

*Competency Framework for
Career Grade Social
Workers in Children's Social
Services*

Reviewed & Updated
March 2010

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Introduction

As part of the process to ensure all Social Worker's in Children's Social Services have the opportunity for career progression, the following competency framework has been devised to assist managers with defining the progression from NQSW → Developing Practitioner → Maturing Practitioner → Senior Practitioner.

Kent Children's Social Care is also committed to ensuring every social worker has the opportunity to access a range of Professional Development activity to meet the National requirements set by the General Social Care Council & registration for social workers. Therefore to achieve the required competencies, meet the GSCC registration requirements & to ensure social workers are equipped to undertake high quality work with children & families, it is expected that they engage in the Continuous Profession Development activity being offered by Kent. These include:

- NQSW 18 day training program
- Consolidation Module
- Special Award in ChildCare } PQ 1-6
- A range of In-house training, conferences & learning opportunities.

The following document sets out competencies at each level in line with the National Occupational Standards for social workers.

Newly Qualified Social Workers

Competency Guidelines

Training: Kent CSS are committed to delivering the national requirement to support NQSW's and have signed up to the National pilot. Therefore it is required that NQSW's attend the Newly Qualified Social Workers programme: This involves 18 days including Induction Week and social work skills training
Including:
"Assessment, Risk and Analysis"
"Recording in Practice"
"Court Skills"
"Communicating with Children"

This training also underpins the knowledge required for the compilation of a portfolio of evidence for both the CWDC and for the PQ Consolidation Module

**Practice
Competencies:**

Work towards the 11 Outcome Statements:
Ability to carry out Initial and Core Assessments, analysing risks and needs, and planning interventions with a high level of support and supervision

Contribute to planning and reviewing of interventions to enhance the prospects for children and their families and according to the ECM agenda – with appropriate support and guidance.

Use supervision and the experience of others in order to increase own learning and understanding of social work skills and appropriate interventions.

Use initiative to keep up to date with recent research into social work theories and practice issues.

Produce clear reports of a high standard for formal decision-making forums.

Make appropriate use of informal and formal support, guidance and supervision

Keep written & electronic case records in accordance with procedures & expected timescales

National Occupational Standards for Social Work: six Key Roles have been defined and the competency indicators (with a few exceptions) are common to all levels of experience. It is a question of depth and complexity of competency at each level as suggested in attached documents:

Newly Qualified Social Workers

Competences

Key Role 1: Prepare for, and work with individuals, families, carers, groups and communities to assess their needs and circumstances

Evidence Indicators: Prepare for social work contact and involvement

- | | |
|--|--|
| 1.1 Review case notes and other relevant material | ✓ |
| 1.2 Liaise with others to access additional information that can inform initial contact and involvement | ✓ |
| 1.3 Evaluate all information to identify the best form of initial involvement | <i>Able to identify information and plan intervention with discussion and guidance with supervisor</i> |

Work with individuals, families, carers, groups and communities to help them make informed decisions

- | | |
|--|---|
| 2.1. Inform individuals, families, carers, groups and communities about your own, and the organisation's duties and responsibilities | ✓ |
| 2.2 Work with individuals, families, carers, groups and communities to identify, gather analyse and understand information | <i>Present information to supervisor to be sure there is a clear understanding of analysis of work with children and families</i> |
| 2.3 Work with individuals, families, carers groups and communities to enable them to analyse, identify, clarify and express their strengths, expectations and limitations | <i>Be able to seek support with this when appropriate.</i> |
| 2.4 Work with individuals, families, carers groups and communities to enable them to assess and make informed decisions about their needs, circumstances, risks preferred options and resources | ✓ |

Assess needs and options to recommend a course of action

- | | |
|---|---|
| 3.1 Assess and review the preferred options of individuals, families, carers, groups and communities | <i>With support and advice from supervisor having presented the information in formal supervision</i> |
| 3.2 Assess needs, risks and options taking into account legal and other requirements | <i>Present findings to supervisor to seek support and guidance</i> |
| 3.3. Assess and recommend an appropriate course of action for individuals, families, carers groups and communities | <i>Presented and discussed in supervision and confirmed by supervisor</i> |

Key Role 2: Plan, carry out, review and evaluate social work practice with individuals, families, carers, groups, communities and other professionals

Evidence indicators: Respond to crisis situations

- | | |
|---|--|
| 4.1 Assess the urgency of requests for action | <i>By seeking consultation with supervisor</i> |
| 4.2 Identify the need for legal and procedural intervention. | <i>With support and guidance from supervisor</i> |
| 4.3 Plan and implement action to meet the immediate needs and circumstances | <i>Present information to supervisor to seek agreement for actions</i> |
| 4.4 Review the outcomes with individuals families, carers, groups, communities, professionals and others | <i>Prepare for meetings with support and guidance of supervisor to approve the outcome</i> |

Interact with individuals, families, carers, groups and communities to achieve change and development and to improve life opportunities

- | | |
|---|---|
| 5.1 Develop and maintain relationships with individuals, families, carers, groups, communities and others. | ✓ |
| 5.2 Work with individuals, families, carers, groups, communities and others to avoid crisis situations and address problems and conflict | ✓ |

- | | |
|--|---|
| 5.3 Apply and justify social work methods and models used to achieve change and development and improve life opportunities | <i>Discuss in supervision to ensure that with support from supervisor that optimum methods are used appropriately</i> |
| 5.4 Regularly monitor, review and evaluate changes in need and circumstances | <i>Plan and then to discuss in supervision to organise appropriate review meetings</i> |
| 5.5 Reduce contact and withdraw from relationships appropriately | ✓ |

Prepare, produce, implement and evaluate plans with individuals, families, carers, groups communities and professional colleagues

- | | |
|---|---|
| 6.1 Negotiate the provision to be included in the plans | <i>Devise plans and present to supervisor to seek approval</i> |
| 6.2 Identify content and actions and draft Plans | <i>With agreement and support from supervisor</i> |
| 6.3 Carry out your own responsibilities and monitor, co-ordinate and support the actions of others involved in implementing the plans | ✓ |
| 6.4 Review the effectiveness of the plans with the people involved. | <i>Take responsibility for arranging appropriate review meetings</i> |
| 6.5 Renegotiate and revise plans to meet changing needs and circumstances | <i>Use supervision to seek guidance on the revision of care plans</i> |

Support the development of networks to meet assessed needs and planned outcomes:

- | | |
|--|---|
| 7.1 Examine with individuals, families, carers groups, communities and others support networks which can be accessed and developed | ✓ |
| 7.2 Work with individuals, families, carers groups, communities and others to initiate and sustain support networks | ✓ |
| 7.3 Contribute to the development and evaluation of support networks | <i>In consultation with and support from supervisor</i> |

Work with groups to promote individual growth, development and independence:

- | | |
|--|---|
| 8.1 Identify opportunities to form and support groups | <i>Be prepared and capable when required, with support and agreement of supervisor to form and support groups</i> |
| 8.2 Use group programmes, processes and dynamics to promote individual growth, development and independence, and to foster interpersonal skills | <i>If and when appropriate with support and agreement of supervisor</i> |
| 8.3 Help groups to achieve planned outcomes for their members and to evaluate the appropriateness of their work | <i>Be able to analyse the outcomes of the group with guidance and support from supervisor</i> |
| 8.4 Disengage from groups appropriately | ✓ |

Address behaviour which presents a risk to individuals, families, carers, groups and communities:

- | | |
|---|---|
| 9.1 Take immediate action to deal with the behaviour that presents a risk | <i>Present information for consultation and support from supervisor</i> |
| 9.2 Work with individuals, families, carers, groups, communities and others to identify and evaluate situations and circumstances that may trigger the behaviour | ✓ |
| 9.3 Work with individuals, families, carers, groups and communities on strategies and support that could positively change the behaviour | <i>With support and guidance from supervisor</i> |

Key Role 3: Support individuals to represent their needs, views and circumstances

Evidence indicators: Advocate with, and on behalf of individuals, families, carers, groups and communities.

- | | |
|--|---|
| 10.1 Assess whether you should act as the Advocate for the individual, family, carer Group or community | ✓ |
| 10.2 Assist individuals, families, carers, groups and communities to access independent advocacy | ✓ |

10.3 Advocate for, and with, individuals, Families, carers, groups and communities *As appropriate*

Prepare for, and participate in decision-making forums:

11.1 Prepare reports and documents for decision-making forums *Present reports to supervisor to seek guidance, advice and quality assurance*

11.2 Work with individuals, families, carers groups and communities to select the best form of representation for decision-making forums *With support guidance and advice from supervisor*

11.3 Present evidence to, and help individuals, families, carers, groups and communities to understand the procedures of and the outcomes from decision-making forums *With guidance and support from supervisor*

11.4 Enable individuals, families, carers, groups and communities to be involved in decision-making forums ✓

Key Role 4: Manage risk to individuals, families, carers, groups, Communities, self and colleagues

Evidence indicators:

Assess and manage risks to individuals, families, carers, groups and communities

12.1 Identify and assess the nature of risk *With guidance and support*

12.2 Balance the rights and responsibilities of individuals, families, carers, groups and communities with associated risk *With guidance and support from the supervisor ensuring knowledge of safeguarding policies and procedures are considered*

12.3 Regularly monitor, re-assess, and manage risk to individuals, families carers, groups and communities *Both in formal review forums and in formal and informal supervision with supervisor*

Assess, minimise and manage risk to self and colleagues

13.1 Assess potential risk to self and Colleagues *Be aware of risk assessment process (H & S) and discuss with supervisor*

13.2 Work within the risk assessment and Management procedures of your own and other relevant organisations and professions *Be able to present knowledge of these procedures to supervisor*

13.3 Plan, monitor and review outcomes and actions to minimise stress and risk *With support, advice and guidance*

Key Role 5: Manage and be accountable, with supervision and support, for your own social work practice within your organisation

Evidence indicators:

Manage and be accountable for your own work:

14.1 Manage and prioritise your workload within organisational policies and priorities *Be able to present and discuss in supervision current workload and seek guidance appropriately on defining priorities*

14.2 Carry out duties using accountable professional judgement and knowledge based social work practice *Take responsibility for seeking guidance and knowledge where necessary to inform own practice via formal and informal supervision*

14.3 Monitor and evaluate the effectiveness of your programme of work in meeting the organisational requirements and the needs of individuals, families, carers, groups and communities *Be able to reflect in supervision and in more formal review meeting processes on the effectiveness of work*

14.4 Use professional and managerial supervision and support to improve your practice *Take responsibility for seeking guidance in supervision to continually work to develop your practice by learning from more experienced colleagues and supervisor. Make use of the national NQWS Outcome statements to evaluate own progress.*

Contribute to the management of resources and services:

15.1 Contribute to the procedures involved in purchasing and commissioning services *N/A*

15.2 Contribute to monitoring the effectiveness of services in meeting need. *Be able to recognize and report to supervisor on effectiveness of services*

15.3 Contribute to monitoring the quality of the services provided *Be able to contribute to team discussions*

15.4 Contribute to managing information *Be able to contribute to team discussions*

Manage, present and share records and reports

16.1 Maintain accurate, complete, accessible and up-to-date records and reports ✓

16.2 Provide evidence for judgements and Decisions *Present information to supervisor to seek guidance and support in this*

16.3 Implement legal and policy frameworks for access to records and reports *Be able to seek appropriate support and guidance when necessary*

16.4 Share records with individuals, families, Carers groups and communities *As appropriate and with support*

Work with multi-disciplinary and multi-organisational teams, networks and systems:

17.1 Develop and maintain effective working Relationships ✓

17.2 Contribute to identifying and agreeing goals, objectives and lifespan of the team network or system *Be able to contribute as part of team/ District meetings and in other forums as appropriate or with guidance*

17.3 Contribute to evaluating the effectiveness of the team, network or system *As appropriate and with guidance*

17.4 Deal constructively with disagreements and conflict within relationships *Be able to present this information to a supervisor and seek support and guidance as appropriate*

Key Role 6: Demonstrate professional competence in social work practice

Evidence Indicators:

Research, analyse, evaluate and use current knowledge of best social work practice

18.1 Review and update your knowledge of legal, policy and procedural frameworks *Take responsibility for attending appropriate NQSW training courses, and learning from supervisor and more experienced colleagues. Seek out guidance to ensure understanding current legislation, policy & procedures.*

18.2 Use professional and organisational supervision and support to research, critically analyse and review knowledge-based practice

✓

18.3 Implement knowledge-based social work models and methods to develop and improve your own practice

Use supervision and supervisor to discuss and ensure models and methods are appropriate

Work within agreed standards of social work practice and ensure own professional development:

19.1 Exercise and justify professional Judgements

Be able to use supervision to seek guidance and support in the area

19.2 Use professional assertiveness to justify decisions and uphold professional social work practice, values and ethics

With guidance and support

19.3 Work within the principles and values underpinning social work practice

Always

19.4 Critically reflect upon your own practice and performance using supervision and support systems

✓

19.5 Use supervision and support to take action to meet continuing professional development needs

✓

Manage complex ethical issues, dilemmas and conflicts:

20.1 Identify and assess issues, dilemmas and conflicts that might affect your practice

Take responsibility for discussing within supervision

20.2 Devise strategies to deal with ethical issues, dilemmas and conflicts

Present information in supervision to seek appropriate guidance and support

20.3 Reflect on outcomes

Demonstrate ability to self reflect and with supervisor

Contribute to the promotion of best social work practice:

21.1. Contribute to policy review and development

N/A

21.2 Use supervision and organisational and professional systems to inform a course of action where practice falls below required standards



21.2 Work with colleagues to contribute to Team development



Developing Practitioners

Competency Guidelines

Training: Kent CSS are committed to the continual professional development of Social Workers and therefore opportunities are available for all staff following their 1st year of post qualifying practice to undertake the PQ Consolidation Module. It would be expected that staff will be working towards or have taken this opportunity at this level.

It is expected there is also continued attendance on appropriate in-house training programmes, KSCB courses, external training programmes/conferences/ events as part of the PDP process and the expectations of the organization as part of the Continual Professional Development process and the requirements as set out by the General Social Care Council and registration requirements for social workers.

**Practice
Competencies:**

Achievement of the standards required in the 11 Outcomes for NQSWs

Take responsibility where appropriate, and as agreed with supervisor, for holding Multi-Agency Child in Need Meetings

Produce clear reports of a high standard for formal decision-making forums.

Make appropriate use of formal support and supervision but requiring less guidance and support time.

Show increased confidence and competence in contributing to formal meetings and decision-making forums

Keep written & electronic case records in accordance with procedures & expected timescales

National Occupational Standards for Social Work: six Key Roles have been defined and the competency indicators (with a few exceptions) are common to all levels of experience. It is a question of depth and complexity of competency at each level as suggested in attached documents:

Developing Practitioners

Competences

Key Role 1: Prepare for, and work with individuals, families, carers, groups and communities to assess their needs and circumstances

Evidence Indicators: Prepare for social work contact and involvement

- 1.1 Review case notes and other relevant material ✓
- 1.2 Liaise with others to access additional information that can inform initial contact and involvement ✓
- 1.3 Evaluate all information to identify the best form of initial involvement *Be confident in discussing this in supervision and developing a plan of intervention.*

Work with individuals, families, carers, groups and communities to help them make informed decisions

- 2.1. Inform individuals, families, carers, groups and communities about your own, and the organisation's duties and responsibilities ✓
- 2.2 Work with individuals, families, carers, groups and communities to identify, gather analyse and understand information *Take responsibility to discuss findings in supervision and agree analysis with supervisor*
- 2.3 Work with individuals, families, carers groups and communities to enable them to analyse, identify, clarify and express their strengths, expectations and limitations ✓
- 2.4 Work with individuals, families, carers groups and communities to enable them to assess and make informed decisions about their needs, circumstances, risks preferred options and resources ✓

Assess needs and options to recommend a course of action

- 3.1** Assess and review the preferred options of individuals, families, carers, groups and communities *With agreement of supervisor*
- 3.2** Assess needs, risks and options taking into account legal and other requirements *With support and advice from supervisor*
- 3.3.** Assess and recommend an appropriate course of action for individuals, families, carers groups and communities *Discussed with and confirmed by supervisor*

Key Role 2: Plan, carry out, review and evaluate social work practice with individuals, families, carers, groups, communities and other professionals

Evidence indicators: Respond to crisis situations

- 4.1** Assess the urgency of requests for action *Present information and proposed action to supervisor*
- 4.2** Identify the need for legal and procedural intervention. *Present information and seek appropriate support and advice from supervisor*
- 4.3** Plan and implement action to meet the immediate needs and circumstances *With agreement of supervisor*
- 4.4** Review the outcomes with individuals families, carers, groups, communities, professionals and others *Be confident in reviewing outcomes but seek agreement for effectiveness of work and outcomes for families*

Interact with individuals, families, carers, groups and communities to achieve change and development and to improve life opportunities

- 5.1** Develop and maintain relationships with individuals, families, carers, groups, communities and others. ✓
- 5.2** Work with individuals, families, carers, groups, communities and others to avoid crisis situations and address problems and conflict ✓

- | | |
|--|---|
| 5.3 Apply and justify social work methods and models used to achieve change and development and improve life opportunities | <i>Ensure that optimum methods are used appropriately</i> |
| 5.4 Regularly monitor, review and evaluate changes in need and circumstances | <i>Plan more independently and then discuss in supervision and organise appropriate review meetings</i> |
| 5.5 Reduce contact and withdraw from relationships appropriately | ✓ |

Prepare, produce, implement and evaluate plans with individuals, families, carers, groups communities and professional colleagues

- | | |
|---|---|
| 6.1 Negotiate the provision to be included in the plans | <i>As part of any planning meeting and in discussion/consultation with supervisor</i> |
| 6.2 Identify content and actions and draft plans | <i>With agreement of supervisor</i> |
| 6.3 Carry out your own responsibilities and monitor, co-ordinate and support the actions of others involved in implementing the plans | ✓ |
| 6.4 Review the effectiveness of the plans with the people involved. | <i>Be able to confidently arrange appropriate review meetings</i> |
| 6.5 Renegotiate and revise plans to meet changing needs and circumstances | <i>Begin to be creative in revising plans in discussion with supervisor</i> |

Support the development of networks to meet assessed needs and planned outcomes:

- | | |
|--|---|
| 7.1 Examine with individuals, families, carers groups, communities and others support networks which can be accessed and developed | ✓ |
| 7.2 Work with individuals, families, carers groups, communities and others to initiate and sustain support networks | ✓ |
| 7.3 Contribute to the development and evaluation of support networks | <i>In consultation with and support from supervisor</i> |

Work with groups to promote individual growth, development and independence:

- | | |
|--|---|
| 8.1 Identify opportunities to form and support groups | <i>If and where appropriate, with support and agreement of Line Manager</i> |
| 8.2 Use group programmes, processes and dynamics to promote individual growth, development and independence, and to foster interpersonal skills | <i>If and where appropriate with support and agreement of Line Manager</i> |
| 8.3 Help groups to achieve planned outcomes for their members and to evaluate the appropriateness of their work | <i>If and where appropriate with support and agreement of Line manager</i> |
| 8.4 Disengage from groups appropriately | ✓ |

Address behaviour which presents a risk to individuals, families, carers, groups and communities:

- | | |
|--|---|
| 9.1 Take immediate action to deal with the behaviour that presents a risk | <i>Be able to inform supervisor /appropriate manager and then propose possible action with appropriate guidance</i> |
| 9.2
Work with individuals, families, carers, groups, communities and others to identify and evaluate situations and circumstances that may trigger the behaviour | ✓ |
| 9.3 Work with individuals, families, carers, groups and communities on strategies and support that could positively change the behaviour | ✓ |

Key Role 3: Support individuals to represent their needs, views and circumstances

Evidence indicators: Advocate with, and on behalf of individuals, families, carers, groups and communities.

- | | |
|--|---|
| 10.1 Assess whether you should act as the Advocate for the individual, family, carer Group or community | ✓ |
| 10.2 Assist individuals, families, carers, groups and communities to access independent advocacy | ✓ |

10.3 Advocate for, and with, individuals, Families, carers, groups and communities *As appropriate in consultation with supervisor*

Prepare for, and participate in decision-making forums:

11.1 Prepare reports and documents for decision-making forums *Present information in supervision with quality assurance and agreement by supervisor*

11.2 Work with individuals, families, carers groups and communities to select the best form of representation for decision-making forums ✓

11.3 Present evidence to, and help individuals, families, carers, groups and communities to understand the procedures of and the outcomes from decision-making forums ✓

11.4 Enable individuals, families, carers, groups and communities to be involved in decision-making forums ✓

Key Role 4: Manage risk to individuals, families, carers, groups, Communities, self and colleagues

Evidence indicators:

Assess and manage risks to individuals, families, carers, groups and communities

12.1 Identify and assess the nature of risk *With advise and support as appropriate*

12.2 Balance the rights and responsibilities of individuals, families, carers, groups and communities with associated risk *With a clear understanding of safeguarding policies and procedures in consultation with supervisor*

12.3 Regularly monitor, re-assess, and manage risk to individuals, families carers, groups and communities *Both in formal review forums and in discussion with supervisor*

Assess, minimise and manage risk to self and colleagues

13.1 Assess potential risk to self and Colleagues *Be aware of risk assessment process (H & S) and discuss with supervisor*

13.2 Work within the risk assessment and Management procedures of your own and other relevant organisations and professions *Be able to check own knowledge of procedures and with supervisor*

13.3 Plan, monitor and review outcomes and actions to minimise stress and risk *With advice, using supervision to achieve this*

Key Role 5: Manage and be accountable, with supervision and support, for your own social work practice within your organisation

Evidence indicators:

Manage and be accountable for your own work:

14.1 Manage and prioritise your workload within organisational policies and priorities *With appropriate advise from supervisor*

14.2 Carry out duties using accountable professional judgement and knowledge based social work practice *Be able to discuss in supervision appropriate knowledge to inform social work practice*

14.3 Monitor and evaluate the effectiveness of your programme of work in meeting the organisational requirements and the needs of individuals, families, carers, groups and communities *Reflection in supervision and in more formal review meeting processes to understand how effective own practice is*

14.4 Use professional and managerial supervision and support to improve your practice *Continually work to develop own practice by learning from more experienced colleagues and in formal supervision*

Contribute to the management of resources and services:

15.1 Contribute to the procedures involved in purchasing and commissioning services *N/A*

15.2 Contribute to monitoring the effectiveness of services in meeting need. *Understand how own work contributes to effectiveness of services*

15.3 Contribute to monitoring the quality of the services provided *Be able to effectively contribute to teams discussions or evaluations*

15.4 Contribute to managing information *Be able to effectively contribute to teams discussions or evaluations*

Manage, present and share records and reports

16.1 Maintain accurate, complete, accessible and up-to-date records and reports ✓

16.2 Provide evidence for judgements and decisions *Begin to propose decisions to supervisor with support and advise as appropriate*

16.3 Implement legal and policy frameworks for access to records and reports *Have working knowledge but seek appropriate advice as necessary*

16.4 Share records with individuals, families, Carers groups and communities *As appropriate and with support*

Work with multi-disciplinary and multi-organisational teams, networks and systems:

17.1 Develop and maintain effective working Relationships ✓

17.2 Contribute to identifying and agreeing goals, objectives and lifespan of the team network or system *Be confident in contributing as part of team/District meetings in other forums as appropriate*

17.3 Contribute to evaluating the effectiveness of the team, network or system *As appropriate*

17.4 Deal constructively with disagreements and conflict within relationships *Be able to use formal supervision to seek advice and support*

Key Role 6: Demonstrate professional competence in social work practice

Evidence Indicators:

Research, analyse, evaluate and use current knowledge of best social work practice

18.1 Review and update your knowledge of legal, policy and procedural frameworks *Take responsibility for identifying attending appropriate training courses and learning from supervisor and more experienced colleagues. Update as necessary to maintain a working knowledge of legislation, policy & procedures.*

- | | |
|---|--|
| 18.2 Use professional and organisational supervision and support to research, critically analyse and review knowledge-based practice | ✓ |
| 18.3 Implement knowledge-based social work models and methods to develop and improve your own practice | <i>Present different models and methods to supervisor and agree appropriate method for working</i> |

Work within agreed standards of social work practice and ensure own professional development:

- | | |
|---|---|
| 19.1 Exercise and justify professional Judgements | <i>Begin to demonstrate greater confidence in professional judgement with guidance as appropriate</i> |
| 19.2 Use professional assertiveness to justify decisions and uphold professional social work practice, values and ethics | ✓ |
| 19.3 Work within the principles and values underpinning social work practice | <i>Always</i> |
| 19.4 Critically reflect upon your own practice and performance using supervision and support systems | ✓ |
| 19.5 Use supervision and support to take action to meet continuing professional development needs | ✓ |

Manage complex ethical issues, dilemmas and conflicts:

- | | |
|--|---|
| 20.1 Identify and assess issues, dilemmas and conflicts that might affect your practice | <i>Discussion within supervision or team meetings to enhance own learning</i> |
| 20.2 Devise strategies to deal with ethical issues, dilemmas and conflicts | <i>With advice from supervisor</i> |
| 20.3 Reflect on outcomes | <i>By self and informal supervision</i> |

Contribute to the promotion of best social work practice:

- | | |
|--|-----|
| 21.1. Contribute to policy review and development | N/A |
|--|-----|

21.2 Use supervision and organisational and professional systems to inform a course of action where practice falls below required standards ✓

21.3 Work with colleagues to contribute to Team development ✓

Maturing Practitioners

Competency Guidelines

Training:. Kent CSS support the Continual Professional Development of Social Workers and continue to provide opportunities for staff to continue attendance on in-house training programmes, KSCB training programmes or external training programmes as agreed in supervision and as part of the PDP process. It would be expected that staff engage in a range of CPD activity to meet the requirements of General Social Care Council and registration as a social worker and to ensure that they continue to have the requisite skills to undertake high quality services for children and families . It would be appropriate for staff at this level to begin preparation for supervision by attendance on courses for supervision and for developing learning in others.

In addition there are opportunities available for those who have demonstrated they have consolidated their post qualification learning to continue this by completion of the Specialist Award in Child Care. This gives social workers the complete Post Qualification in social work 1-6 and provides learning for those interested in practice education and learning in others.

Practice Competencies:

Increased competence and confidence in all aspects of meeting the needs of children and their families, the statutory requirements and expectations of the organisation

Co-working with, mentoring or formal supervision of Social Work Assistants, NQSWs and student social workers as appropriate

Take responsibility where appropriate, for holding/chairing Multi-Agency Child in Need Meetings. Chair CiN meetings as required for mentees/students.

Produce clear reports of a high standard with little guidance, but a greater need for consultation and formal decision-making processes.

Make appropriate use of formal support and supervision..

Take increased responsibility as a team member in terms of team meetings, events, training exercises, etc.

Keep written & electronic case records in accordance with procedures & expected timescales

National Occupational Standards for Social Work: six Key Roles have been defined and the competency indicators (with a few exceptions) are common to all levels of experience. It is a question of depth and complexity of competency at each level as suggested in attached documents:

Maturing Practitioners

Competences

Key Role 1: Prepare for, and work with individuals, families, carers, groups and communities to assess their needs and circumstances

Evidence Indicators: Prepare for social work contact and involvement

- 1.1 Review case notes and other relevant material ✓
- 1.2 Liaise with others to access additional information that can inform initial contact and involvement *Do this confidently having formed appropriate professional relationships*
- 1.3 Evaluate all information to identify the best form of initial involvement *Complete task autonomously.*

Work with individuals, families, carers, groups and communities to help them make informed decisions

- 2.1. Inform individuals, families, carers, groups and communities about your own, and the organisation's duties and responsibilities ✓
- 2.2 Work with individuals, families, carers, groups and communities to identify, gather analyse and understand information *Work autonomously with reference back to supervisor as appropriate*
- 2.3 Work with individuals, families, carers groups and communities to enable them to analyse, identify, clarify and express their strengths, expectations and limitations ✓
- 2.4 Work with individuals, families, carers groups and communities to enable them to assess and make informed decisions about their needs, circumstances, risks preferred options and resources ✓

Assess needs and options to recommend a course of action

- | | |
|---|---|
| 3.1 Assess and review the preferred options of individuals, families, carers, groups and communities | <i>Complete complex assessments autonomously with clear appropriate plans in line with departmental policies and procedures</i> |
| 3.2 Assess needs, risks and options taking into account legal and other requirements | <i>With confidence taking consultation as necessary from supervisor</i> |
| 3.4. Assess and recommend an appropriate course of action for individuals, families, carers groups and communities | <i>Be creative and innovative in developing appropriate plans, seeking approval from supervisor as necessary</i> |

Key Role 2: Plan, carry out, review and evaluate social work practice with individuals, families, carers, groups, communities and other professionals

Evidence indicators: Respond to crisis situations

- | | |
|---|--|
| 4.1 Assess the urgency of requests for action | <i>Have a clear understanding of what action is necessary and present this confidently to supervisor or action autonomously if appropriate</i> |
| 4.2 Identify the need for legal and procedural intervention. | <i>Know when to seek appropriate approval for any legal or procedural intervention</i> |
| 4.3 Plan and implement action to meet the immediate needs and circumstances | ✓ |
| 4.4 Review the outcomes with individuals families, carers, groups, communities, professionals and others | <i>Chair and lead meetings where appropriate</i> |

Interact with individuals, families, carers, groups and communities to achieve change and development and to improve life opportunities

- | | |
|---|---|
| 5.1 Develop and maintain relationships with individuals, families, carers, groups, communities and others. | ✓ |
| 5.2 Work with individuals, families, carers, groups, communities and others to avoid crisis situations and address problems and conflict | ✓ |

- | | |
|--|---|
| 5.3 Apply and justify social work methods and models used to achieve change and development and improve life opportunities | <i>Have a good working knowledge of a variety of intervention methods and models and ensure that optimum methods are used appropriately</i> |
| 5.4 Regularly monitor, review and evaluate changes in need and circumstances | ✓ |
| 5.5 Reduce contact and withdraw from relationships appropriately | ✓ |

Prepare, produce, implement and evaluate plans with individuals, families, carers, groups communities and professional colleagues

- | | |
|---|--|
| 6.1 Negotiate the provision to be included in the plans | <i>Be creative and engage families to ensure appropriate provision is in place. Seek approval as appropriate from supervisor</i> |
| 6.2 Identify content and actions and draft plans | <i>With agreement of supervisor and budget holder</i> |
| 6.3 Carry out your own responsibilities and monitor, co-ordinate and support the actions of others involved in implementing the plans | ✓ |
| 6.4 Review the effectiveness of the plans with the people involved. | <i>Be able to confidently arrange appropriate review meetings</i> |
| 6.5 Renegotiate and revise plans to meet changing needs and circumstances | ✓ |

Support the development of networks to meet assessed needs and planned outcomes:

- | | |
|--|--|
| 7.1 Examine with individuals, families, carers groups, communities and others support networks which can be accessed and developed | <i>Be creative and influential in seeking out networks and support</i> |
| 7.2 Work with individuals, families, carers groups, communities and others to initiate and sustain support networks | ✓ |
| 7.3 Contribute to the development and evaluation of support networks | ✓ |

Work with groups to promote individual growth, development and independence:

- | | |
|--|--|
| 8.1 Identify opportunities to form and support groups | <i>Be able to confidently develop groups autonomously and seeking advice where appropriate</i> |
| 8.2 Use group programmes, processes and dynamics to promote individual growth, development and independence, and to foster interpersonal skills | <i>Be clear about group dynamics and processes and implement confidently where appropriate</i> |
| 8.3 Help groups to achieve planned outcomes for their members and to evaluate the appropriateness of their work | <i>Take the lead in ensuring this happens</i> |
| 8.4 Disengage from groups appropriately | ✓ |

Address behaviour which presents a risk to individuals, families, carers, groups and communities:

- | | |
|---|--|
| 9.1 Take immediate action to deal with the behaviour that presents a risk | <i>Be able to act autonomously and seek approval where appropriate from managers</i> |
| 9.2 Work with individuals, families, carers, groups, communities and others to identify and evaluate situations and circumstances that may trigger the behaviour | ✓ |
| 9.3 Work with individuals, families, carers, groups and communities on strategies and support that could positively change the behaviour | <i>Be able to understand and implement a range of strategies to achieve this</i> |

Key Role 3: Support individuals to represent their needs, views and circumstances

Evidence indicators: Advocate with, and on behalf of individuals, families, carers, groups and communities.

- | | |
|--|---|
| 10.1 Assess whether you should act as the Advocate for the individual, family, carer Group or community | ✓ |
| 10.2 Assist individuals, families, carers, groups and communities to access independent advocacy | ✓ |

10.3 Advocate for, and with, individuals, Families, carers, groups and communities *As appropriate*

Prepare for, and participate in decision-making forums:

11.1 Prepare reports and documents for decision-making forums *With quality assurance by supervisor*

11.2 Work with individuals, families, carers groups and communities to select the best form of representation for decision-making forums ✓

11.3 Present evidence to, and help individuals, families, carers, groups and communities to understand the procedures of and the outcomes from decision-making forums ✓

11.4 Enable individuals, families, carers, groups and communities to be involved in decision-making forums ✓

Key Role 4: Manage risk to individuals, families, carers, groups, Communities, self and colleagues

Evidence indicators:

Assess and manage risks to individuals, families, carers, groups and communities

12.1 Identify and assess the nature of risk *Have a good working knowledge of risk assessment and a range of models to support this work*

12.2 Balance the rights and responsibilities of individuals, families, carers, groups and communities with associated risk *With a clear understanding of safeguarding policies and procedures and ability to use own professional authority to assist in this process*

12.3 Regularly monitor, re-assess, and manage risk to individuals, families carers, groups and professional communities *Use a range of forums to achieve this*

Assess, minimise and manage risk to self and colleagues

13.1 Assess potential risk to self and Colleagues *Be aware of risk assessment process (H & S) and report as appropriate. Be able to provide guidance/shadowing to less experienced staff to demonstrate safe practice*

- | | |
|--|---|
| 13.2 Work within the risk assessment and Management procedures of your own and other relevant organisations and professions | <i>Maintain and update knowledge of policies and procedures as necessary to ensure these remain up to date and can provide consultation to others</i> |
| 13.3 Plan, monitor and review outcomes and actions to minimise stress and risk | ✓ |

Key Role 5: Manage and be accountable, with supervision and support, for your own social work practice within your organisation

Evidence indicators:

Manage and be accountable for your own work:

- | | |
|--|--|
| 14.1 Manage and prioritise your workload within organisational policies and priorities | <i>Do this autonomously and where necessary seek consultation via supervisor</i> |
| 14.2 Carry out duties using accountable professional judgement and knowledge based social work practice | <i>Take responsibility to ensure knowledge is up to date by continual professional development and reading new research theory, etc.</i> |
| 14.3 Monitor and evaluate the effectiveness of your programme of work in meeting the organisational requirements and the needs of individuals, families, carers, groups and communities | <i>Reflection and consultation in supervision and in more formal review meeting processes</i> |
| 14.4 Use professional and managerial supervision and support to improve your practice | <i>Continually work to develop your practice through reading and supervision and practice discussions in teams</i> |

Contribute to the management of resources and services:

- | | |
|--|---|
| 15.1 Contribute to the procedures involved in purchasing and commissioning services | <i>Be able to begin to take the lead on certain projects or with voluntary organizations, eg. Links to domestic violence forums/Homestart</i> |
| 15.2 Contribute to monitoring the effectiveness of services in meeting need. | <i>As appropriate and by taking the lead on certain projects or with voluntary organisations, eg. Links to domestic violence forums/Homestart</i> |
| 15.3 Contribute to monitoring the quality of the services provided | <i>Directly by involvement with organizations or other agencies and in discussion in team meetings</i> |

15.4 Contribute to managing information

Be confident and responsible in contributing to discussions in team meetings and in supervision

Manage, present and share records and reports

16.1 Maintain accurate, complete, accessible and up-to-date records and reports

✓

16.2 Provide evidence for judgements and decisions

Be autonomous and confident in the provision of evidence whilst consulting with supervisor for agreement on recommendations

16.3 Implement legal and policy frameworks for access to records and reports

With appropriate legal advice and approval of recommendation by supervisor

16.4 Share records with individuals, families, Carers groups and communities

As appropriate and with advice

Work with multi-disciplinary and multi-organisational teams, networks and systems:

17.1 Develop and maintain effective working relationships

Be able to demonstrate to less experienced staff models of working to achieve this

17.2 Contribute to identifying and agreeing goals, objectives and lifespan of the team network or system

As part of team/District meetings or other forums worked within as appropriate. Demonstrate confident and professional authority to others

17.3 Contribute to evaluating the effectiveness of the team, network or system

As appropriate. Be creative and offer ideas to improve the system

17.4 Deal constructively with disagreements and conflict within relationships

Deal autonomously with any conflict, seeking advise from supervisor as appropriate

Key Role 6: Demonstrate professional competence in social work practice

Evidence Indicators:

Research, analyse, evaluate and use current knowledge of best social work practice

18.1 Review and update your knowledge of legal, policy and procedural frameworks

Take responsibility for identifying and attending appropriate training courses and learning from supervisor and other experienced colleagues. Maintain a good working knowledge of legislation policy & procedures by regularly updating.

- | | |
|---|--|
| 18.2 Use professional and organizational supervision and support to research, critically analyse and review knowledge-based practice | <i>Demonstrate high level of analytical skills and good working knowledge of social work in own practice</i> |
| 18.3 Implement knowledge-based social work models and methods to develop and improve your own practice | <i>Be confident and competent in applying appropriate models with minimal guidance</i> |

Work within agreed standards of social work practice and ensure own professional development:

- | | |
|---|--|
| 19.1 Exercise and justify professional Judgements | <i>Demonstrate confidence in professional judgement and model this to less experienced staff</i> |
| 19.2 Use professional assertiveness to justify decisions and uphold professional social work practice, values and ethics | <i>Demonstrate confidence in professional judgement and model this to less experienced staff</i> |
| 19.3 Work within the principles and values underpinning social work practice | <i>Always</i> |
| 19.4 Critically reflect upon your own practice and performance using supervision and support systems | ✓ |
| 19.5 Use supervision and support to take action to meet continuing professional development needs | ✓ |

Manage complex ethical issues, dilemmas and conflicts:

- | | |
|--|---|
| 20.1 Identify and assess issues, dilemmas and conflicts that might affect your practice | <i>Discussion/consultation within supervision and lead discussions in team meetings/District meetings</i> |
| 20.2 Devise strategies to deal with ethical issues, dilemmas and conflicts | <i>Be able to do this autonomously and in consultation with supervisor</i> |
| 20.3 Reflect on outcomes | <i>Demonstrate ability to use reflection to enhance own practice and in others</i> |

Contribute to the promotion of best social work practice:

- | | |
|--|---|
| 21.1. Contribute to policy review and development | <i>Be able to confidently communicate/articulate ideas to contribute to policy review and development</i> |
|--|---|

21.2 Use supervision and organisational and professional systems to inform a course of action where practice falls below required standards



21.3 Work with colleagues to contribute to Team development



SENIOR PRACTITIONERS

Competency Guidelines

Training:

Kent CSS are committed to ensuring all levels of social work staff have opportunities to continually professionally develop. Therefore at this level it would be expected that there is evidence of some post qualifying learning at either Advanced, Specialist or MSc level. The role requires that Senior Practitioners supervise students and provide mentoring to others and therefore evidence of learning or experience of supervision would be beneficial.

It is expected there is also continued attendance on appropriate in-house training programmes, KSCB courses, external training programmes/conferences/ events as part of the PDP process and the expectations of the organization as part of the Continual Professional Development process and the requirements as set out by the General Social Care Council and registration requirements for social workers.

Practice:

Ability to meet the organisation's expectations in working with complexity, sensitive and high risk casework in order to enhance the life chances of children and their families.

Co-work complex cases with less experienced workers and lead and teach by example and support them in their work.

To teach/practice assess social work students on a regular basis.

Chair formal meetings as required and appropriate

Supervise, mentor and coach less experienced members of the team.

Contribute to the development of policy and practice by attendance on multi-agency forums and as lead of any key initiatives as directed by the District Manager, as representative on forums as necessary, eg. Homestart Management Committee.

Produce competent, clear reports for decision-making forums and support other team members when they are required to give evidence in Court.

Keep written & electronic case records in accordance with procedures & expected timescales

National Occupational Standards for Social Work: six Key Roles have been defined and the competency indicators (with a few exceptions) are common to all levels of experience. It is a question of depth and complexity of competency at each level as suggested in the attached document:

Senior Practitioners

Competences

Key Role 1: Prepare for, and work with individuals, families, carers, groups and communities to assess their needs and circumstances

Evidence Indicators: Prepare for social work contact and involvement

- | | |
|--|---|
| 1.1 Review case notes and other relevant material | <i>Be able to do autonomously and review and quality assure case notes of students and own work</i> |
| 1.2 Liaise with others to access additional information that can inform initial contact and involvement | <i>Provide guidance to others on how to achieve this. Do this on own work autonomously</i> |
| 1.3 Evaluate all information to identify the best form of initial involvement | <i>Comprehensively evaluate own casework and give support and advice to supervisees</i> |

Work with individuals, families, carers, groups and communities to help them make informed decisions

- | | |
|--|--|
| 2.1. Inform individuals, families, carers, groups and communities about your own, and the organisation's duties and responsibilities | <i>Confident in own work and able to act as a resource to inform students how to achieve this indicator themselves</i> |
| 2.2 Work with individuals, families, carers, groups and communities to identify, gather analyse and understand information | <i>High level analysis used in own work and in guidance given to students</i> |
| 2.3 Work with individuals, families, carers groups and communities to enable them to analyse, identify, clarify and express their strengths, expectations and limitations | ✓ |
| 2.4 Work with individuals, families, carers groups and communities to enable them to assess and make informed decisions about their needs, circumstances, risks preferred options and resources | <i>High level skills used autonomously to assess children and families</i> |

Assess needs and options to recommend a course of action

- | | |
|---|--|
| 3.1 Assess and review the preferred options of individuals, families, carers, groups and communities | <i>In addition to own ability to assist less experienced staff in completing this work</i> |
| 3.2 Assess needs, risks and options taking into account legal and other requirements | <i>Own casework and supporting/advising others. Have a high level of knowledge of both risk assessment and legislation</i> |
| 3.3. Assess and recommend an appropriate course of action for individuals, families, carers groups and communities | ✓ |

Key Role 2: Plan, carry out, review and evaluate social work practice with individuals, families, carers, groups, communities and other professionals

Evidence indicators: Respond to crisis situations

- | | |
|---|--|
| 4.1 Assess the urgency of requests for action | <i>Be able to make appropriate assessments and take necessary action with appropriate level of authorisation</i> |
| 4.2 Identify the need for legal and procedural intervention. | <i>Work autonomously and advise others, seeking authorisation where appropriate</i> |
| 4.3 Plan and implement action to meet the immediate needs and circumstances | ✓ |
| 4.4 Review the outcomes with individuals families, carers, groups, communities, professionals and others | <i>Chair appropriate meetings and be able to review work of students to assess effectiveness and outcomes</i> |

Interact with individuals, families, carers, groups and communities to achieve change and development and to improve life opportunities

- | | |
|---|--|
| 5.1 Develop and maintain relationships with individuals, families, carers, groups, communities and others. | <i>Be able to maintain relationships with other professionals and assist students in learning how to achieve this themselves</i> |
| 5.2 Work with individuals, families, carers, groups, communities and others to avoid crisis situations and address problems and conflict | ✓ |

- | | |
|--|---|
| 5.3 Apply and justify social work methods and models used to achieve change and development and improve life opportunities | <i>Be autonomous and confident in a variety of social work models/methods. Be able to articulate this clearly to less experienced staff /students and model good practice</i> |
| 5.4 Regularly monitor, review and evaluate changes in need and circumstances | ✓ |
| 5.5 Reduce contact and withdraw from relationships appropriately | ✓ |

Prepare, produce, implement and evaluate plans with individuals, families, carers, groups communities and professional colleagues

- | | |
|---|---|
| 6.1 Negotiate the provision to be included in the plans | <i>Be creative and demonstrate effective planning skills in formal planning meetings in agreement with team leader</i> |
| 6.2 Identify content and actions and draft plans | <i>Autonomously create plans and implement with agreement of budget holder. Assist others to create appropriate plans</i> |
| 6.3 Carry out your own responsibilities and monitor, co-ordinate and support the actions of others involved in implementing the plans | ✓ |
| 6.4 Review the effectiveness of the plans with the people involved. | <i>Take the lead in reviewing effectiveness of all casework. Demonstrate ability to review cases at formal meetings and review the work of others</i> |
| 6.5 Renegotiate and revise plans to meet changing needs and circumstances | ✓ |

Support the development of networks to meet assessed needs and planned outcomes:

- | | |
|--|--|
| 7.1 Examine with individuals, families, carers groups, communities and others support networks which can be accessed and developed | <i>Be creative and influential in seeking out networks of support and model to less experienced staff and students</i> |
| 7.2 Work with individuals, families, carers groups, communities and others to initiate and sustain support networks | ✓ |
| 7.3 Contribute to the development and evaluation of support networks | ✓ |

Work with groups to promote individual growth, development and independence:

- | | |
|--|---|
| 8.1 Identify opportunities to form and support groups | <i>Be able to lead on the development of groups and advise others. Be creative in how they are implemented</i> |
| 8.2 Use group programmes, processes and dynamics to promote individual growth, development and independence, and to foster interpersonal skills | <i>Have a good understanding of group processes and dynamics and assist others learning in this area</i> |
| 8.3 Help groups to achieve planned outcomes for their members and to evaluate the appropriateness of their work | <i>Take the lead in ensuring practice is effectively achieving planned outcomes and model to less experienced staff</i> |
| 8.4 Disengage from groups appropriately | ✓ |

Address behaviour which presents a risk to individuals, families, carers, groups and communities:

- | | |
|---|--|
| 9.1 Take immediate action to deal with the behaviour that presents a risk | <i>Be able to act autonomously to manage risk and assist others where appropriate</i> |
| 9.2 Work with individuals, families, carers, groups, communities and others to identify and evaluate situations and circumstances that may trigger the behaviour | ✓ |
| 9.3 Work with individuals, families, carers, groups and communities on strategies and support that could positively change the behaviour | <i>Be able to understand and implement a range of strategies to achieve this and give guidance to students or others</i> |

Key Role 3: Support individuals to represent their needs, views and circumstances

Evidence indicators: Advocate with, and on behalf of individuals, families, carers, groups and communities.

- | | |
|--|---|
| 10.1 Assess whether you should act as the Advocate for the individual, family, carer Group or community | ✓ |
| 10.2 Assist individuals, families, carers, groups and communities to access independent advocacy | ✓ |

- 10.3** Advocate for, and with, individuals, Families, carers, groups and communities *Be able to assist others to advocate and understand their role*

Prepare for, and participate in decision-making forums:

- 11.1** Prepare reports and documents for decision-making forums *Provide high quality reports making reference to research and theory where appropriate and to quality assess those completed by others*
- 11.2** Work with individuals, families, carers groups and communities to select the best form of representation for decision-making forums ✓
- 11.3** Present evidence to, and help individuals, families, carers, groups and communities to understand the procedures of and the outcomes from decision-making forums *Demonstrate this in own work and by providing guidance to others*
- 11.4** Enable individuals, families, carers, groups and communities to be involved in decision-making forums ✓

Key Role 4: Manage risk to individuals, families, carers, groups, Communities, self and colleagues

Evidence indicators:

Assess and manage risks to individuals, families, carers, groups and communities

- 12.1** Identify and assess the nature of risk *Have excellent working knowledge of a of range models to support own work and to assist others in this area*
- 12.2** Balance the rights and responsibilities of individuals, families, carers, groups and communities with associated risk *Have clear understanding of policies and procedures and be able to articulate this clearly to others if working in a range of settings, making use of own professional authority*
- 12.3** Regularly monitor, re-assess, and manage risk to individuals, families carers, groups and communities *Use a range of professional/forums to achieve this and model to less experienced staff*

Assess, minimise and manage risk to self and colleagues

- 13.1** Assess potential risk to self and Colleagues *Be aware of risk assessment process (H & S) and report as appropriate. Be able to provide advice and guidance to less experienced staff to demonstrate safe practice*

- | | |
|--|---|
| 13.2 Work within the risk assessment and Management procedures of your own and other relevant organisations and professions | <i>Maintain and update regularly knowledge of procedures to remain up to date. Also be able to provide knowledge and expertise to students, the team and others</i> |
| 13.3 Plan, monitor and review outcomes and actions to minimise stress and risk | ✓ |

Key Role 5: Manage and be accountable, with supervision and support, for your own social work practice within your organisation

Evidence indicators:

Manage and be accountable for your own work:

- | | |
|--|--|
| 14.1 Manage and prioritise your workload within organisational policies and priorities | <i>Manage workload autonomously with minimal consultation. Only seeking approval for recommendations and assisting others to manage workload</i> |
| 14.2 Carry out duties using accountable professional judgement and knowledge based social work practice | <i>Review own knowledge of social work practice and ensure this is up to date to be able to quality assure knowledge of others</i> |
| 14.3 Monitor and evaluate the effectiveness of your programme of work in meeting the organisational requirements and the needs of individuals, families, carers, groups and communities | <i>Be able to evaluate own work by reflection and consultation in supervision and in more formal review meeting processes. Also assisting others to learn this skill</i> |
| 14.4 Use professional and managerial supervision and support to improve your practice | <i>Continually work to develop your practice through reading and supervision. Also by delivering presentations about research and practice to own team and District</i> |

Contribute to the management of resources and services:

- | | |
|--|--|
| 15.1 Contribute to the procedures involved in purchasing and commissioning services | <i>By being able to take the lead as directed by District Manager/ County Manager on key projects or represent KCC on certain forums and directly contribute to the purchasing and commissioning of services</i> |
| 15.2 Contribute to monitoring the effectiveness of services in meeting need. | <i>As appropriate and by being able to take the lead as directed by District/County Manager on key projects or represent KCC on certain forums and directly contribute to the purchasing and commissioning of services</i> |

15.3 Contribute to monitoring the quality of the services provided

By direct contribution by involvement in key projects/forums/voluntary organisations to improve quality. Also by discussion in team/District meetings

15.4 Contribute to managing information

Demonstrate confidence in contributing to discussions about management information and ensuring others understand the importance of accurate information.

Manage, present and share records and reports

16.1 Maintain accurate, complete, accessible and up-to-date records and reports

Be able to ensure others maintain records and maintain own accurately to model good practice

16.2 Provide evidence for judgements and decisions

Present autonomously evidence with minimal support, and support others to achieve this

16.3 Implement legal and policy frameworks for access to records and reports

With appropriate legal advice and agreement of team leader and to provide guidance to others

16.4 Share records with individuals, families, Carers groups and communities

As appropriate

Work with multi-disciplinary and multi-organisational teams, networks and systems:

17.1 Develop and maintain effective working Relationships

Be able to do this autonomously with a wide range of networks and systems with District or at County level and model to others and students how to achieve this

17.2 Contribute to identifying and agreeing goals, objectives and lifespan of the team network or system

Be able to take the lead in the team on certain projects to support team

17.3 Contribute to evaluating the effectiveness of the team, network or system

Support team leader and Practice Supervisor in leading the team and being creative in ways to improve team effectiveness

17.4 Deal constructively with disagreements and conflict within relationships

Deal autonomously with conflict seeking appropriate advice as necessary support to others in achieving this

Key Role 6: Demonstrate professional competence in social work practice

18.1 Review and update your knowledge of Legal, policy and procedural frameworks

Take responsibility for identifying and attending appropriate training and development opportunities. Maintain.

regular updates in legislation, policy & procedures, maintain a high level knowledge in this area.

18.2 Use professional and organisational supervision and support to research, critically analyse and review knowledge based practice

Demonstrate high level analytical skills and knowledge in social work. Be able to effectively articulate this to others and groups/teams as requested by District /County Manager

18.3 Implement knowledge-based social work models and methods to develop and improve your own practice

Be able to apply appropriate models confidently and competently, with minimal guidance, articulating this to team members, other professionals and students

Work within agreed standards of social work practice and ensure own professional development:

19.1 Exercise and justify professional Judgements

Demonstrate high level professional judgement and support students and others to develop their judgement

19.2 Use professional assertiveness to justify decisions and uphold professional social work practice, values and ethics

Maintain high level of professional identity and knowledge to be able to uphold professional social work practice and model and teach this to students and others

19.3 Work within the principles and values Underpinning social work practice

Always

19.4 Critically reflect upon your own practice and performance using supervision and support systems.

Be able to critically reflect own work and assist others to critically reflect

19.5 Use supervision and support to take action To meet continuing professional Developmental needs

Advise and guide others to use supervision effectively

Manage complex ethical issues, dilemmas and conflicts:

20.1 Identify and assess issues, dilemmas and conflicts that might affect your practice

Be able to do this autonomously and assist less experienced staff/students to do this

20.2 Devise strategies to deal with ethical issues dilemmas and conflicts

Demonstrate ability to lead in such issues in team meetings or forums as part of a learning process of self or others

20.3 Reflect on outcomes

Be able to do this autonomously and in supervision and relate this to national issues as well as own or others practice

Contribute to the promotion of best social work practice:

- | | |
|--|--|
| 21.1 Contribute to policy review and Development | <i>Take responsibility as directed by District Manager to directly contribute to working groups to improve policy and review development</i> |
| 21.2 Use supervision and organisational and professional systems to inform a course of action where practice falls below required standards | <i>Demonstrate ability to recognise when this occurs , to challenge others and/ or those supervising, to ensure high standards of practice, are in place</i> |
| 21.3 Work with colleagues to contribute to Team development | ✓ |