

**SW 894 G/I Competency Descriptions, Behaviors and Learning Activities**

**Organization and Community Leadership Curriculum**

**COMPETENCY 1. Demonstrate Ethical and Professional Behavior**

1. Social workers in organizational and community practice apply the profession’s ethical standards and values and follow relevant laws and regulations to lead and impact practice with organizations and communities. They are informed by principles of human rights to critically analyze, apply, and model ethical decision-making frameworks in practice, research, and policy arenas to enhance social justice. Social workers in organizational and community practice evaluate the influence of their personal values, experiences, and affective reactions on their leadership, modifying approaches as needed. Social workers apply and critique theories of organizational and community practice. Social workers in organizational and community practice use rights-based, anti-racist, and anti-oppressive lenses to understand and critique the profession’s history, mission, roles, and responsibilities and recognize historical and current contexts of oppression in shaping practice, research, policy, and systems. Social workers in organizational and community practice take leadership measures to model and promote selfcare for themselves and others, understanding that self-care is paramount for competent and ethical social work practice. They collaborate with teams; acquire knowledge and skills; generate, manage, and apply information effectively; and use emerging technology to further social justice. Social workers in organizational and community leadership:
   1. **Make ethical decisions by applying the standards of the NASW Code of Ethics, taking into consideration the role and influence that leaders have on organizations and communities.**

**Activity:** Use the ethical decision-making model from SW 865 class to work through 3-4 ethical dilemmas faced during the semester, identify cultural strengths, and share the process with instructor.

**Activity:** Use an ethical decision-making model to work through 3-4 ethical dilemmas and identify strategies for leaders to foster ethical practice.

* 1. **Assess personal leadership abilities to further develop a professional identity.**

**Activity:** Identify and demonstrate leadership skills to work effectively with others and to advance cultural sensitivity across systems.

**Activity:** Use leadership skills rating scale to assess strengths, areas for growth and process with field instructor.

**Activity:** Review characteristics of white supremacy and discuss and implement feedback regarding personal strengths and limitations in supervision throughout the semester.

* 1. **Use and promote emerging technology ethically.**

**Activity:** Identify technologies to increase access to services, improve program outcomes and share findings with instructor, 2-3 times this semester.

**Activity:** Identify cultural factors involved in using various technologies, potential ethical dilemmas (unintended negative influence) that impact on outcomes.

**Activity:** Identify technologies to increase access to services, improve program outcomes and share findings with instructor, 2-3 times this semester.

**1.4 Expand on a network of professional relationships that support personal and professional growth. Activity:** Communicate respectfully and promptly through email with colleagues and community members.

**Activity:** Identify and demonstrate leadership skills to work effectively with others and to advance personal and professional growth.

**Competency 2: Advance Human Rights and Social, Economic, and Environmental Justice**

Social workers engaged in organizational and community leadership recognize the inherent human rights of all individuals, irrespective of their societal status. They possess a deep understanding of the historical and global injustices, particularly those stemming from oppression and racism, and acknowledge the role of social work in addressing these issues. Organizational and community social workers critically assess the distribution of power and privilege within society to advance social, racial, economic, and environmental justice, striving to minimize disparities and uphold dignity and respect for everyone. Through advocacy and active involvement, organizational and community social workers work towards dismantling oppressive structural barriers, ensuring equitable access to social resources, rights, and responsibilities, while safeguarding civil, political, economic, social, and cultural human rights.  Social workers in organization and community leadership will always:

**2.1 Advocate for human rights across systems through influencing policies, procedures, and practices within organizations and communities to uphold the rights and dignity of all members.**

**Activity:** Identify impact of social systems, policies and practices on oppressed and vulnerable populations and advocacy efforts to support them.

**Activity:** Promote policies that safeguard rights and confirm equity for all people.

**2.2 Engage in activities that challenge discriminatory practices and promote systemic changes that address inequalities and promote social justice for marginalized groups.**

**Activity:** Review policy/procedural manual and identify white supremacy characteristics that promote social injustice and inequities and discuss in supervision.

**Activity:** Use the national equity project lens of systemic oppression to identify individual, interpersonal and institutional beliefs or practices that perpetuate oppression.

**2.3 Engage in a range of practices aimed at advancing human rights to promote social, racial, economic, and environmental justice, including identifying systemic barriers to equity in organizations and communities and collaborating with stakeholders to address systemic injustices.**

**Activity:** Identify common barriers to housing for homeless families and discuss with supervisor

**Activity:** Collaborate with stakeholders to address systemic injustices and co-lead in making inequities visible

**Activity:** Collaborate with stakeholders to address systemic injustices and engage to co-design their communities

**Competency 3: Engage Anti-Racism, Diversity, Equity, and Inclusion (ADEI) in Practice**

Social workers in organization and community leadership recognize the multiple dimensions of diversity that provide a backdrop for organization and community challenges and aim to provide leadership that targets organization and community needs and concerns while embracing member intersectionality. Social workers in organization and community leadership understand cultural humility and seek knowledge, awareness, and skills related to these factors and strive to engage in inclusive, anti-oppressive, and anti-racist practice. Social workers in organization and community leadership recognize the contemporary and historical underpinnings of social, economic, and racial injustices, and how they perpetuate inequity, oppression, marginalization, and alienation, as well as privilege, power, and acclaim in organizations and communities. Social workers in organization and community leadership:

**3.1 Demonstrate cultural humility by modeling critical reflection, self-awareness, and self-regulation in organization and community leadership.**

**Activity:** Reflect upon demonstrate leadership skills to work effectively with others and to advance cultural sensitivity across systems.

**Activity:** Reflect upon demonstrate self-regulation skills to work effectively with others and to advance cultural sensitivity across systems.

**3.2 Navigate influence, power, privilege, and social work values that recognize organization and community participants as experts of their own lived experiences.**

**Activity:** Effectively leverage power and privilege to ensure community participants’ lived experiences are represented in decisions

**Activity:** Effectively leverage power and privilege to ensure community participants’ lived experiences are represented shaping policy/practice guidelines

**3.3 Facilitate inclusive participation of diverse stakeholders by actively involving them in all stages of planning, implementing, and assessing interventions by creating opportunities for meaningful engagement and collaboration that value and incorporate their perspectives, experiences, and expertise.**

**Activity:** Ensure stakeholders’ voices are heard and represented to inform stages of planning, implementing, and assessing interventions

**Activity:** Select leadership skills to effectively facilitate inclusive meetings to ensure participants’ perspectives and expertise are incorporated

**Competency 4: Engage in Practice-informed Research and Research-informed Practice**

Social workers in organization and community leadership recognize the multiple dimensions of diversity that provide a backdrop for organization and community challenges and aim to provide leadership that targets organization and community needs and concerns while embracing member intersectionality. Social workers in organization and community leadership understand cultural humility and seek knowledge, awareness, and skills related to these factors and strive to engage in inclusive, anti-oppressive, and anti-racist practice. Social workers in organization and community leadership recognize the contemporary and historical underpinnings of social, economic, and racial injustices, and how they perpetuate inequity, oppression, marginalization, and alienation, as well as privilege, power, and acclaim in organizations and communities. Social workers in organization and community leadership:

**4.1 Apply theories, research methods, and research evidence that are ethical, culturally informed, anti-racist, and anti-oppressive to social work practice with organizations and communities.**

**Activity:** Twice a semester review evidenced-based anti-racist practice methods for homeless families and discuss with field instructor ways that organizational practice may be improved based on that research

**Activity:** Twice a semester review evidenced-based anti-racist practice methods for homeless families and discuss with field instructor ways that community practice may be improved based on that research

**Activity:** Select two organizational or community-engagement theories and apply each to a situation and identify ethical, cultural, racist or oppressive potential outcomes.

**4.2 Include diverse stakeholders in the development, implementation, and evaluation of organization and community level policies and programs.**

**Activity:** Assess exit survey data, and report findings to colleagues and 2 additional stakeholders with diverse perspectives.

**Activity:** Review exit surveys of diverse stakeholders twice a semester to develop and conduct a needs assessment and identify anti-racist interventions.

**Competency 5: Engage in Policy Practice**

Social workers in organization and community leadership utilize human rights and social justice frameworks to develop strategic plans for influencing policy and its implementation at the global, federal, state, and local levels. Social workers in organization and community leadership address history and current structures of social policies and services and the role of policy in service delivery through rights based, anti-oppressive, and anti-racist lenses. Social workers in organization and community leadership understand the role of advocacy in policy practice and understand how to create a strategic plan to effect policy change that will contribute to the well-being of organizations and communities with which they work. Social workers in organization and community leadership understand the relevance of advocacy to create policy that supports human rights and social justice across multiple system levels. Social workers in organization and community leadership:

**5.1 Use anti-racist and anti-oppressive lens frameworks to analyze, formulate, and advocate for policies that advance human rights and social, racial, economic, and environmental justice.**

**Activity:** Use the National Equity Project framework to analyze policies to advance human rights

**Activity:** Prioritize community engagement to formulate and advance economic justice

**5.2 Utilize knowledge of advocacy strategies for changing social policies at the federal, state, and/or local levels.**

**Activity:** Identify 3 advocacy strategies to change social policies impacting persons in care facilities

**Activity:** Attend the Legislative Education and Advocacy Day (LEAD) and use this knowledge while discussing strategies to advocate for change 3xs/semester

**5.3 Recognize that social work is a non-partisan political profession, and that political processes and policies affect the social, economic, and environmental well-being of organizations and communities, as well as social work practice itself.**

**Activity:** Track legislative initiatives relevant to client population. Create a fact sheet to educate the public/clients/stakeholders about the importance of the initiative and/or issue.

**Activity:** Regularly articulate the impact polices that favor the dominant culture have on the well-being of organizations, communities, and the social work profession.

**Competency 6: Engage with Organizations and Communities**

Social workers in organization and community leadership engage using an interactive process of social work practice with and on behalf of organizations and communities. Social workers in organization and community leadership apply principles that emphasize the value and importance of human relationships. Social workers in organization and community leadership critically evaluate and apply theories of human behavior and person in environment theories to facilitate engagement with organizations and communities. Social workers in organization and community leadership examine their own bias, personal values and experiences and understand how they may impact effective engagement with diverse organizations and communities. Social workers in organization and community leadership facilitate engagement among professionals, organizations, and communities using interprofessional frameworks that focus on collaboration. Social workers in organization and community leadership:

**6.1 Apply knowledge of stakeholder engagement, as well as interprofessional conceptual frameworks, to enhance and expand collaborative social work practice.**

**Activity:** Learn about engagement strategies and apply them to work with community through the Continuum Building coalition, open house planning, and fundraising events throughout the semester.

**Activity:** Formulate, define, and demonstrate engagement strategies with diverse teams in organization and community settings

**6.2 Manage and lead organizations and communities through empathy, reflection, and interpersonal skills using an anti-racist approach.**

**Activity:** Routinely utilize anti-racist strategies to strengthen relationships in community organizations to advance the agency’s mission and vision while empowering community stakeholders.

**Activity:** Use interpersonal and adaptive leadership skills to develop effective collaborative relationships that empower organization and community stakeholders.

**6.3 Advocate with and on behalf of those individuals served to help elevate their voice and reduce organizational and community power and privilege.**

**Activity:** Demonstrate engagement strategies with community members to center their voices in organization and community decisions

**Activity:** On behalf of community members served, advocate for them by ensuring their voice is represented in organizational decisions.

**6.4 Engage organizations and communities in decision-making processes, while having the ability to negotiate and facilitate tension, misunderstanding, or opportunities through the dynamics of cross-cultural and inclusion-related conflicts.**

**Activity:** Engage in decision-making processes by encouraging open and respectful dialogue

**Activity:** Engage in decision-making processes by ensuring everyone is heard and cultural understanding is sought

**Competency 7: Assess Organizations and Communities**

Social workers in organization and community leadership critically evaluate and apply theories in the assessment of diverse organizations and communities. Social workers in organization and community leadership understand and utilize leadership skills and organizational and community methods of assessment. Social workers in organization and community leadership engage within inter-professional contexts, integrate assessment knowledge, and integrate social work values. Social workers in organization and community leadership articulate and manage how their personal experiences, worldviews, and affective reactions may influence their assessment and decision-making. Social workers in organization and community leadership:

**7.1 Use culturally responsive, anti-racist, anti-oppressive frameworks in the assessment of organizations and communities.**

**Activity:** Apply and equity-minded assessment approach to organizations or communities

**Activity:** Check biases by asking questions about assumptions and positions of privilege throughout the assessment process

**7.2 Engage with organizations and communities to develop mutually agreed-on specialized practice intervention goals and objectives based on the critical assessment of their identified strengths, needs, and challenges.**

**Activity:** 2-3 x/semester work with the evaluation team to develop culturally sensitive mutually agreed-on goals and benchmarks to assess project progress

**Activity:** Select specialized practice assessment strategies that identify strengths and needs to develop mutually agreed-on organization goals

**Activity:** Select specialized practice assessment strategies that identify strengths and needs to develop mutually agreed-on community goals

**7.3 Assess leadership qualities/styles/behaviors of self and other practitioners.**

**Activity:** From a strength-based perspective, identify 3 leadership styles and behaviors of board members

**Activity:** Identify how different leadership styles observed in board meetings contributed to or detracted from the meeting’s goal

**Competency 8: Intervene with Organizations and Communities**

Social workers in organization and community leadership co-create interventions with engaged stakeholders as an ongoing dynamic process with diverse organizations and communities. Social workers in organization and community leadership critically analyze evidence-informed interventions based on the assessment of organizations and communities. Social workers in organization and community leadership assume a leadership role in critically evaluating and applying theories of organizational and community practice to achieve organization and community goals. Social workers in organizational and community practice effectively and collaboratively implement evidence-informed interventions to achieve organization and community goals. Social workers in organization and community leadership are active partners on inter-professional teams to develop intervention strategies and approaches to meet organization and community goals. Social workers in organization and community leadership:

**8.1 Critically analyze and select evidence-informed interventions that reflect and respect the cultural needs of the organizations and communities of focus.**

**Activity:** Twice a semester research, other similar programs, such as TRHT and inclusion clubs, and recommend to team, evidence-informed and culturally sensitive interventions to achieve goals

**Activity:** Twice a semester research communities with similar demographics and recommend to team, evidence-informed and culturally sensitive interventions to achieve goals

**8.2 Take a leadership role in effectively implementing anti-racist, anti-oppressive, and culturally responsive evidence-informed interventions.**

**Activity:** Discuss leadership strategies to successfully implement an Advocate Training for Black Lives Matter allies in the month of November targeting MSU students

**Activity:** Apply anti-racist leadership strategies to successfully implement a training to increase awareness of the impact of white supremacy

**8.3 Collaborate with other professionals to coordinate interventions in partnership with organizations and communities.**

**Activity:** Collaborate with school administrators to gain feedback on the workload, CEUs, and other concerns that teachers may have about implementing the program.

**Activity:** Apply anti-racist leadership strategies to successfully collaborate with others to coordinate community interventions.

**8.4 Develop mechanisms for successful intervention that are impactful, empowering, and strengths-based with organizations and communities.**

**Activity:** Collaborate with stakeholders to create an action plan based on community’s assets

**Activity:** Collaborate with community members to conduct a public information campaign to educate community about the problem, goal and how to address it

**8.5 Engage with and ensure participation of diverse and marginalized organization and community stakeholders by identifying and accommodating context-specific needs, power dynamics, and access to participation in the planning, implementation, and assessment of organization and community interventions.**

**Activity:** Increase participation of single-parent households in community planning by increasing availability of affordable childcare

**Activity:** Increase participation of community stakeholders in community assessment meetings through collaboration to reduce transportation barriers

**Competency 9: Evaluate Practice with Organizations and Communities**

Social workers in organization and community leadership implement qualitative and quantitative methods for evaluation of process, outcomes, leadership, and practice effectiveness with organizations and communities. They utilize anti-racist and anti-oppressive approaches for evaluation of their practice. Social workers in organization and community leadership utilize process and outcome evaluation to improve organizational and community practice and inform policy. Social workers in organization and community leadership:

**9.1 Lead implementation of anti-racist and anti-oppressive approaches for ongoing quantitative and qualitative evaluation of processes and outcomes with organizations and communities.**

**Activity:** Select and implement the most effective and relevant culturally responsive methods to evaluate the progress of the project 2x/semester

**Activity:** Engage in collaborative and equitable partnerships to elevate anti-racist evaluation methods to measure outcomes

**9.2 Engage with traditionally excluded stakeholders to ensure collaborative, anti-racist, and anti-oppressive evaluation.**

**Activity:** Collaborate with traditionally excluded stakeholders to identify questions to ask about the project and the best way to ask them

**Activity:** Identify with stakeholders’ the skills and strengths they can use to assist in the evaluation process

**9.3 Ethically apply evaluation findings to improve practice with organizations and communities.**

**Activity:** Demonstrate integrity in reporting evaluation findings to stakeholders

**Activity:** Demonstrate integrity in reporting potential negative impact evaluation results may have on vulnerable stakeholders