

I. DESCRIPTION OF WORK

Positions in this banded class is responsible for supervision of positions engaged in a variety of professional social work and case management services using a wide range of social work skills and intervention techniques. Work may involve investigation of alleged neglect or abuse; provision of in-depth assessment of family dynamics and needs; and assessment, intervention and treatment of individuals and/or families with acute to severe medical and/or emotional disorders and mental illnesses.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions in this banded class typically supervise Social Work staff who provide direct services to clients in an organization with primarily one general type of service delivery needs. They assess the quality and appropriateness of care planned and provided; evaluate the quality of documentation, ensure treatment plans are appropriate for the clients and that resources are used effectively. They coordinate services for clients both internally and externally. They provide community education and consultation.</p>	<p>Positions in this banded class typically supervise Social Work staff who provide direct services to clients with several different service delivery needs, under general supervision. They may recruit and train other staff, assign workloads, evaluate progress of both clients and staff. They may have some input in budget, short and long range goals for program. They may establish work standards within the organization.</p>	<p>Positions at this level supervise the provision of Social Work services for an organization with a highly complex caseload, under minimal supervision. They assist in all aspects of operating a program or organization including developing funding, providing strategic input, determining new approaches and methods and oversight of unit operations. They assign client caseloads, train staff and evaluate them. They may develop and interpret policy for the program.</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Technical	Knowledge of the population to be served and the needs of that population. Knowledge of adaptive, developmental and social behaviors. Knowledge of social work principles, techniques and practices. Knowledge of assessment tools and appropriate counseling techniques. Ability to evaluate and make assessments of the population. Knowledge of governmental and private organizations and community resources. Knowledge of adaptive, developmental and social behaviors. Knowledge of appropriate program rules and regulations, and appropriate code of ethics.
Therapeutic Counseling	Ability to assess client needs, intervene appropriately and terminate services appropriately. Ability to use therapeutic counseling techniques to teach appropriate behaviors; ability to demonstrate desired behaviors, and supervise the practice of those desired outcomes. Ability to provide counseling on an individual and group basis to achieve individual service plan goals; and resolve issues. Ability to develop behavioral programs. Ability to facilitate/provide counseling on an individual, family and group basis to achieve individual service plan goals, and to resolve issues. Ability to evaluate effectiveness of programs.
Communication and Teamwork	Ability to listen, understand and convey information in oral and written form to the population served, their families and others. Ability to work collaboratively as a member of a team to provide services for clients and families.
Interpersonal Skills	Ability to develop and maintain effective relationships with clients and others to encourage and support communication and teamwork. Ability to build and maintain ongoing, collaborative, working relationships to achieve therapeutic goals. Ability to address ethical relationships. Ability to work and communicate with variety of community providers of services in order to assure client needs are met.
Planning/Organizing Work	Ability to develop programs of treatment with specific goals and objectives. Ability to implement, monitor and modify programs.
Advocacy Skills	Ability to develop and present the client's interests in all matters.
Supervision	Ability to establish expectations and clear direction to meet agency goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL

Knowledge – Technical

Knowledge of the population to be served and the needs of that population. Knowledge of adaptive, developmental and social behaviors. Knowledge of social work principles, techniques and practices. Knowledge of assessment tools and appropriate counseling techniques. Ability to evaluate and make assessments of the population. Knowledge of governmental and private organizations and community resources. Knowledge of adaptive, developmental and social behaviors. Knowledge of appropriate program rules and regulations, and appropriate code of ethics.

Contributing	Journey	Advanced
Working knowledge of social work principles, techniques and practices, and their application to casework, group work and community problems. Working knowledge assessment principles and techniques, and appropriate counseling techniques. Working knowledge of the methods and principles of casework supervision and training. Working knowledge of the populations served and its needs. Working knowledge of governmental and private organizations and community resources.	Full knowledge of social work principles, techniques and practices, and their application to casework, group work and community problems. Full knowledge of assessment principles and techniques, and appropriate counseling techniques. Full knowledge of the methods and principles of casework supervision and training. Full knowledge of the populations served and its needs. Full knowledge of governmental and private organizations and community resources.	Extensive knowledge of social work principles, techniques and practices, and their application to casework, group work and community problems. Extensive knowledge of assessment principles and techniques, and appropriate counseling techniques. Extensive knowledge of the methods and principles of casework supervision and training. Extensive knowledge of the populations served and its needs. Extensive knowledge of governmental and private organizations and community resources.

Basic knowledge - The span of knowledge minimally necessary to complete defined assignments.

Working knowledge - The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the research objective.

Full knowledge - The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

Therapeutic Counseling

Ability to assess client needs, intervene appropriately and terminate services appropriately. Ability to use therapeutic counseling techniques to teach appropriate behaviors; ability to demonstrate desired behaviors, and supervise the practice of those desired outcomes. Ability to provide counseling on an individual and group basis to achieve individual service plan goals; and resolve issues. Ability to develop behavioral programs. Ability to facilitate/provide counseling on an individual, family and group basis to achieve individual service plan goals, and to resolve issues. Ability to evaluate effectiveness of programs.

Contributing	Journey	Advanced
<p>Working understanding of learning theory and ability to adapt and implement theory to specific client needs. Ability to model target behaviors. Ability to coordinate agency services for a specific population with well documented needs.</p>	<p>Full understanding of theories of human behavior, change processes, learning theory, and treatment of physical/mental health concerns to provide therapeutic services.</p> <p>Working ability to develop programs of treatment and intervention, monitor and modify as needed. Ability to evaluate and certify eligibility of client for variety of services. Ability to provide community education and consultation as needed. Ability to coordinate agency services for a moderately complex program.</p>	<p>Ability to determine focus of therapy in areas of client assessment. Ability to develop programs, new approaches and methods of treatment based upon knowledge of the needs of the clients. Ability to provide advice and consultation in appropriate assessment and casework practices to staff involved in more complex and severe cases. Ability to coordinate agency services for a highly complex program.</p>

Communication and Teamwork

Ability to listen, understand and convey information in oral and written form to the population served, their families and others. Ability to work collaboratively as a member of a team to provide services for clients and families.

Contributing	Journey	Advanced
<p>Ability to listen, ask questions and give feedback to employees. Ability to give clear and concise instructions. Ability to develop and maintain effective communication and work relationships with Physicians, upper management healthcare personnel, patients, families, agencies and others. Ability to facilitate the team process. Ability to provide instruction to staff on new methods, etc.</p>	<p>Ability to write reports to upper management on operations of unit. Ability to disseminate information on changes in policies, procedures, protocols, etc., via various channels such as meetings, bulletin boards, memos, email, etc. Ability to effectively articulate staffing and recruitment needs to management and administration. Ability to coordinate the team process with internal, government and community resources. Ability to provide community education and consultation.</p>	<p>Ability to disseminate information from administration/management including ability to provide interpretation and clarification of information to staff. Ability to conduct multi-disciplinary clinical interviews and modify treatment plans as needed. Ability to lead the team process.</p>

Interpersonal Skills

Ability to develop and maintain effective relationships with clients and others to encourage and support communication and teamwork. Ability to build and maintain ongoing, collaborative, working relationships to achieve therapeutic goals. Ability to address ethical relationships. Ability to work and communicate with variety of community providers of services in order to assure client needs are met.

Contributing	Journey	Advanced
<p>Ability to relate positively to community groups and other professionals. Ability to relate positively and calmly to clients, staff, families and community agencies. Ability to communicate specific behavioral concepts and techniques. Ability to relate in a consultative role with clients and their families. Ability to establish and maintain effective working relationships with members of caseload, families and community agencies.</p>	<p>Ability to work with a variety of professionals representing various disciplines related to the client's specific needs. Ability to work in partnership with community, government and other agencies in order to provide appropriate services. Ability to instruct and educate community and staff on new methods.</p>	<p>Ability to work with a variety of professionals representing various disciplines related to the client's specific needs. Ability to work with and coordinate several units and potentially diverse program to meet overarching agency missions. Ability to educate and instruct on more complex issues and problems.</p>

Planning/Organizing Work

Ability to develop programs of treatment with specific goals and objectives. Ability to implement, monitor and modify programs.

Contributing	Journey	Advanced
<p>Ability to create developmental, behavioral and educational programs. Ability to assess needs of client population in order to develop program and work operations. Ability to assign work and maintain workload balance within program. Ability to develop procedures to improve efficiency.</p>	<p>Ability to develop complex behavioral modification plans. Ability to train families and other staff in specifics of the plans. Ability to strategically plan for unit. Ability to develop and implement procedures for efficiency. Ability to monitor programs for effectiveness, efficiency and performance of staff.</p>	<p>Ability to review existing treatment plans and identify areas needing improvement. Ability to recommend modifications to those plans and monitor implementation. Ability to modify procedures for efficiency. Ability to develop new program ideas and implement. Ability to assign caseloads.</p>

Advocacy Skills

Ability to develop and present the client's interests in all matters.

Contributing	Journey	Advanced
<p>Ability to assess adaptive, developmental and social behavioral levels of clients referred for their current functioning level. Knowledge of available services and ability to refer clients and families to those services.</p>	<p>Ability to assess a wide variety of current and projected needs of clients using various forms of standardized tests. Ability to follow-up on services being provided to the clients to assure needs are being met. Ability to provide and implement some of the services needed, using counseling and behavioral modification approaches. Ability to seek resources in governmental, community and other areas.</p>	<p>Ability to identify client needs in more complex cases and to obtain appropriate services required to meet those needs. Ability to establish both short- and long-range goals for both clients and their families. Ability to serve as a liaison between clients and providers of services. Ability to develop, negotiate, modify and review contracts with providers. Ability to strategically determine appropriate resources needed to meet client's needs.</p>

Supervision

Ability to establish expectations and clear direction to meet agency goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Contributing	Journey	Advanced
<p>Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to actively seek to coach and mentor staff. Ability to support professional development of staff. Ability to delegate and assign tasks. Ability to promote communication. Ability to identify and address quality monitoring and performance improvement issues for the organization.</p>	<p>Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the organization or unit. Ability to manage resources effectively to provide for employee training and growth. Ability to identify and address quality monitoring and performance improvement issues for the organization.</p>	<p>Ability to mentor, coach and manage the staff in multiple locations or organizational units. Ability to seek resources and opportunities for employee training and growth. Ability to identify and address quality monitoring and performance improvement issues.</p>

V. MINIMUM TRAINING & EXPERIENCE

Bachelor's degree in a Human Services discipline and three years of experience related to the area of assignment. Some positions may require certification to practice as a certified or licensed Clinical Social Worker as required by the North Carolina Social Work Certification Board.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.