAL
SOCIAL
WORK**
COMPETENCY
FRAMEWORK

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Foreword

The social work profession has over the years, gained recognition for its value in addressing complex societal issues. Nevertheless, social workers need to be clearer and sharper in their articulation of their roles and the skills and perspectives they bring to their organisations and to the multi-disciplinary teams they collaborate with. The National Social Work Competency Framework (NSWCF) which is a joint initiative of the Ministry of Social and Family Development and the Ministry of Health, aims to provide this clear articulation of social work roles across the profession with the corresponding knowledge and skills required for effective delivery of interventions, be it in the areas of casework, group work or community work. With this clarity, the fraternity can now take bigger strides forward in meeting future challenges.

To be future-ready, social workers need to be grounded in core competencies. The NSWCF is forward-looking as it considers the larger roles that social workers play in a changing and more complex social landscape. It creates a progressive career structure which gives social workers opportunities to develop domain expertise and broad-based skills while equipping them for related areas of practice such as policy making and research; all of which enrich social work practice and enable effective interventions for vulnerable groups in our society.

In providing a common unifying articulation of roles, knowledge and skills across the profession, the NSWCF enables cross-sector mobility of workers as there is recognition of the experience and competencies of the workers across settings. Whether you are an individual social worker in an agency or a team member of a group of social workers, this guide aims to help you chart your social work journey, building on valuable knowledge, skills and experience to benefit clients. Cross sector movements broaden perspectives and enable social workers to influence policies and strengthen interventions across the continuum of services. Such movements benefit the profession as a whole as it allows us to retain the social work expertise within the growing social service and healthcare sector.

With the competencies laid out at various levels of job scope and complexity, the NSWCF will provide strategic guidance to the development of sector-wide competency-based training for social workers. At beginner level, the NSWCF serves as reference for Institutes of Higher Learning to determine their curriculum to prepare social work students well to apply theories into effective practice. At continuing education level, it guides training providers in competency-based training for social workers.

The NSWCF is the outcome of rigorous deliberation by a Steering Committee comprising senior social workers from various practice settings and in consultation with stakeholders. Their contributions have been invaluable.

The NSWCF is a guide in your social work journey as you deepen your skills, enlarge your role and influence practice.

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Introduction to the National Social Work Competency Framework

In 2013, a steering committee comprising senior professionals from the social service and healthcare sectors was formed to develop the National Social Work Competency Framework (NSWCF), which sets out the knowledge, skills and behavioural attributes required of social workers.

OBJECTIVES OF THE NSWCF

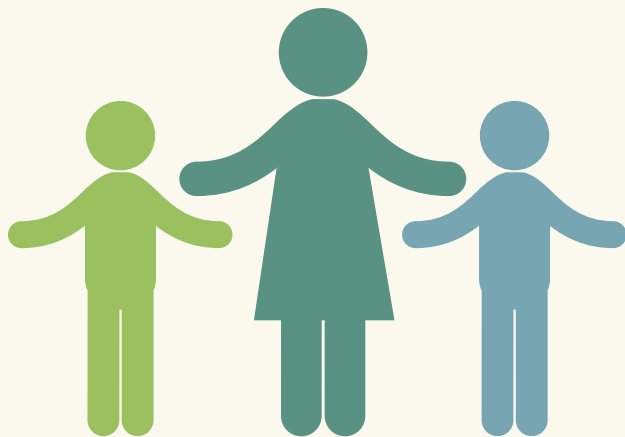
Establish competency-based training for continuing education

Guide career progression based on competencies and job roles

Facilitate job mobility for social workers within the social sector

WHAT DOES THE NSWCF CONTAIN?

The NSWCF provides the following:



Practice tracks for social workers

Types of careers, job roles and career progression pathways available to social workers.

Key responsibility areas (KRAs)

Job responsibilities of social workers in relation to their job roles.

Knowledge and skill competencies

Knowledge and skill requirements of social workers in Direct Practice to effectively perform their key responsibility areas in each job role.

Behavioural competencies

Attitude and traits that social workers should have to excel in their job roles.

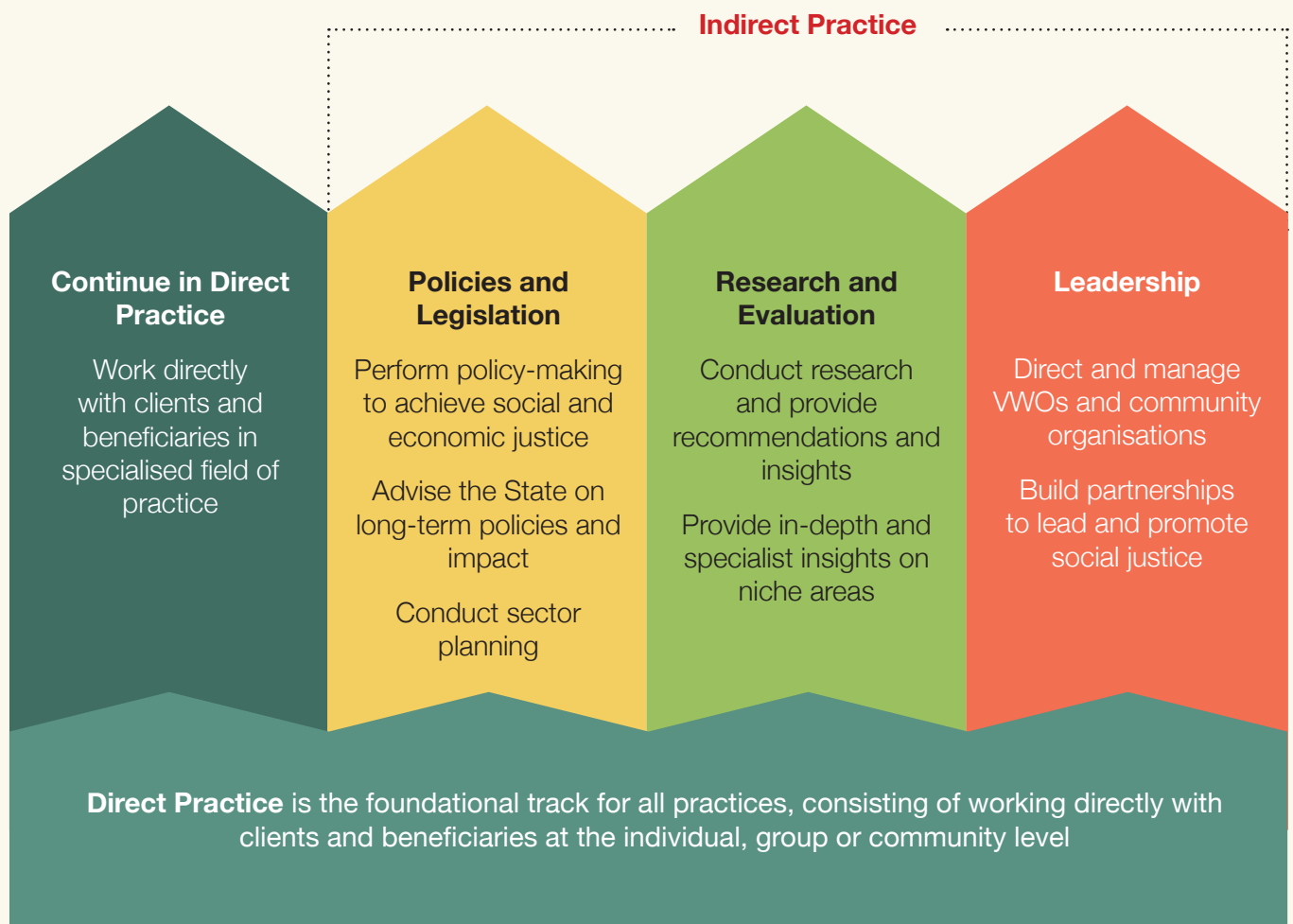
Social Work Practice Tracks

DIRECT PRACTICE

Direct Practice refers to the practice track that involves direct contact with clients and beneficiaries at the individual, group or community level to address their needs. Social workers work in different settings such as voluntary welfare organisations (VWOs) and hospitals, and specialise in different fields of practice such as disability, eldercare, family, healthcare, and youth and children. Most social workers start their careers in Direct Practice, as this track forms the base of social work competencies.

INDIRECT PRACTICE

Indirect Practice is comprised of Policies and Legislation, Research and Evaluation and Leadership practice tracks. Social workers may move into Indirect Practice tracks after demonstrating proficiency in their foundational-level and intermediate-level competencies. These tracks often have an impact on the organisation, sector and/ or national level.



Social Work Practice Tracks

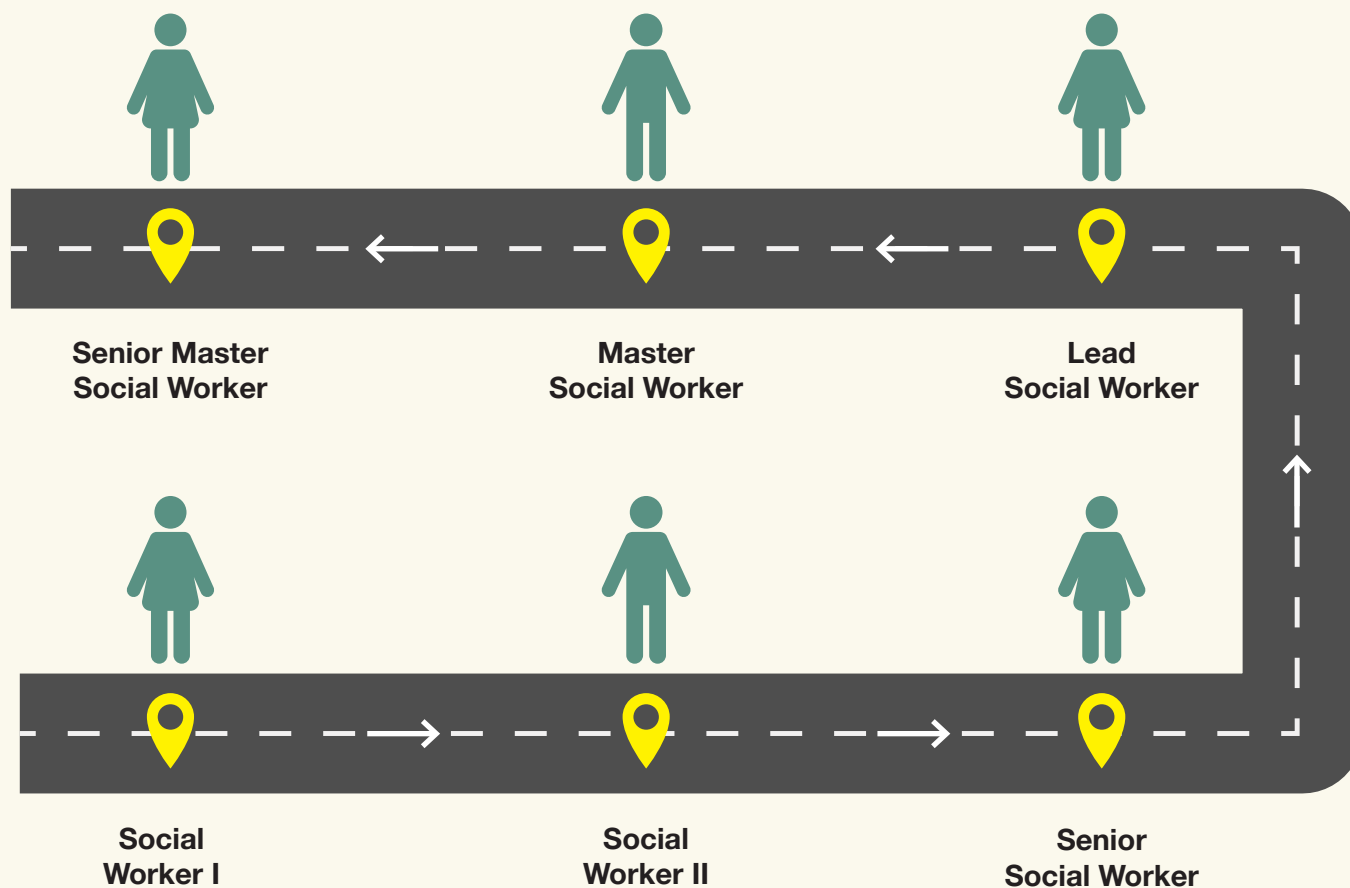


A social worker may assume multiple roles across different practice tracks.

Career Progression and Key Responsibility Areas

Social workers in Direct Practice

The typical job roles and career progression pathway within Direct Practice are as follows:



Organisations may have their own job roles, titles and career progression pathways which may not be identical to the above. For example, Lead Social Worker may correspond to job titles such as Principal Medical Social Worker in some public healthcare institutions. Please refer to the “Understanding the Roles and Competencies of Medical Social Workers” handbook for more details on the mapping of job roles for Medical Social Workers.

The progression of a social worker as he or she moves within Direct Practice can be seen in two dimensions: the impact and influence that the social worker is able to contribute within the sector, and the ability to manage higher levels of sophistication and complexity for cases.

As a social worker progresses in seniority, he or she will be responsible for doing fewer cases, but will be in charge of more complex cases. He or she will then have to contribute more greatly to systemic areas such as community development, ecosystem integration and development of the profession.

Overview of key responsibility areas (KRAs)

There are seven categories of KRAs in Direct Practice.



Casework

Provide end-to-end case management support and appropriate level of care through assessment, care planning and interventions. Provide evaluation of care.



Group Work

Develop, conduct and facilitate group therapy sessions to build social support systems and networks for targeted groups.



Community Work

Develop new community support systems which bring about enhanced psycho-social well-being of the community.



Professional Development and Education

Engage in continual learning and professional sharing to stay current and relevant in practice. Provide guidance to fellow social workers to enhance skills, knowledge and expertise.



Programme Development and Implementation

Develop new service delivery models, programmes and care protocols to promote better integration of services within the organisation or sector.



Professional Leadership

Provide leadership to facilitate the development of profession as a whole, including coaching and mentoring skills for capability development.



Research

Engage in research and evaluation activities to generate new/ applied knowledge for practice.

Social workers in Direct Practice may not necessarily have responsibilities in all seven categories listed, as their fields of practice may differ. In such scenarios, the KRAs of social workers will be identified from the categories which are covered within his or her job role.

The KRAs for Direct Practice are common across all social work fields of practice and constitute approximately 80% of the job responsibilities of social workers in Direct Practice. KRAs specific to fields of practice constitute the remaining 20% of the job responsibilities in Direct Practice. These fields of practice include disability, eldercare, family, healthcare*, and youth and children.

*Medical social workers in the healthcare setting may refer to the "Understanding the Roles and Competencies of Medical Social Workers" handbook for healthcare-specific KRAs.

Key responsibility areas of a Social Worker I in Direct Practice



Casework – Engagement & Assessment

- Assess referral cases to ensure that they are suitable for intake
- Establish rapport and build professional relationship with client and significant others (e.g. family, caregivers, etc.)
- Identify and clarify the key issues to the problem situation, gather relevant information from clients and conduct needs and intake assessment to assess and identify severity, key risks and protective factors for intervention
- Use different modes of engagement (e.g. home visit, telephone interview, face-to-face interview, etc.) for the purpose of assessment, intervention and monitoring



Casework – Case Review & Documentations

- Follow up and review care/ case plans and provide recommendations to modify care/ case plans where necessary
- Evaluate the process as well as the outcome objectively and recommend possible ways for future improvement
- Document and maintain case files and prepare reports according to the required documentation standard
- Conduct closure of cases upon achieving sustainable service outcomes for clients, families and communities



Casework – Goal Setting & Intervention Plans

- Analyse and evaluate different courses of action in terms of both their immediate and long-term consequences
- Formulate appropriate strategies for action
- Conduct care/ case planning and goal setting with client based on standard guidelines and professional assessments
- Set clear contracts and goals with clients
- Engage client to sustain efforts in problem-solving
- Network with other agencies and tap on community resources to provide intervention support to client
- Participate in intra-case conferences as part of a multi-disciplinary team



Group Work

- Assist in the planning, implementation, monitoring and evaluation of group work and provide recommendations for consideration
- Lead psycho-education groups that aim to provide information to and/ or educate groups of target audience
- Assist in therapeutic groups that aim to develop target groups of clients



Community Work

- Assist in the conduct of environmental scanning and assessment of community needs through data collection and the conduct of basic analysis (e.g. collation of social data, conducting interviews or surveys, community mapping, analysis of social trends, etc.)



Professional Development & Education

- Participate in developmental programmes and supervision for personal and professional growth and development



Programme Development & Implementation

- Assist in the development of programmes through data collection and the conduct of basic analysis (e.g. collation and analysis of relevant data, conduct feasibility studies, etc.)
- Assist in the implementation of programmes
- Assist in the promotion of programmes to target client groups or other stakeholders/ partners/ agencies (e.g. understanding of the various services and programmes available) and advise stakeholder to undertake relevant programmes and services



Research

- Keep abreast of current research and trends
- Assist in data collection and support action research activities

Key responsibility areas of a Social Worker II in Direct Practice



Casework – Engagement & Assessment

- Engage client and significant others (e.g. family, caregivers, etc.) in a therapeutic manner to understand their needs
- Manage and overcome reluctance and resistance to change



Casework – Case Review & Documentations

- Implement and follow up on care/ case plans and interventions to determine the suitability of care/ case plans in addressing client's needs and modify them where necessary
- Draft social reports for complex cases to be reviewed by supervisor



Casework – Goal Setting & Intervention Plans

- Conceptualise and identify appropriate approaches to develop care/ case plan for client
- Help clients to develop and choose strategies and formulate viable plans
- Represent case in case conference



Group Work

- Target and reach out to individuals and/ or targeted groups who may benefit from group work conducted by organisations/ agencies
- Plan, implement, monitor, evaluate and modify therapeutic group work to address issues of target groups
- Facilitate high risk therapeutic group work under supervision



Community Work

- Conduct environmental scans and assess community needs
- Design, develop and implement community-specific development programmes (e.g. aging community in a specific neighbourhood)
- Participate in community development initiatives and provide recommendations for consideration



Professional Development & Education

- Engage in learning opportunities (e.g. participate in community of practice meetings to develop skills and capabilities)
- Attend professional development courses to acquire professional knowledge and skills
- Supervise interns and/ or students on placement
- Guide fresh/ junior social workers



Programme Development & Implementation

- Participate/ implement programmes (e.g. strengthening activities appropriate to clients' profile)
- Review and refine programmes to target client groups or other stakeholders/ partners/ agencies
- Identify service gaps in response to client needs and make recommendations to improve service provision of programmes



Research

- Participate and support research
- Engage in multi-disciplinary team research projects

Key responsibility areas of a Senior Social Worker in Direct Practice



Casework – Engagement & Assessment

- Develop professional and engaged relationship with clients and other key service stakeholders (e.g. doctors, nurses, counsellors, Family Service Centres (FSCs), Homes, etc.)
- Conduct needs assessment and risk assessment for complex cases by taking into account the integration of a range of information independently



Casework – Case Review & Documentations

- Prepare social reports and ensure documentations are in place



Casework – Goal Setting & Intervention Plans

- Work closely with multi-disciplinary team and/ or agencies to deliver care/ case plans
- Lead case conferences as part of a multi-disciplinary team



Group Work

- Lead therapeutic group work for targeted groups, i.e. support group, therapy group, task group (e.g. group work for victims of child abuse cases)
- Formulate and outline outreach programmes for individuals and/ or targeted groups, based on outreach strategies



Community Work

- Strategise and lead environmental scanning and assessment of community needs
- Initiate, design, develop and implement new community development initiatives by mobilising community resources, other social service providers and volunteers
- Organise and evaluate community development programmes, taking into account the broader perspectives



Professional Development & Education

- Seek out continuous learning opportunities such as participating in case review meetings, cross-functional or Ministry-level assignments, practice research and development to further develop skills and capabilities
- Share new practice knowledge with others to encourage a culture of learning and continuous improvements
- Supervise and guide Social Worker I and II in their work (e.g. casework, group work, community development, etc.)
- Monitor the application of principles and protocols as guided by professional Code of Ethics and identify and respond to ethical concerns in practice
- Plan and conduct/ provide guidance for the development of education and training programmes in the area of practice
- Conduct skill-based education and trainings for fresh/ junior social workers and other related professions



Programme Development & Implementation

- Advocate for and lead the development of specific programmes targeted at service gaps and service delivery issues
- Design programme and conduct outcome-based evaluation to ensure that programmes are able to support the needs of gaps identified/ key clients
- Manage and oversee the end-to-end development and delivery of programmes



Professional Leadership

- Guide the delivery of social services by team to ensure adherence to Code of Ethics, Standard of Practice, governance and agenda at system level



Research

- Identify gaps and trends in research and/ or practice that deserves systematic studies
- Design and conduct research under guidance

Key responsibility areas of a Lead Social Worker in Direct Practice



Casework – Engagement & Assessment

- Lead and conduct case assessment and risk assessment for complex cases with high risk by taking into account the integration of a range of information independently



Casework – Case Review & Documentations

- Monitor and review case progress and evaluate the effectiveness of care/ case plans and interventions for specific programmes/ domain expertise
- Prepare and/ or maintain social reports and other documents for complex and high-risk cases
- Review social reports and other documents prepared by social workers to ensure quality standard



Casework – Goal Setting & Intervention Plans

- Foster partnership with multi-disciplinary team and/ or agencies to deliver care/ case plans
- Lead the delivery of domain-specific interventions
- Lead high risk case conferences in domain area



Group Work

- As a domain expert, review and provide advice to guide the development of group work by social workers
- Strategise outreach plans, review and provide advice to guide the design and execution of outreach plans for individuals and/ or target groups
- Conduct therapeutic group work and therapies for the community and track outcomes and collect data to ensure effectiveness



Community Work

- Lead the conduct of local demographic profiling and other relevant analyses
- Initiate and develop campaigns for new community development programmes in response to emerging needs
- Work closely with key influencers to co-create community development programmes
- Mobilise resources to support the execution of community development programmes (e.g. leverage on networks to gather support from sponsors and donors, initiate volunteer programmes, etc.)



Professional Development & Education

- Establish best practices for the provision of social services for the field of practice
- Chart the overall professional development plan for social workers within a department/ organisation, provide development opportunities and develop field of practice-specific development programmes for social workers
- Supervise and mentor social workers in their professional development
- Develop curriculum and deliver education and training programmes and provide guidance to various social service providers on the planning and development of education and training programmes
- Provide clinical supervision, mentoring, continuing education and professional development within the organisation/ cluster



Programme Development & Implementation

- Spearhead the development of domain-specific programmes and best practices
- Audit, evaluate and modify delivery of services at department/ organisation level to ensure care/ case plans and programmes meet the needs of the social service provider and its clients
- Identify and work in professional partnerships with key influencers and decision-makers to bridge service gaps



Professional Leadership

- Provide guidance to organisation for the development of standardisation of social work practice in the field
- Provide guidance to organisation on how to plan for and implement social work services and practice in the field of practice
- Contribute to shaping Code of Ethics, Standard of Practice, governance and agenda at system level for area of domain expertise
- Represent social work profession in inter-department and/ or inter-agency work



Research

- Lead, design and conduct research on current programs/ specified issues
- Disseminate and act as knowledge base for relevant research projects to guide better practice
- Apply domain knowledge to trends within the social service sector

Key responsibility areas of a Master Social Worker in Direct Practice



Casework

- Oversee the delivery of social services by social workers to ensure high standard of practice
- Identify emerging trends that require domain attention (e.g. community/ social issues, new types of intervention, etc.) and guide the development of social service interventions
- Provide a multi-disciplinary perspective to guide the development of holistic interventions
- Work closely with key stakeholders (e.g. social service providers) to ensure the successful execution of social worker intervention plans
- Co-create theories and intervention approaches with key stakeholders
- Build and leverage on network with senior practitioners outside the community to derive integrated care/ case plans for clients with multi-faceted issues that require interventions delivered across settings



Group Work

- Work with key groups of clients or support groups to provide support for group work targeted at various client profiles
- Work closely with social workers within the community to reach out and enable key group work
- Co-create solutions as part of a key member in a multi-disciplinary team/ case conferences



Community Work

- Provide strategic leadership to develop community strength that supports the delivery of community development initiatives and programmes
- Work closely with key players in the social sector to develop community re-integration plans/ networks/ services
- Work closely with policy makers to deliver community development initiatives and programmes
- Actively promote strategies to improve overall psycho-social well-being and family/ community care/ case support for clients



Professional Development & Education

- Chart the professional development plan for social workers within the organisation/ cluster
- Work closely with relevant stakeholders to advise on mobility and development of social workers across the clusters
- Highlight development and mobility needs for social workers within the cluster/ organisation
- Design, develop and execute capability-building initiatives and programmes for social workers (e.g. training and development of the sector)
- Lead the discussion of sensitive or emergent unique cases to the larger social worker fraternity
- Advise sector planners of the training initiatives and programmes for social workers
- Provide guidance to plan and develop education and training roadmap for the cluster
- Design and provide education and training on professional areas in social work to wide variety of audiences



Programme Development & Implementation

- Oversee the development of sector-wide/ multi-disciplinary programmes and best practices
- Develop cross-settings/ agencies programmes for implementation at various social service providers
- Build key social worker community and leverage on synergies between various social service providers to ensure programmes are customised to deliver overall delivery outcomes



Professional Leadership

- Develop strategies to spearhead the development of sector-wide programmes and best practices
- Outline frameworks and professional guidance to organisations for the development, planning, implementing and auditing of social work services and practice
- Provide inputs to inform policy changes and development
- Influence, inform, initiate and coordinate changes to the social service delivery model in cluster



Research

- Provide research direction, commission research initiatives and highlight impact on practice
- Act as a bridge between research and educational networks
- Contribute to research supervision in collaboration with research experts

Key responsibility areas of a Senior Master Social Worker in Direct Practice



Casework

- Provide guideline and supervision to social service providers to ensure high standard of practice
- Chart key priorities for the social service sector based on the identified new areas that require domain attention (e.g. community/ social issues, new types of intervention, etc.) and ensure that social workers in community develop the capabilities and processes to meet these demands
- Foster partnership with key stakeholders (e.g. social service providers) to support the successful execution and integration of social worker intervention plans across the sector/ settings



Group Work

- Formulate strategies to form and leverage on strong partnership with key groups of clients or support groups to provide support for group work targeted at various client profiles
- Act as a bridge to pull resources within the community to enable key group work
- Initiate and develop group work and therapies for the community and strategise means to track outcomes and collect data to ensure effectiveness



Community Work

- Identify and conceptualise key needs and plans for community prevention and reintegration and provide guidance for the development of community strength that supports the delivery of community development initiatives and programmes
- Foster partnership to influence key players in the social service sector to develop community development and re-integration plans/ networks/ services to support the integration of clients
- Advise policy makers in order to deliver community development initiatives and programmes
- Strategise and outline key plans to lead the integration of system level information and available social data for the purpose of developing new community development programmes



Professional Development & Education

- Chart the professional development plan for social workers across the social service sector
- Work closely with relevant stakeholders to advise on mobility and development of social workers across the social service sector
- Provide leadership for the development and mobility needs for the social service sector
- Outline key priorities to guide the design, development and execution of capability-building initiatives and programmes for social workers
- Contribute to the formulation of education and training requirements for the social service sector
- Design and provide education and training about professional areas in social work to a wide variety of audiences



Programme Development & Implementation

- Integrate community-wide programmes and best practices that cut across different social service providers with long-term national impact
- Outline key focus areas for the development of emergent and cross-settings/ agencies programmes to be rolled out at various social service providers within community focusing on targeted client segments
- Develop comprehensive intervention plans for key priority groups of clients to be used at the sector/ national level



Professional Leadership

- Provide frameworks and best practices to guide clinical supervision, mentoring, continuing education and professional development for the social work practice in Singapore
- Advocate policies and governance, frameworks, standards to the social work practice in Singapore
- Influence to increase the allocation of resources through advocacy and collaboration with resource holders, e.g. government, businesses and community, etc.
- Build network of external influence to spearhead change in the social service delivery model
- Serve as a role model and represent the social work profession to raise visibility and the social work profession and practice

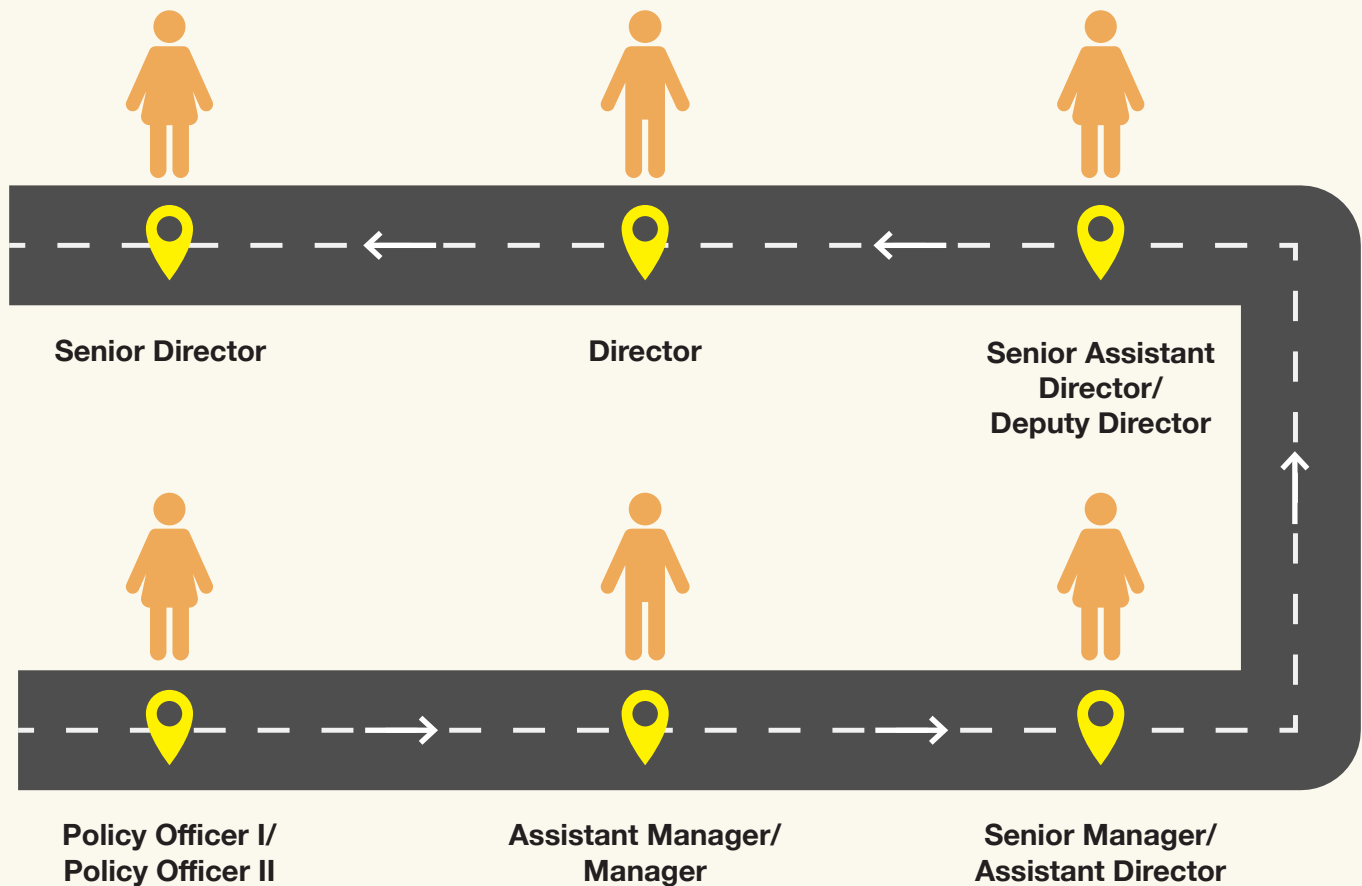


Research

- Outline key priorities and focus for research based on national needs
- Foster partnership with educational networks with aim to provide resources to guide research led by the fraternity

Social Workers in the Policies and Legislation Track of Indirect Practice

The typical job roles and career progression pathway within the Policies and Legislation track are as follows:



Organisations may have their own job roles, titles and career progression pathway which may not be identical to the above.

Overview of KRAs

There are four KRA categories in the Policies and Legislation track of Indirect Practice.



Policy Formulation

Research and analysis of social trends and client expectations of programmes and services provided. Use research findings to crystallize policy issues and implications.



Policy Development

Formulate and analyse policies, recommend policy actions and evaluate its impact financially and administratively. Consult with programme owners and stakeholders to identify needs as to guide the development of policy.



Policy Implementation

Creating stakeholder engagement plans to influence stakeholder groups (e.g. VWOs, public, inter-ministry, etc.) to obtain consensus for policy, including the tailoring of messaging for groups. Work collaboratively with stakeholders to identify any issues post-implementation.



Policy Evaluation

Review current legal provisions to ensure that policies proposed are in line with existing legislation.

Key responsibility areas of a Policy Officer I/ Policy Officer II in the Policies and Legislation Track of Indirect Practice



Policy Formulation

- Analyse policy issues and trends in a holistic, comprehensive and extensive manner
- Conduct scans of internal and external environment to keep abreast of latest developments, changes and initiatives in the ministry and social service sector
- Monitor relevant trends and topics and the impact of developments so as to anticipate any emerging issues that may have an impact on current policies
- Collect on-ground information that will impact the formulation of policies



Policy Development

- Draft policy papers under supervision and guidance of managers and directors
- Propose appropriate policy actions or solutions to managers/ directors for approval



Policy Implementation

- Identify and act as first-point contact with relevant stakeholders for policy implementation
- Manage end-to-end activities for the policy implementation process
- Support the planning, preparation and execution of public consultation activities
- Manage work streams within the entire project



Policy Evaluation

- Support the data collection process based on an approved evaluation design framework
- Contribute towards the creation of data collection protocols required for evaluating the success of a policy
- Analyse and evaluate current policies and services by leveraging on research data
- Support meetings that facilitate the gathering of guidance and feedback from management and other stakeholders

Key responsibility areas of an Assistant Manager/ Manager in the Policies and Legislation Track of Indirect Practice



Policy Formulation

- Review and analyse policies taking into consideration policy outcomes, cross-department needs and inter-ministry implications
- Conduct forums and discussions with stakeholders (e.g. frontline staff, beneficiaries, advocates etc.) so as to better understand impact of policies



Policy Development

- Draft policy papers under supervision and guidance from directors
- Propose appropriate policy actions or solutions to managers/ directors for approval
- Ensure that policies undergo the correct legislation process when undergoing evaluation



Policy Implementation

- Implement strategies in accordance with policy guidelines
- Review media articles for policies tabled to ensure messaging and pitch is correct
- Work with agencies to ensure optimal allocation of resources that will allow successful implementation of policy



Policy Evaluation

- Review current policy issues and table for discussion with senior management for enhancement
- Propose measures and matrices for evaluating the effectiveness of current policies for the intended beneficiary groups

Key responsibility areas of a **Senior Manager/ Assistant Director** in the **Policies and Legislation Track of Indirect Practice**



Policy Formulation

- Leverage on different information sources to obtain a holistic view from research to drive policy
- Conduct or leverage on research and environmental scanning to synthesise potential areas that will allow knowledge transfer and inform policy decision-making
- Gather feedback and perspectives from intended end-user stakeholders involved in the operationalising of policies to guide the policy drafting process



Policy Development

- Draft policy papers that require a higher level of analysis (e.g. cross-sector legislation requirement, multiple beneficiaries, potential trade-offs required for implementation)
- Propose recommendations for policies drafted or enhanced to director and/ or senior management for approval
- Evaluate and shortlist inputs by stakeholders to initiate the policy creation process



Policy Implementation

- Supervise policy officers in implementing strategies under the framework set out by the branch/ department
- Formulate communication materials and messaging related to policy for dissemination in public domain
- Propose responses and prepare interventions and responses required by senior management to feedback provided by external stakeholders
- Create platforms and new avenues for active stakeholder engagement and consultation
- Oversee the disbursement of resources to aid the community development and/ or community development initiatives set out by the policy
- Design and review communications plan and messaging for policies that are to be implemented



Policy Evaluation

- Consult with key stakeholders to ensure applicability of current policies and services
- Supervise policy officers in analysing current policies and services
- Review legislative amendment to acts and gazettes taking into account cross-department needs and inter-ministry implications
- Evaluate policy for positive externalities to beneficiaries, with mid- to long-term impact

Key responsibility areas of a **Senior Assistant Director/ Deputy Director** in the **Policies and Legislation Track of Indirect Practice**



Policy Formulation

- Develop key outcome indicators/ readiness settings for the social service area of focus
- Develop strategic planning framework for the branch/ department
- Identify service and policy gaps through the directing of environmental scanning or sector research studies
- Commission research study/ environmental scan in the absence of data required for the development of mid- to long-term sector plans



Policy Development

- Perform authoritative role representing the ministry when conducting policy consultation initiatives
- Lead cross-agency reviews to ensure successful buy-in for policies impacting multiple sectors/ beneficiary groups
- Identify and obtain policy acceptance with stakeholders crucial for successful implementation
- Work with relevant legislative parties (e.g. Attorney General's Chambers (AGC)) on drafting of legislative amendments and introduction of new legislation



Policy Implementation

- Formulate change and implementation plan for policy
- Advocate for capability-building through the initiating of community action and community development programmes, ranging from short-term to long-term initiatives
- Define messaging and positioning for ministry/ agency position for the implementation of a set policy
- Guide department on agency's stand and approve corporate communications guidelines when communicating policy-related activities to stakeholders
- Interface between Ministry of Social and Family Development (MSF) and other ministries and external stakeholders (e.g. media, VWOs) to communicate and explain policy rationale and intent



Policy Evaluation

- Oversee consultation process with partners, key stakeholders and public
- Synthesise perspectives from various stakeholders and ministries to recommend areas for policy improvement
- Identify policy gaps through consultation with key stakeholders and partners
- Act on preliminary recommendations from policy feedback provided by stakeholders

Key responsibility areas of a Director in the Policies and Legislation Track of Indirect Practice



Policy Formulation

- Guide the medium- to long-term formulation of sector research and planning framework
- Drive the policy planning process to ensure relevance to current initiatives being undertaken
- Guide direction of research by providing a whole of government perspective to how social policies interact with political and economic environment
- Commission research on activities impacting the regional or global community to ascertain its social impact to Singapore



Policy Development

- Review and develop mitigation and adaptation measures for sector policies in anticipation of changes in social-economic developments
- Review policy in relation to other policies, legislation and programmes (inter-ministry and intra-ministry)
- Play a leading role to achieve consensus on policy issues amongst relevant stakeholders and other influencers



Policy Implementation

- Lead discussion on policy operationalisation to ensure that community development or community action initiatives are in line with policy intent
- Devise and facilitate engagement strategies with stakeholders involved in policy implementation such as government leaders, activists, the public, VWOs, media etc.
- Review and approve capacity-building initiatives taking into consideration possible divergent priorities among different departments



Policy Evaluation

- Initiate policy review, development and implementation strategies in response to or in anticipation of underlying political and economic considerations and constraints
- Assess impact of development plans done at the national level on social service sector strategy for the medium- to long-term so as to better coordinate development plans
- Review and approve proposed policy feedback mechanisms, including indicators or measurement tools, for evaluation of policy/ program effectiveness

Key responsibility areas of a Senior Director in the Policies and Legislation Track of Indirect Practice



Policy Formulation

- Oversee and direct department in terms of environmental scanning, research and analysis and sharing of findings
- Review and approve research framework to support policy-making for a long-term timeframe
- Review and approve research framework best suited to allow past policy outcomes to support future policy-making
- Ensure relevance of Acts and Regulations to changing social-economic landscape
- Guide identification of regional/ national trends and factors that will result in a long-term national impact, and spearhead task forces involving research, public and private sectors to further clarify implications and impact



Policy Development

- Review and ensure coherence of policy from a whole of government perspective and that policy drafted is of a long-term orientation
- Ensure coherence for planned policies within and across ministries from a whole of government perspective
- Engage with key stakeholders during consultation sessions to obtain and integrate perspectives within policy drafting process
- Present policy for legislative approval and ensure its integration across various sectors (where applicable)



Policy Implementation

- Decide on the adequate amount of resources required for the successful implementation of policy
- Spearhead operational committees with representatives from VWOs, ministries and relevant stakeholders to implement policies on the ground
- Act as proponent for intended benefits of the policy, and facilitate alignment at leadership level of VWOs and civil society
- Highlight long-term issues that may arise as a result of the policy, and keep political leadership and senior management up-to-date with potential changes in economic and social landscape
- Review capacity-building initiatives, taking into consideration inter and intra-ministry priorities

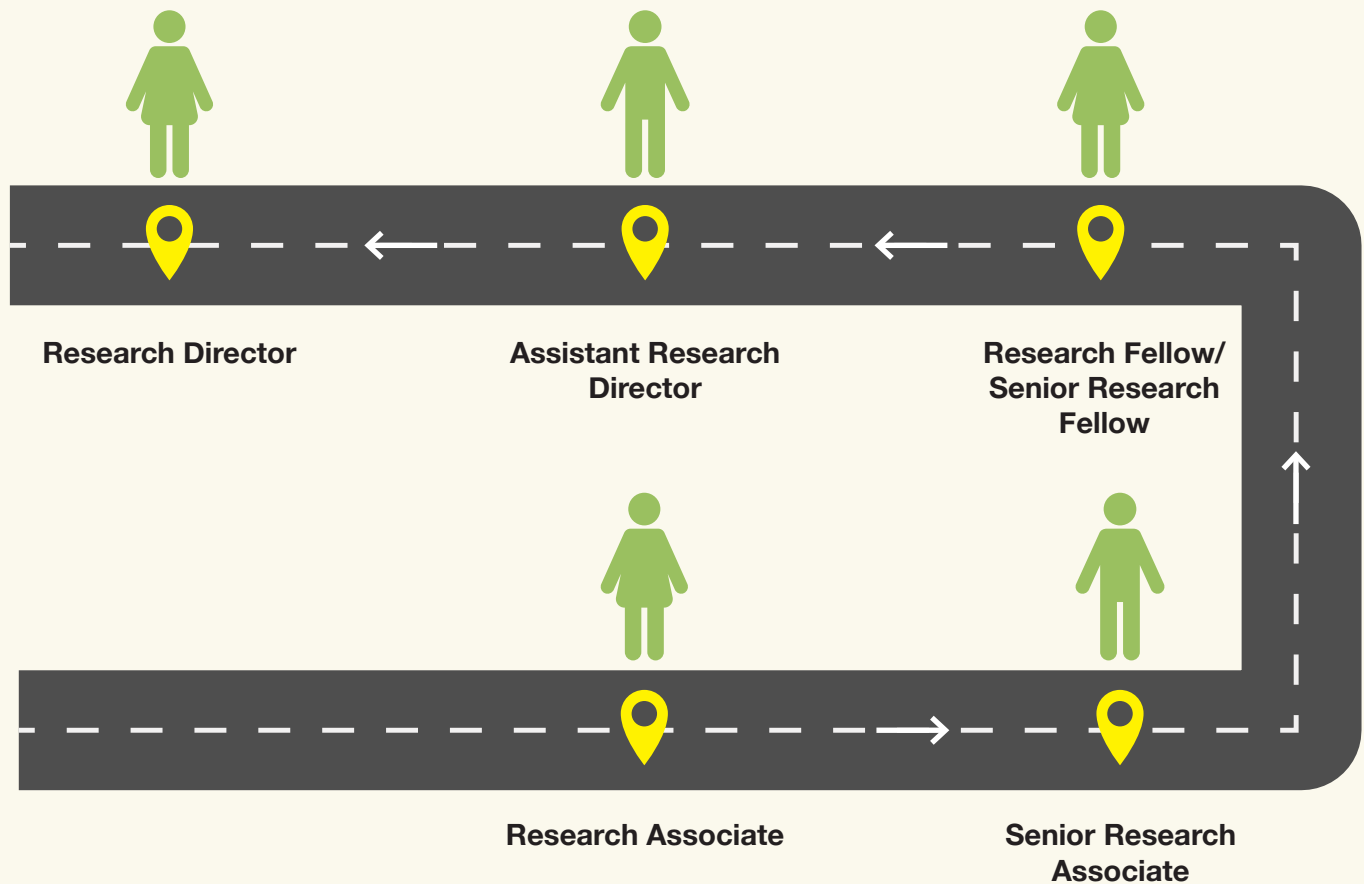


Policy Evaluation

- Approve evaluation design framework for policy review and enhancement
- Oversee key policy perspective sharing across ministries and sectors
- Ensure strategic direction and adherence to original intent when undertaking enhancements to policy
- Provide perspective and recommendations for policy amendments and ensure that they are aligned to strategic intent
- Play leading role in inter-ministerial policy restructures and subsequent implementation at the national level

Social Workers in the Research and Evaluation Track of Indirect Practice

The typical job roles and career progression pathway within the Research and Evaluation track are as follows:



Organisations may have their own job roles, titles and career progression pathway which may not be identical to the above.

Overview of KRAs

There are six KRA categories in the Research and Evaluation track of Indirect Practice.



Consultation and Advisory

Provide recommendations for initiatives or guidelines that have direct relevance to the social work practice.



Conduct of Studies and Knowledge Dissemination

Conduct ethical and accurate applied research that addresses topics of inherent interest to the wider social work community.



Resource and Project Management

Assess, allocate and monitor resources needed for research studies.



Strategic Foresight

Project future needs and challenges and engage in appropriate simulations for advisory and research.



Stakeholder Management and Policy Networking

Conduct professional sharing and education forum for local, regional and international communities.



Evaluation

Evaluate current programmes based on research findings and formulate structured feedback processes.

Key responsibility areas of a **Research Associate*** in the **Research and Evaluation Track of Indirect Practice**



Consultation & Advisory

- Compile current practices in Singapore's social service landscape to understand key topics and/ or emerging trends that are relevant to Singapore's needs for a comprehensive formulation of research and evaluation initiatives
- Perform detailed literature review to understand current consensus in a specific topic that is of policy or practice significance



Conduct of Studies & Knowledge Dissemination

- Liaise with editorial offices from production to publication
- Ensure ethical guidelines are being followed during conduct of research
- Collect relevant data via appropriate channels (interviews, data mining, policy review etc.)
- Perform basic statistical analysis
- Perform literature review appropriate for the framing of research/ evaluative output
- Maintain database to ensure academic information is readily accessible for all research pipeline
- Liaise with external consultants and/ or survey companies to ensure proper implementation of commissioned projects



Resource & Project Management

- Manage fundamental resource needs of research (e.g. sufficient surveys for questionnaire administration, voice recorders and transcribing needs for qualitative research)
- Maintain data and data classification standards, and enact appropriate systems and processes to support the integration and sharing of data for research analytics

* Postgraduate training that addresses specific knowledge gaps or emerging fields of study will be applicable from this level onwards



Stakeholder Management & Policy Networking

- Identify agencies, divisions, hospitals, organisations and communities of practice, and perform liaison on ground level for stakeholder engagement



Evaluation

- Prepare datasets for evaluative analysis
- Maintain databases of local, regional and international information for proper benchmarking in evaluative analysis

Key responsibility areas of a **Senior Research Associate** in the **Research and Evaluation Track of Indirect Practice**



Consultation & Advisory

- Identify spectrum of topics and areas relevant for literature reviews to be performed for policy and practice advisory that will impact Singapore's social service landscape
- Perform comparative analysis to identify gaps in alignment with research insights and current policy and practice in designated areas (e.g. risk assessment protocols, health policies)
- Develop knowledge database and documented perspectives particular to designated areas that are of policy or practice significance



Conduct of Studies & Knowledge Dissemination

- Conceptualise and design tools (scales, questionnaires etc.) for specific research projects
- Perform intermediate statistical analysis in accordance to project needs
- Participate in knowledge sharing of research findings or perspectives with internal and external communities (e.g. via periodicals and/ or annual reports)



Resource & Project Management

- Project resources needed for implementation of specific studies
- Manage project manpower deployment to ensure progress of research is on track
- Develop and oversee data and data classification standards and enact appropriate standards, systems and processes to support the integration and sharing of data for research analytics



Strategic Foresight

- Conduct landscape scanning and analysis to identify emerging trends that are specific to areas with policy or practice significance



Stakeholder Management & Policy Networking

- Conduct networking on ground level with agencies, hospitals, organisations and communities of practice to create influencer maps outlining stakeholders, policy-makers and academics for knowledge dissemination and advisory work
- Facilitate information sharing from external studies on emerging social trends or international benchmarks via standard dissemination channels for internal research pipeline



Evaluation

- Perform evaluative analysis between research findings and current programs and practices to discern gaps
- Collate findings from analysis to streamline topics/ areas for proper programme and scientific evaluation

Key responsibility areas of a **Research Fellow/ Senior Research Fellow** in the **Research and Evaluation Track of Indirect Practice**



Consultation & Advisory

- Assimilate research findings and implications across studies in area of domain expertise to articulate consensual perspectives on focal topics/ issues
- Synthesise viewpoints to express support or highlight gaps for current practice, guidelines and/ or policies relevant to professional practice of social workers
- Advise specific agencies, hospitals or organisations on specific policy domains (e.g. social, health or economic policies), and fields of practice (e.g. mental health) that are of significance to local social service landscape



Conduct of Studies & Knowledge Dissemination

- Conceptualise and implement research designs and frameworks to yield research findings of relevance to social workers' practice
- Articulate research questions and prepare proposals to oversee proper conduct of commissioned research projects
- Perform advanced statistical analysis, results interpretation and critical reviews of research findings and outputs
- Perform critical revisions of manuscripts for peer-reviews in journals or related publication platforms
- Present research and evaluative findings at international conferences and symposiums



Resource & Project Management

- Perform financial budgeting for specific research streams
- Deploy and monitor research manpower and resources to ensure needs for project implementation are met
- Implement staff development initiatives to ensure researchers' talent pipeline and continuous upgrading of skills and knowledge
- Enhance research capability through guidance, continuous learning programmes and formal teaching both internally at center and externally at academic institutions



Strategic Foresight

- Conduct scenario simulation studies to anticipate impact on social service landscape based on proposed policy or practice initiatives
- Conduct advanced data mining and policy analysis to identify emerging trends in both local and global context
- Conduct global benchmarking to identify gaps warranting research initiatives
- Formulate recommendations on potential areas for future research pipelines



Stakeholder Management & Policy Networking

- Conduct outreach to relevant agencies, hospitals, organisations and communities of practice for collaborative research and evaluative initiatives
- Conduct outreach to peer academic communities via professional networks for dissemination of findings and articulation of evidence-based practices, policies and programme implementation
- Lead collaborations with other domestic research/ statistical agencies for inter-organisational studies
- Identify topics for periodicals and/ or annual reports on research initiatives while documenting impact
- Conduct professional training in relevant research topics for external agencies (e.g. VWOs)



Evaluation

- Conceptualise scope of evaluations while supervising its implementation
- Design feedback mechanisms, including indicators or measurement tools, for evaluation of policy/ program effectiveness
- Interpret analysis from evaluations, and formulate preliminary recommendations for policy makers' action

Key responsibility areas of an Assistant Research Director in the Research and Evaluation Track of Indirect Practice



Consultation & Advisory

- Assume a key advisory role in the formulation of systemic initiatives that will impact the practice or policy in national social service landscape
- Advise ministries, agencies, hospitals and professional fraternity on alignment between evidence-based findings from perspectives of particular domains of expertise, policy and practice in the social service landscape



Conduct of Studies & Knowledge Dissemination

- Spearhead collaborative research/ data-sharing among local academic institutions, centres or other relevant agencies
- Integrate practice outcomes, research findings from partners in social service landscape for evidence-based thought leadership in practice, policy and/ or programme design
- Organise local symposia or educational forums for knowledge exchange and dissemination, and collaborative research activities
- Provide subject matter expertise at relevant engagement and academic platforms to enhance practice and policy
- Develop and review ethical frameworks to ensure highest professional standards in research activities



Resource & Project Management

- Oversee fund management/ budgeting for entire centre (i.e. across all research projects and pipelines)
- Design staff development initiatives to ensure efficient talent management and pipelining of researchers in accordance to projected needs
- Oversee major administrative and operational functions of research centre
- Enhance centre and team's research capability through development of state-of-art research methodologies, curating tools/ resources, devising specific training programs and to oversee its implementation while reviewing training roadmap



Strategic Foresight

- Perform advanced levels of strategic foresight analysis with key opinion leaders, professional fraternities and communities of practice to identify relevant and emerging trends in social services
- Formulate impending research strategies (in terms of approach, type and number of research projects) based on foresight to meet future needs
- Review current standards of research rigour at centre and integrate techniques or research innovations from international benchmarks or other professional communities (e.g. business analytics, visual designers) to improve quality of research output



Stakeholder Management & Policy Networking

- Build capability in stakeholders for informed understanding of cross-cutting social issues via research guidance and knowledge exchange
- Spearhead knowledge network with relevant ministries, agencies, hospitals and communities of practice to establish comprehensive stakeholder networks in social service landscape
- Formulate informed viewpoints and content for discussions at multi-disciplinary high-level committee meetings, including policy and practice stakeholders
- Act as centre representative at local community outreach and/ or policy-related initiatives
- Provide research guidance to related ministries, governmental agencies to ensure protocols are aligned with outcomes required
- Devise and facilitate engagement strategies with diverse audience groups, such as government leaders, activists, the public, VWOs, media, etc.



Evaluation

- Formulate validated perspectives on practice, programme or policy evaluations in conjunction with local, regional and international benchmarking
- Formulate White Papers to articulate viewpoints related to evaluations of social work policy, practice and/ or programmes

Key responsibility areas of a **Research Director** in the **Research and Evaluation Track of Indirect Practice**



Consultation & Advisory

- Assume a key advisory role as a steering committee member in the formulation of systemic initiatives that will impact on practice or policy in international, regional and national social service landscapes
- Advise ministries, agencies, hospitals and professional fraternity on alignment between evidence-based findings and current practices



Conduct of Studies & Knowledge Dissemination

- Spearhead international and regional research collaborations with academic institutions, centers or other related agencies
- Act as peer-reviewer for recognised academic journals or periodicals to portray world-class thought leadership
- Commission research projects based on strategic foresight and global benchmarking for continuous research pipeline



Resource & Project Management

- Secure large-scale funding for research projects from governmental agencies, private donors and/ or academic institutions
- Formulate masterplan for research centre based on projected funding needs, manpower and other related resources



Strategic Foresight

- Advocate for key and informed changes needed in policy and practice projecting into Singapore's long-term needs in the social service landscape
- Act as advocate for conclusions from strategic foresight at international and regional levels to forge thought leadership on future focuses in research, practice and policy
- Represent Singapore in global summits or conferences on research perspectives on research and practice needs with a future orientation



Stakeholder Management & Policy Networking

- Spearhead committees combining representatives from Direct Practice, Policy and Legislation and Leadership tracks, other organisations and communities of practice to align research and evaluation perspectives with current policy and practices relevant to Singapore's social service landscape
- Articulate from an authoritative position on social sector issues, causes and policies at multiple engagement platforms, internationally and locally

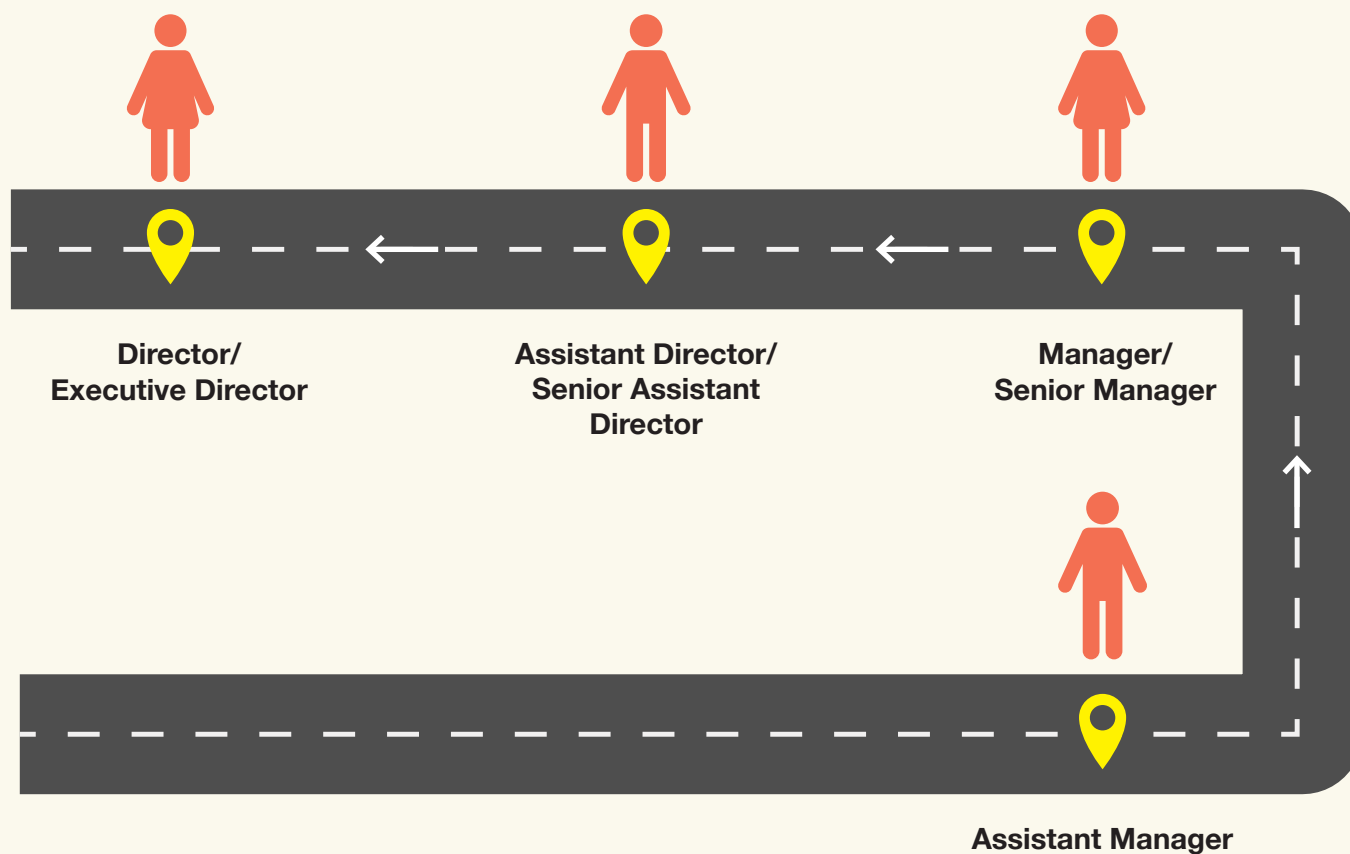


Evaluation

- Act as advocate for White Paper perspectives and facilitate alignment at leadership level of VWOs and policy domains
- Represent Singapore at regional or international levels for practice/ programme evaluation initiatives to exhibit world-class thought leadership

Social Workers in the Leadership Track of Indirect Practice

The typical job roles and career progression pathway within the Leadership track are as follows:



Organisations may have their own job roles, titles and career progression pathway which may not be identical to the above.

Overview of KRAs

There are six KRA categories in the Leadership track of Indirect Practice.



Strategic Initiatives

Define and review strategies, including operational and tactical strategies, to ensure alignment with the overall mission and vision of the agency.



Corporate Governance

Define governance framework, policy, procedures and guidelines to ensure consistency and integrity of operation.



Operational Efficiency

Lead the development and implementation of operational strategies to ensure efficient delivery of social services.



Resource Management

Manage resources (i.e. financial and manpower) to ensure optimal usage.



Organisation and Capability Development

Identify capability gaps and manage professional development and resources.



Collaboration

Build and leverage on community network to encourage social service integration.

Key responsibility areas of an Assistant Manager in the Leadership Track of Indirect Practice



Strategic Initiatives

- Direct team to achieve goals while ensuring alignment with overall directions and objectives of the unit/ organisation
- Support cross-unit/ team programmes and initiatives of the agency/ division



Corporate Governance

- Supervise the consolidation of management reports/ documents to ensure accuracy and completeness
- Oversee team to ensure that work is being carried out in accordance with standard operating procedures (SOPs) and guidelines (e.g. requirements of various legal entities and structures such as limited liability, non-profit, etc.)



Operational Efficiency

- Lead a team of staff
- Highlight areas of enhancement and provide inputs to improve the operational efficiency and quality of social service provided
- Recommend service delivery improvements to senior management
- Monitor the delivery of services to ensure that they adhere to service standards, performance indicators and operating guidelines
- Evaluate the efficiency of service delivery through the use of performance matrix and key performance indicators (KPIs)



Resource Management

- Monitor the use of resources and highlight recommendations for effective mobilisation of resources to meet the needs of the delivery of specific services
- Support the recruitment of new hires by coordinating logistics, reviewing of resumes and potentially co-conducting interviews
- Manage a group of volunteers to ensure effective delivery of quality services for specific service/ project
- Allocate and manage resources such that staff can perform their work assignments effectively and within schedule
- Draft proposals for funding requirement needed for delivery of services
- Contribute to performance appraisal process
- Engage and oversee volunteers and outline rule of engagement and coordinate projects and monitor the quality of service provided



Organisation and Capability Development

- Highlight capability gaps
- Implement developmental programmes for team and provide coaching and mentoring to team
- Conduct professional development planning sessions for team
- Conduct specific training programmes for staff (i.e. general programmes, e.g. orientation programme)
- Support the agency to cultivate values and communicate the vision/ mission of the agency to the team



Collaboration

- Foster professional partnership across agencies (e.g. police and prison, courts, hospitals, schools, etc.)
- Participate in cross-centre/ unit/ agency project work
- Foster professional working relationship across departments/ functions within the agency
- Provide advice to other centres/ units with regard to agency or division-specific services

Key responsibility areas of a **Manager/ Senior Manager** in the Leadership Track of Indirect Practice



Strategic Initiatives

- Oversee the implementation of mid- to long-term operational strategy for department/ centre work based on understanding of local and community context
- Provide recommendation and/ or support the planning of mid-/ long-term operation i.e. SOPs, guidelines, etc.
- Develop service standards, performance indicators and operating guidelines to be used by the department/ centre



Corporate Governance

- Review management reports/ documents to ensure integrity and accuracy
- Outline and implement governance policies and procedures to be implemented for the department/ centre



Operational Efficiency

- Oversee a multi-disciplinary team of staff (e.g. a team of social workers, counsellors, nurses, admin staff, etc.)
- Review work processes for centre/ department to ensure operational efficiency and quality of social service provided
- Identify priority service areas and introduce changes to ensure efficiency in delivery for the centre/ department
- Provide leadership to solve operational issues for a range of programmes or work within department/ centre
- Oversee the implementation of all the programmes and services by the department/ centre (e.g. therapeutic, educational and vocational, etc.)



Resource Management

- Budget and monitor the use of resources and highlight recommendation for effective mobilisation of resources to meet the needs of the centre, within the allocated budget
- Conduct and endorse recruitment (e.g. review resumes, conduct interviews, etc.)
- Oversee the budgeting and drafting of funding requirement needed for the delivery of services and flag funding requirement for agency's consideration
- Identify new funding requirement and draft funding documents for stakeholders (e.g. Board of Directors, donors, fundraisers, etc.)
- Source for new volunteer pool to ensure sufficient resources for the delivery of services within the community



Organisation and Capability Development

- Develop and oversee implementation of professional development programmes for team
- Support the agency in the change management process to cultivate values and communicate the vision/ mission of the agency to the team
- Identify resource gaps to support planning, recruitment and training initiatives



Collaboration

- Build and initiate professional partnership across agencies (e.g. police and prison, courts, hospitals, schools, etc.)
- Establish and manage relationship with stakeholders for effective community networking
- Lead small-scale cross-departments/ centres project work

Key responsibility areas of an Assistant Director/ Senior Assistant Director in the Leadership Track of Indirect Practice



Strategic Initiatives

- Strategise operation to serve the need of the client group in the centre(s)/ department
- Ensure alignment with the overall vision, mission and direction of the agency/ ministry, taking into account competing priorities
- Provide oversight to the rolling-out of service lines and review existing service lines to ensure that they comply with all legal and regulatory requirements and best practices
- Lead the evaluation of services rendered by the centre(s)/ department
- Provide appropriate and satisfactory systems to be implemented at the centre/ department to monitor performance against plans and budget



Corporate Governance

- Set direction for governance policies and procedures to be implemented for the centre(s) while ensuring alignment with the overall governance framework of the agency
- Oversee the implementation of governance policies and procedures for the centre(s)/ department to ensure integrity of operation and reporting



Operational Efficiency

- Plan and outline mid-/ long-term operational directions that support the overall strategy of the organisation which provide a variety of services and programmes
- Provide leadership to address operational issues arising across centres/ departments
- Set and review the standard of care and service-level agreement provided by the centre(s)/ department to ensure that it adheres to guidelines set by the government/ other regulatory bodies (e.g. Children and Young Persons Act)
- Review and monitor administrative processes and procedures to streamline efficiency of processes and procedures for the centre(s)
- Provide guidance and advice to centre managers to resolve complex client issues (e.g. resident who has violated centre's rules/ regulations, matters relating to the management of centre/ department, etc.)



Resource Management

- Oversee and monitor funding (e.g. preparation of requirement, sourcing, acquisition, utilisation, etc.) to ensure optimisation and compliance to established guidelines and policies
- Oversee the development of SOPs related to volunteer management to be used at the centre(s) whilst ensuring alignment to the overall volunteer management framework
- Monitor the use of resources and develop strategies for optimisation and the effective mobilisation of resources to meet the needs of the centre, within the allocated budget



Organisation and Capability Development

- Set direction for capability development initiatives; and to develop and oversee implementation of professional development programmes within the centre(s)/ departments
- Assess the capability requirement to ensure the successful delivery of the services provided by the centre(s)/ departments
- Define and provide oversight to the change management process to cultivate values and communicate the vision/ mission of the agency to the team



Collaboration

- Build and leverage on community network (e.g. other VWOs, Government agencies) to provide seamless social services to target clientele
- Work with various community partners and agencies to develop programmes to cater to the target clientele
- Act as a representative of the agency to engage and address queries from external stakeholders (e.g. media, public, grassroots leaders, other agencies, etc.) based on the agency's positioning

Key responsibility areas of a Director/ Executive Director in the Leadership Track of Indirect Practice



Strategic Initiatives

- In consultation with the Board/ Management Team, review and plan the goals and strategic focus for the agency
- Develop framework for service standards, performance indicators and operating guidelines
- Oversee the evaluation of services provided by the agency and division and identify priority service areas
- Plan, strategise and lead change management process to direct the agency to accomplish its future objectives, vision and mission
- Review centre/ division-specific plans and targets to ensure that they support the vision and mission of the agency/ ministry (e.g. monitoring and evaluating centre-specific programmes and achievements, etc) and make recommendations to Board/ Management Team on practices and policy changes



Corporate Governance

- Set direction and outline governance framework to ensure compliance with governance guidelines and regulations
- Oversee the implementation of agency-wide governance policies and procedures to ensure integrity of operation and reporting



Operational Efficiency

- Define strategy and oversee the operation of agency or MSF division providing a variety of services lines for clientele of diverse demographic types (e.g. aging, children, youth, family, etc.)
- Strategise operation to ensure that the operation of the agency/ division runs efficiently and effectively (i.e. programmes and services are made accessible to serve the target clientele), taking into account the quality of services provided



Resource Management

- Approve allocation of resources and define outcomes required of each centres, taking into account competing priorities of the agency
- Build network with prospective fund providers and lead the sourcing of funds and assessment of funding potential
- Strategise and build up infrastructure and other resources to fulfil the present and future needs of the agency/ division
- Provide framework and guideline for the development of SOPs related to volunteer management to be used at the agency/ division
- Determine, with the various centre heads, the manpower/ skills requirements needed for each additional position, keeping in mind the annual operating costs
- Identify and assess internal and external issues that impede the agency/ division from becoming a more efficient and cost-effective organisation and thereafter carry out corrective measures to address the issues
- Develop a robust mobilisation framework to support the agency/ division in the deployment of its staff



Organisation and Capability Development

- Develop a robust human resource management system and framework to recruit and retain talent within the agency/ division
- Assess developmental needs and expertise required of staff and ensure training opportunities for their growth and development for the agency/ division and set direction for capability development initiatives
- Define framework, develop policies and guidelines for volunteer programme to be used by the agency



Collaboration

- Collaborate with external bodies (e.g. Government authorities, National Council of Social Service (NCSS), MSF, etc.) on matters relating to the setting up/ review/ diversification of programmes and service lines
- Co-strategise service lines with other associated agencies (e.g. NCSS, MSF), taking into account the different agendas, directions, operating models, etc.
- Create shared platforms for the collaboration and integration of social services between VVOs/ Ministry and external bodies
- Build network collaboration with other agencies/ divisions to develop and provide cross-agency/ division offering that promotes the integration of social services
- Act as a representative of the agency to communicate the larger purpose of the agency to external stakeholders (e.g. media, public, grassroots leaders, other agencies, etc.)
- Present agency's view on social services and other sector-related issues to influence the national agenda, taking into account the current social issues, etc.

Competencies

What are competencies?

Competencies are measurable or observable **knowledge, skills** and **behavioural** attributes that enable individuals to perform their job responsibilities effectively.



KNOWLEDGE AND SKILLS



BEHAVIOURAL COMPETENCIES

Proficiency levels of competencies

Knowledge, skills and behavioural competencies are differentiated for job roles by **proficiency levels**.

There are four proficiency levels set out within the National Social Work Competency Framework (NSWCF) – **Foundational, Intermediate, Advanced** and **Expert**. The level of proficiency a social worker is expected to demonstrate is typically determined by his or her job role.

Proficiency levels...	typically apply to the following social worker roles			
	Direct Practice	Indirect Practice		
		Policies and Legislation	Research and Evaluation	Leadership
Expert (most proficient)	<ul style="list-style-type: none"> Senior Master Social Worker Master Social Worker 	<ul style="list-style-type: none"> Senior Director Director Deputy Director Senior Assistant Director 	<ul style="list-style-type: none"> Research Director Assistant Research Director 	<ul style="list-style-type: none"> Executive Director Director
Advanced	<ul style="list-style-type: none"> Lead Social Worker 	<ul style="list-style-type: none"> Assistant Director Senior Manager 	<ul style="list-style-type: none"> Senior Research Fellow Research Fellow 	<ul style="list-style-type: none"> Senior Assistant Director Assistant Director
Intermediate	<ul style="list-style-type: none"> Senior Social Worker 	<ul style="list-style-type: none"> Manager Assistant Manager 	<ul style="list-style-type: none"> Senior Research Associate 	<ul style="list-style-type: none"> Senior Manager Manager
Foundational	<ul style="list-style-type: none"> Social Worker II Social Worker I 	<ul style="list-style-type: none"> Policy Officer II Policy Officer I 	<ul style="list-style-type: none"> Research Associate 	<ul style="list-style-type: none"> Assistant Manager

The job titles adopted by organisations may differ from that used in the table above. Social workers and employers should refer to the job roles and competencies in the NSWCF to identify the position that most closely resembles your current job specifications and competencies required. For example, a Principal Medical Social Worker would require an advanced level of proficiency for the required competencies.

Knowledge and skill competencies for social workers in Direct Practice

OVERVIEW OF KNOWLEDGE AND SKILL COMPETENCIES

The NSWCF has identified the knowledge and skill competencies required of social workers within Direct Practice. The nine categories below cover the possible knowledge and skill competencies required of social workers in all social work fields of practice in Direct Practice.

Casework	Group Work	Community Work
Knowledge and ability to assess psycho-social needs and provide intervention for individuals via planning, exploring, assessing and intervening	Knowledge and ability to assess group processes and specialised intervention strategies to bring about successful therapeutic outcomes	Knowledge and ability to identify issues and mobilise community resources (volunteer management, funding, donors, community resources) to address community issues
Enviromental Systems and Social Policies	Ethics, Values and Legislation	System Linkage, Analysis and Development
Knowledge of the socio-economic-political system within a multi-cultural context and relevant policies	Knowledge and application of social work ethics and values, legislation and international conventions	Knowledge and application of strategies and instruments to advocate for beneficiaries
Social Work/ Clinical Supervision	Professional Leadership	Research and Program Evaluation
Knowledge to provide educative, supportive, and administrative functions to supervisees to enhance their work with clients	Knowledge and ability to provide leadership to facilitate the development of profession as a whole, including coaching and mentoring skills for capability development	Knowledge to use applied research, theoretical framework and client profiling techniques to evaluate current programmes, or to develop new programmes for users

A social worker in Direct Practice may not necessarily find all nine categories of knowledge and skill competencies to be useful in his or her job role, as it varies across job roles and fields of practice. In such a scenario, the social worker may focus on the knowledge and skills which are relevant to his or her job role and the setting he/ she works in.

The NSWCF details approximately 80% of the knowledge and skills required of all social workers in the Direct Practice. Knowledge and skills specific to fields of practice constitute the remaining 20%*. Social workers practicing in Indirect Practice may still use the NSWCF to identify the behavioural attributes relevant to them.



Level of proficiency required for each competency

The level of proficiency required of a social worker in Direct Practice for each knowledge and skill competency identified will correspond to the set of KRAs most relevant to him or her.

*Medical social workers in the healthcare setting may refer to the "Understanding the Roles and Competencies of Medical Social Workers" handbook for healthcare-specific knowledge and skills.

Knowledge and skill competencies articulate what is required of social workers in order to deliver on their key responsibility areas, and therefore can be mapped to the KRAs.



Knowledge and skill competencies required of a social worker in Direct Practice

	Foundational	Intermediate
 <p>Casework</p>	<ul style="list-style-type: none"> • Knowledge and ability to engage, assess, provide intervention and evaluate practice • Knowledge and ability to assess client's level of functioning • Ability to assess client's needs for social functioning • Ability to assess system intervention for clients • Ability to understand client groups and manage associated risk and protective factors • Ability to draw and apply relevant theories in direct casework for appropriate care plans • Ability to demonstrate reflective practice (e.g. case/ care plans, social reports) 	<ul style="list-style-type: none"> • Knowledge of specialised theories and techniques (with advanced knowledge) in particular domain, and to customise the use of tools and approaches for therapeutic outcomes • Knowledge of facilitation skills to lead high-risk case conferences in multi-disciplinary settings • Knowledge and ability to manage ethical dilemmas while taking into account range of information independently
 <p>Group Work</p>	<ul style="list-style-type: none"> • Knowledge of underlying theories that inform group work practice • Knowledge and ability in formation of groups • Knowledge and ability to assess whether group is apt (type, composition, structure, needs and purpose) • Knowledge of basic facilitation skills and ability to co-facilitate with senior or experienced workers • Ability to conduct support groups (psycho-educational) • Ability to articulate clinical outcomes to deliver, monitor and evaluate group work 	<ul style="list-style-type: none"> • Knowledge and ability to assess patterns of group behaviours • Ability to use appropriate approaches in different groups/ settings • Ability to assess group dynamics • Ability to run therapeutic groups for specific outcomes • Ability to integrate experiences from previous group interventions to current group work

Advanced	Expert
<ul style="list-style-type: none"> • Knowledge in clinical skills in areas of focus (i.e. subject matter expert with clinical breadth) • Knowledge and ability to assess and manage risk at the agency or institution level • Ability to take holistic clinical view and be an authority in specialised fields/ settings or issues • Ability to formulate trends and issues that need to be escalated at the systems level 	<ul style="list-style-type: none"> • Knowledge and ability to assess and manage risk at the systems or national level, including micro to macro spectrum to ensure high standards of practice • Ability to predict emerging trends in casework practice for holistic interventions, and draw those requiring domain attention (e.g. new types of intervention) • Ability to appraise best practices in domains • Ability to set up documentation and platforms for knowledge dissemination of best practices
<ul style="list-style-type: none"> • Ability to use appropriate intervention strategies relevant to domain expertise • Ability to articulate clinical outcomes while strategising design and execution of outreach plans • Ability to use group processes to effect change via development of group work therapies 	<ul style="list-style-type: none"> • Ability to use insights from dynamics of key groups of clients/ support groups to formulate intended therapeutic outcomes for various client profiles • Ability to articulate group clinical outcomes to track outcomes and collect data for effectiveness and evaluation • Ability to supervise social workers in understanding group dynamics and processes

	Foundational	Intermediate
 <p>Community Work</p>	<ul style="list-style-type: none"> • Ability to conduct needs assessment for service users at the community level • Ability to conduct environmental scanning to understand existing landscape community needs, and to identify community-specific issues • Ability to tap on and utilise community resources and funding schemes (i.e. where and how to make them available for clients) • Ability to engage stakeholders and partners to develop solutions in community work 	<ul style="list-style-type: none"> • Ability to plan, implement and evaluate programmes at the community level • Ability to set up programme protocols and processes to respond to emerging needs and/ or achieve desired outcomes • Ability to navigate complex stakeholder/ influencer relations for common solutions in community work programmes • Ability to highlight social emerging trends in the community
 <p>Environmental Systems and Social Policies</p>	<ul style="list-style-type: none"> • Knowledge of local community, context, political, and larger system impacting clients/ families/ community • Knowledge and ability to interpret relevant policies/ schemes that impact on client groups 	<ul style="list-style-type: none"> • Knowledge of interdependencies between policies with respect to application to client groups • Ability to anticipate emerging trends and gaps in the environment (e.g. health access, special needs of families in the community)
 <p>Ethics, Values and Legislation</p>	<ul style="list-style-type: none"> • Knowledge and application of professional values and ethics • Knowledge and application of legislations • Ability to apply policies, legislations and conventions to direct practice • Ability to understand and apply ethical decision-making process/ model in social work 	<ul style="list-style-type: none"> • Knowledge of principles and reason underlying ethics/ legislation (moral and ethical) • Knowledge of principles underpinning ethical/ decision-making • Knowledge in hierarchy of principles to guide the resolution of ethical dilemmas
 <p>System Linkage, Analysis and Development</p>	<ul style="list-style-type: none"> • Knowledge of systems and availability of resources with a view to represent clients' needs • Knowledge and ability to empower clients to access needed resources • Knowledge and ability to apply social justice frameworks in the client system 	<ul style="list-style-type: none"> • Knowledge and ability to identify service gaps and represent the needs at the agency or institution level • Ability to influence change at agency level to enhance client access to needed resources • Knowledge of dynamics within organisations that social workers are appealing to, and ability to integrate that with representations of case to frame appeals for beneficiaries • Ability to facilitate and initiate collaborative activities for advocacy

Advanced	Expert
<ul style="list-style-type: none"> • Ability to create/ pilot new programmes and mobilise the community to meet emergent needs via plans/ networks/ services • Ability to build and negotiate collaborations/ partnerships with agencies, funders/ sponsors and stakeholders in social sector for community development and re-integration 	<ul style="list-style-type: none"> • Knowledge of asset-based community development and ability to assess community strengths and deficits to support community needs (including micro-communities) • Ability to set up protocols and emerging programmes at national level for community improvements to effect on long-term individual psycho-social well-being
<ul style="list-style-type: none"> • Ability to identify policy implementations' unintended consequences to vulnerable groups • Ability to contribute to policy enhancement by identifying limitations of current policy interventions and tabling for discussion • Ability to identify new and emerging societal trends and communicate service and policy gaps to the right platform 	<ul style="list-style-type: none"> • Ability to critically analyse policies in context of complex system and changing social trends to suggest revisions, highlight gaps, articulate cohesive perspective and recommend solutions • Ability to address gaps and ensure that social system is able to support the community safety net • Ability to influence policy-making through feedback and advocacy
<ul style="list-style-type: none"> • Knowledge and skills to appraise and manage personal and professional boundaries in situations that call for ethical reasoning/ decisions • Ability to analyse cases and provide expert advice/ opinion in a multi-disciplinary team, in court or Board of Inquiry (BOI) 	<ul style="list-style-type: none"> • Knowledge and understanding of the social landscape to contribute and influence legislation and policies • Ability to critically analyse the philosophical underpinnings in situations of ethical dilemmas
<ul style="list-style-type: none"> • Knowledge of conflict management and negotiation skills to manage and resolve inter-agency conflict • Ability to adopt appropriate strategies to negotiate and influence changes in specialised practice settings (e.g. youths, disabled, aged) • Ability to appraise power relationships and multiple agenda/ positions of different parties in the system 	<ul style="list-style-type: none"> • Knowledge and ability to analyse service gaps and represent the needs at the system-owner level • Knowledge of collaboration at the systems level and advocacy, and the ability to establish long-term relationship with key partners • Ability to strategise to bring relevant stakeholders and agencies together for meaningful social action

	Foundational	Intermediate
 <p>Social Work Supervision/ Clinical Supervision</p>	<ul style="list-style-type: none"> • Ability to define agenda for supervision and describe clear personal development goals during professional supervision • Ability to identify practice to goals in personal/ professional development • Ability to recognise and articulate ethical dilemmas to discuss the application of ethics in practice • Ability to seek external supervision for the social work practice (in case of non-social work settings) 	<ul style="list-style-type: none"> • Knowledge of supervisory phases, and ability to supervise social workers in practice, and social work students/ interns during placements • Knowledge of social work theoretical frameworks and skills in domain area while working with clients • Ability to engage in peer supervision and debriefing
 <p>Professional Leadership</p>	N/A	<ul style="list-style-type: none"> • Knowledge of Code of Ethics and governance of practice • Knowledge of basic leadership styles, group dynamics theories and self-awareness to impact on/ motivate other people • Ability to acquire adequate resources to build a conducive environment for team members to perform their roles
 <p>Research and Program Evaluation</p>	<ul style="list-style-type: none"> • Knowledge of research protocols for supervision and collaboration • Ability to identify available social programmes, social gaps and conduct relevant analyses based on domain knowledge • Knowledge of care plan/ programme implementation skills and techniques for evaluation • Ability to identify, profile and prioritise clients based on needs-evaluation at organisation/ department level 	<ul style="list-style-type: none"> • Ability to design programme and conduct outcome-based evaluation (e.g. capture relevant data) by using theories/ evidence as backbone • Ability to manage programmes (i.e. from concept formation to delivery evaluation) • Ability to apply knowledge of qualitative and quantitative methods in practice

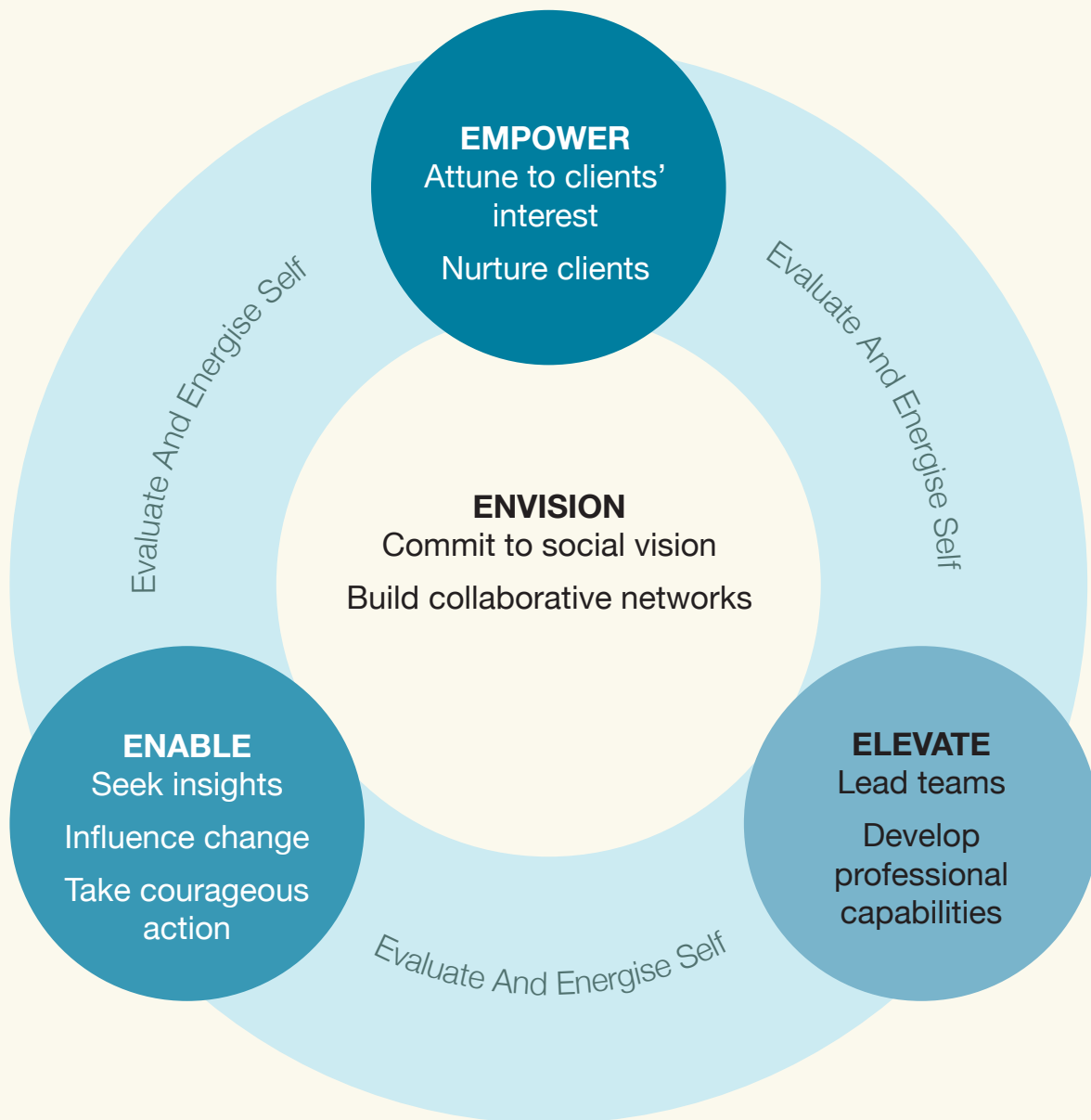
Advanced	Expert
<ul style="list-style-type: none"> • Knowledge of educative, supportive and administrative functions • Ability to assess and formulate supervisees' developmental needs within agency or institution • Ability to adapt supervision strategies according to supervisees' needs • Ability to facilitate and provide safe/ conducive environments for clinical supervision 	<ul style="list-style-type: none"> • Ability to appraise and implement overall supervision structure/ guides and clinical governance relevant to entire social service landscape • Ability to develop and ensure adoption of clinical/ practice guidelines • Ability to enhance supervisors' supervisory knowledge and skills in practice
<ul style="list-style-type: none"> • In-depth knowledge of coaching skills • Ability to integrate different knowledge domains to provide timely and constructive feedback to junior social workers • Ability to model after leadership characteristics that represent organisation and social work profession • Ability to construct team environments with self-sustaining innovative cultures 	<ul style="list-style-type: none"> • Ability to justify needs to senior management and sectorial leadership to provide support systems for social workers • Ability to establish a vision, and articulate new directions and programmes for effective communication • Ability to mentor people through change and provide meaning through this process • Ability to help people acquire new capabilities and in succession planning
<ul style="list-style-type: none"> • Ability to articulate best practices and standards for sector-wide programme evaluation • Ability to critically analyse academic literature for evidence-based approaches and practice enhancement 	<ul style="list-style-type: none"> • Ability to oversee design and development of community-wide programmes to derive evaluative outcomes for long-term national impact • Ability to review and provide advice to practice guideline development • Ability to appraise practice research and disseminate relevant findings • Ability to use relevant theories and research to inform and enhance practice

BEHAVIOURAL COMPETENCIES FOR ALL SOCIAL WORKERS

The NSWCF has identified the behavioural competencies required of all social workers, both in Direct and Indirect Practice.

Overview of behavioural competencies

There are ten behavioural competency categories, classified into five clusters: Envision, Empower, Enable, Elevate, and Evaluate and Energise Self.



The five clusters represent the following aspects of a social worker's job scope:

ENVISION

Community and Networks

Committed individuals and networks who possess a vision of social and community impact and the desire to work together and combine extensive efforts to create new ways of providing social work services that break the status quo barrier.

EMPOWER

Client-Focus

Compassionate social workers who are driven by deep values and beliefs, who advocate for clients and work to obtain needed resources to support client's capacity to learn and develop their own systems.

ENABLE

Enable Solutions

Individual takes a series of actions and strategies to enable clients to achieve solutions, e.g. actively fights for the rights of the vulnerable even when it is hard to do so.

ELEVATE

Leadership

Leaders to inspire and drive team effectively to deliver quality outcomes to impact a client or community and ensure development of professional capabilities for social workers.

EVALUATE AND ENERGISE SELF

Self-Management

Individual is able to manage emotions and stay composed and positive under difficult circumstances and responding to conflict. Ability to think clearly and stay focused under pressure, adapts to harsh environment and thrives on continuous personal learning.

Each behavioural competency category falls within one of the five clusters, as shown below.

ENVISION		EMPOWER
Commit to Social Vision	Build Collaborative Networks	Attune to Clients' Interest
Commit to the social vision and is not afraid to break the status quo in creating new ways of providing social services.	Build, sustain and work collaboratively with network of social service partners to deliver the outcomes that are aligned to the overall social vision.	Champion the rights of client and community by addressing needs faced by clients who are vulnerable or marginalised. Take an active interest in understanding client's underlying needs.
EMPOWER	ENABLE	
Nurture Clients	Seek Insights	Influence Change
Foster self-sufficiency and long-term growth of clients with a strong belief that they can be developed. Empower them to gain control of their own lives and overcome barriers to solve problems independently.	Actively engage in research, investigation and evaluation to gather information to make accurate balanced assessments, employ interventions and identify opportunities in practice, service or policy.	Understand strategic and power relationships in the organisation or system to identify, persuade and/ or influence a target individual, group or network with maximum impact to ensure project success and social justice.
ENABLE	ELEVATE	
Take Courageous Actions	Lead Teams	Develop Professional Capabilities
Act consistently according to social vision and translate it into action to do what is right under challenging circumstances and in the event of a conflict between the client and system.	Build and bring resources together and provide leadership for practices, align processes and articulate direction and goals to support the delivery of social service outcomes.	Develop professional capabilities to build ready resource to meet demand of the social service sector.
EVALUATE AND ENERGISE SELF		
Develop self-awareness and emotional self-control when faced with difficult situations.		



Level of proficiency required for each behavioural competency

The level of proficiency required of a social worker for each behavioural competency identified above is dependent on his/ her job role. However, social workers are also encouraged to excel in the various behavioural competencies.

Behavioural competencies required of a social worker in Direct Practice and Indirect Practice

	Foundational	Intermediate
 <p>Commit to Social Vision</p>	<ul style="list-style-type: none"> Align to social work values and ethics Understand how one's practice contributes to the overall social service profession 	<ul style="list-style-type: none"> Act in accordance with and model social work values and ethics Act to promote the larger purpose of the social service sector
 <p>Build Collaborative Networks</p>	<ul style="list-style-type: none"> Build and sustain collaborative working relationship with team members/ key social service partners Cooperate with team members/ key social service partners to deliver social service outcomes 	<ul style="list-style-type: none"> Establish network of key partners to build resource pool of expertise Tap on network to garner resources to deliver social service outcomes
 <p>Attuned to Clients' Interest</p>	<ul style="list-style-type: none"> Take personal responsibility in helping clients address short-term needs Possess cultural understanding and social sensitivity 	<ul style="list-style-type: none"> Understand underlying issues and context of client beyond those expressed Show sensitivity and take action beyond normal expectations with the will to improve the situation of client by addressing underlying needs
 <p>Nurture Clients</p>	<ul style="list-style-type: none"> Believe that client can be developed and learn to be independent without judgement on their level of vulnerability Explain basic rights and tools for client to access sources of information, services and benefits available Give instructions or suggestions to prompt client on certain actions to be taken independently 	<ul style="list-style-type: none"> Identify client's strengths and vulnerabilities Enhance client's capacity to improve problem solving abilities towards self-reliance Set up basic support systems to create an environment that allows client to exercise independence with ease.
 <p>Seek Insights</p>	<ul style="list-style-type: none"> Assess the immediate situation faced by clients or service issues through inquiry beyond routine questioning of the people who are directly involved, and consult multiple sources of information and resources 	<ul style="list-style-type: none"> Actively investigate and probe deeper to get to the root of situation/ issues Apply new knowledge, practice knowledge and theories to make balanced assessment of situation/ issues

Advanced	Expert
<ul style="list-style-type: none"> Under difficult circumstances, set priorities based on the overall social service outcomes Communicate social vision to others 	<ul style="list-style-type: none"> Articulate a framework for social justice and long-term framework for the social service sector Display and apply understanding of macro-micro-mesoperspectives into the articulation of social service outcomes and frameworks Take initiatives, that may be new and untested, to improve the social service outcomes
<ul style="list-style-type: none"> Establish network with key influencers to enhance resource pool of expertise Leverage on resources/ support from key influencers and partners to deliver and enhance social service outcomes 	<ul style="list-style-type: none"> Establish close ties with key sector influencers and thought leaders to build resource pool for the sector Work to build commitment with key sector influencers and thought leaders to drive change and enhance the delivery of social service outcomes
<ul style="list-style-type: none"> Develop deep understanding of client's needs to get to the root cause that client does not know or could not articulate Look after long term interest of client/ groups, and address underlying needs through identifying service gaps and sourcing for solution that may be ambiguous 	<ul style="list-style-type: none"> Anticipate and identify emerging client and/or social issues that has impact on marginalised groups, and strategise long-term solution to increase access to services and resources Act as a long-term advocate for the clients/ beneficiaries
<ul style="list-style-type: none"> Motivate and support client to change his underlying mind-set and attitudes that hinder personal development Help client to analyse his situation independently and provide opportunities for client to take active ownership in long-term personal development 	<ul style="list-style-type: none"> Define and implement strategy to help client develop long-term knowledge and skills for critical thinking and the ability to assume responsibility for change and control of his life Create long-term sustainable support system for client's continuous growth, where he is able to make educated decisions and develop future plan for action
<ul style="list-style-type: none"> Analyse relationships among several parts of situation/issues that may be interdependent Conduct in-depth formal research and make systematic effort to collect and gather needed data to understand abstract underlying situation/ issues (e.g. observes and monitors trends) 	<ul style="list-style-type: none"> Identify multiple elements of situation/ issues and break down each of those elements in details. Showing causal relationship between them Establish on-going process/ setup to gather and analyse information to identify opportunities or loopholes in the system, and proactively track patterns to observe and identify emerging trends/ issues

	Foundational	Intermediate
 <p>Influence Change</p>	<ul style="list-style-type: none"> • Understand structure of organisation/ system (i.e. formal and informal channels) and recognise key influencers • Show awareness of who to approach to create specific impact and effect when formal structure does not work as well as desired 	<ul style="list-style-type: none"> • Recognise limitations and unspoken rules and time one's action appropriately • Use facts, reason, concrete examples, demonstration and appropriate argument to directly persuade decision-makers, taking into account the context of the operating environment
 <p>Take Courageous Actions</p>	<ul style="list-style-type: none"> • Act consistently according to social work values and share honest information/ comments about the situation even when the message may not be especially welcomed • Make requirements and needs clear, and firmly object unreasonable behaviour 	<ul style="list-style-type: none"> • Lead and promote adherence to values, ethics and social objectives • Advocate for required resources to close service and social gaps
 <p>Lead Teams</p>	N/A	<ul style="list-style-type: none"> • Create conditions to enable team to perform at its best; and take action to improve team effectiveness/ morale • Promote best practice standards in the delivery of programmes/ services
 <p>Develop Professional Capabilities</p>	N/A	<ul style="list-style-type: none"> • Make specific suggestions to help others learn and grow professionally • Identify strengths and facilitate learning gaps and learning development at individual and team level
 <p>Evaluate and energise self</p>	<ul style="list-style-type: none"> • Understand self, personal values, beliefs and the way these impact the working relationship with clients • Understand own limits and when to seek help • Engage in self-care and active learning 	<ul style="list-style-type: none"> • Be self-aware and develop a reflective practice • Manage emotions and respond appropriately even in emotionally-charged situations

Advanced	Expert
<ul style="list-style-type: none"> Recognise and understand complex political and power relationships within community, system and client support dynamics Use calculated impact of action and words which are highly-customised to influence decision makers 	<ul style="list-style-type: none"> Leverage on knowledge of networks' underlying opportunities and political forces to indirectly influence and assemble partnerships Apply in-depth understanding of interactions to develop complex influence strategies to frame and move social agenda
<ul style="list-style-type: none"> Take responsibility and act on values for the good of the client, even when it is hard to do so (e.g. action may damage trusted relationship) Actively monitor adherence of interventions plans and standards 	<ul style="list-style-type: none"> Gather moral courage and act on values to challenge networks/ system Willing to take risks to enforce consequences and advocate for policies and programmes to support wellbeing of clients
<ul style="list-style-type: none"> Manage team dynamics and take action to ensure that others buy into the social vision Monitor team performance against clear standards and take actions to address performance problems 	<ul style="list-style-type: none"> Inspire confidence and generate commitment to social vision Generate excitement, enthusiasm, and commitment to the profession and social vision
<ul style="list-style-type: none"> Give specific feedback for development purposes Reassure and/ or express positive expectations for future performance Provide individualised suggestion for improvement 	<ul style="list-style-type: none"> Arrange appropriate and helpful assignments/ trainings for the purpose of fostering person's learning and development Understand and identify training/ developmental needs and establish new programmes or materials to meet the needs of the system
<ul style="list-style-type: none"> Contribute to life-long learning and development of self and others Controlled emotional involvement in highly volatile and challenging situations and retain objectivity 	<ul style="list-style-type: none"> Pursue deeper understanding through reflection and perspectives-taking Develop new insights and perspective to deepen one's personal conviction and professional development Model, influence and inspire others towards renewal of self and others

Acknowledgements

We would like to thank the following steering committee members who have developed the National Social Work Competency Framework.

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