UNIVERSITY CHECK LIST

COMMUNITY COLLABORATION

EXECUTIVE LEADERSHIP

RESOURCE MANAGEMENT

STRATEGIC MANAGEMENT

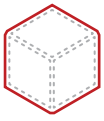# HUMAN SERVICES
MANAGEMENT COMPETENCIES

THE NETWORK FOR
SOCIAL WORK MANAGEMENT

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With contributions from the NSWM Board Members

Dear University Partner:

Students increasingly are considering degrees in business, public administration and public health to strengthen their resume and gain qualifications necessary for top management positions in the non-profit world. Many do not realize the value of a Master of Social Work degree or that its school of social work management curriculum does prepare students for fulfilling administrative and leadership roles.

The social work profession has the unique challenge of educating the world about the vast array of skills social workers bring to the table. And students need to critically assess their own skills and professional development strategies to advance their careers after graduation.

To answer these challenges, the Network for Social Work Management offers the Human Service Management Competencies certificate as a guide to help your students launch their careers in management and develop their leadership skills. This is also is an opportunity for your school to promote the value and depth of the macro practice curriculum you already provide.

Partner with the Network for Social Work Management to award your graduating management students the Human Services Management Competencies certificate.

- Align your school to the Network for Social Work Management's core mission of offering top-notch leadership development to social work and human service professionals.
- Gain a powerful endorsement by the Network for Social Work Management, the only association dedicated to advancing human service and social work professionals in management, regarding your macro practice curriculum.
- Provide a certificate at no cost to your students, which they can leverage as they seek employment after graduation.

The next steps are:

- Compare your program's coursework to our Human Service Management Competencies outlined in this University Check List and our Human Services Management Competencies brochure.
- If you determine your program (coursework, field education, other educational opportunities) meets learning objectives for 75% of the competency performance indicators, your program is eligible to offer this certificate to your graduating management students.
- Determine your cost for offering the certificate. Certificate fees are assessed by the number of macro practice students enrolled in your program and are priced per student.
- When you are ready to partner with the Network to offer this certificate to your students, contact us at info@socialworkmanager.org to obtain an MOA. Once signed, we will work with your program on next steps to offer the Human Service Management certificates.

For questions, contact info@socialworkmanager.org.

We look forward to working with your program.

Sincerely,
Lakeya Cherry, MSSW
Executive Director, Network for Social Work Management

These humans services management competencies include a robust array of *interpersonal*, *intellectual*, and *technical* skills.

DOMAIN: **EXECUTIVE LEADERSHIP**

- Interpersonal skills
- Analytical and critical thinking skills
- Professional behavior
- Maintaining stakeholder relationships
- Communication skills
- Cross-cultural understanding
- Advocating for social justice
- Facilitating innovative change

These interpersonal skills are necessary to motivate others to successfully communicate the organizational mission and vision at all levels of management.

DOMAIN: **RESOURCE MANAGEMENT**

- Effectively manages human resources
- Effectively manages and oversees
- the budget and other financial resources
- Ensures transparency, protection, and accountability
- Manages all aspects of information technology

The competencies delineated under the domain of Resource Management list the intellectual skills that provide for a clear perspective on the organization in its environment and are essential to possessing the capacity to think and act strategically.

DOMAIN: **STRATEGIC MANAGEMENT**

- Fundraising
- Marketing and public relations
- Designs and develops effective programs
- Manages risk and legal affairs
- Ensuring strategic planning

The competencies delineated under the domain of Strategic Management provide selection of technical skills that are essential to successfully managing organizational functions such as budget and finance, human resources, and technology.

DOMAIN: **COMMUNITY COLLABORATION**

- Builds a relationship with complementary agencies, institutions and community groups is an amalgamation of all the skills needed in social work management that are employed at the senior level.
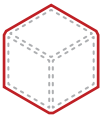
Although executive leadership is one of the competencies listed on the previous page, the need for leadership in many ways transcends all other competencies. It is the most complex, critical and overarching competency and the one most directly associated with organizational success and sustainability in a rapidly changing and challenging environment. Given this environment and the growing complexity of both organizations and the functions necessary for their management, it becomes less likely that one individual possesses all of the required competencies in sufficient degree. Therefore, the competence most critical to organizational success is the ability of a manager to be self-aware of her/his own strengths and limitations and self-confident enough to build an organizational leadership team that has, in the aggregate, all of the management competencies listed below. This highlight on self-awareness is drawn from some popular published works asserting that "who you are is how you'll lead" (Hogan & Kaiser, 2005) and Goldsmith's (2008) catch phase, "what got you here won't get you there." Both statements address the value for self-awareness in leadership. This is a critical component of leadership and the key ingredient of management across all levels of experience.
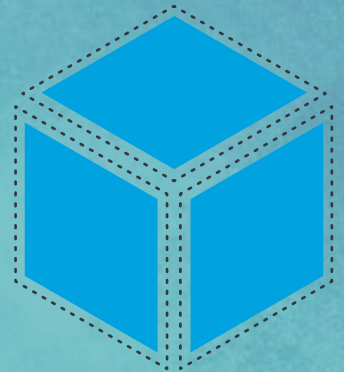
EXECUTIVE LEADERSHIP
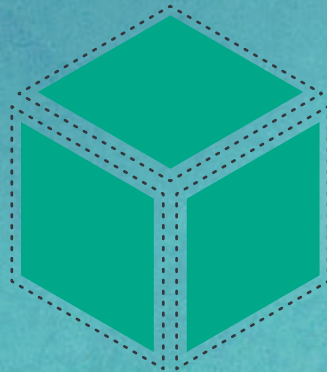
RESOURCE MANAGEMENT

STRATEGIC MANAGEMENT

COMMUNITY COLLABORATION

ASSESSMENT CHECKLIST

Assess and document where your program stacks up against the competencies presented in the guidebook for professionals. This will be helpful in gauging where your curriculum, field education and other offerings meet the standards of the Human Services Management Competencies.

Check mark each NSWM Competency and their performance indicators (PI) you believe is covered by your program.

Start Assessing Your Program On the Next Page

SCHOOL NAME: _____

CONTACT PERSON: _____

EMAIL: _____

PHONE NUMBER: _____

NOTE: Only users with Acrobat Pro can save answers electronically compiled in the form fields. Adobe Reader users must print out responses.

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
DOMAIN: EXECUTIVE LEADERSHIP			
1. Competency: Establishes, promotes, and anchors the vision, philosophy, goals, objectives, and values of the organization	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
1.1 Creates, communicates, and anchors a vision for the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
1.2 Works to ensure that all programs align with the overall organizational mission.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
1.3 Reviews the mission periodically to determine its relevance to client and community needs.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
1.4 Works closely with management staff to establish benchmarks to show alignment with vision, mission, philosophy, and goals.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
1.5 Identifies potential organizational drift from vision, mission, philosophy, and goals.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
1.6 Demonstrates the manner in which the vision, philosophy, and values are applied in making organizational decisions.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2. Competency: Possesses interpersonal skills that support the viability and positive functioning of the organization	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.1 Establishes and maintains an organizational culture that recognizes and rewards professionalism, quality customer service, employee engagement and empowerment, and programs and services that further social justice.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.2 Inspires the workforce to move beyond cynicism and complacency, and perform and produce in a superior manner.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY

DOMAIN: EXECUTIVE LEADERSHIP (CON'T)

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
2.3 Demonstrates the ability to assume different leadership styles as appropriate to the situation.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.4 Possesses strong skills in emotional intelligence, self-awareness, self-mastery, etc.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.5 Is able to find common ground with others and form positive relationships easily.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.6 Is able to inspire confidence in others, both internally and externally.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.7 Demonstrates commitment to the work of the agency.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.8 Demonstrates and communicates deep knowledge about the work of the agency, using current performance data to discuss successes and challenges.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.9 Recognizes the value of optimizing the human potential of staff and ensures that the organization develops healthy and productive practices that develop staff in all ways.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
2.10 Demonstrates the ability to assemble a leadership team of individuals whose skills and abilities supplement one's own and to be a "team player."	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)		FIELD/ INTERNSHIP		OTHER	
	Instructions: Check yes or no and add course reference.		*Instructions: Check yes or no and reference field education requirement.*		*Instructions: Check yes or no and reference other educational offerings.*	

DOMAIN: EXECUTIVE LEADERSHIP

NSWM COMPETENCY	CURRICULUM		FIELD/INTERNSHIP		OTHER	
3. Competency: Possesses analytical and critical thinking skills that promote organizational growth	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.1 Demonstrates a working knowledge of budget and finance, human resources, communication and marketing, applications of information technology, fundraising, and external relations; and an understanding or "feel" for the core work of the organization.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.2 Demonstrates an entrepreneurial spirit and attitude.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.3 Makes creative use of agency resources to serve the needs of diverse clients.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.4 Understands and makes use of historical and current data to inform decision-making about the agency.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.5 Demonstrates strong skills in turning around dysfunctional organizations.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.6 Demonstrates strong critical thinking and problem solving skills.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.7 Manages ambiguous and complex organizational situations.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.8 Monitors economic and political trends, shifts in trends, values, and more.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.9 Displays keen skills in strategic thinking.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
3.10 Conceptualizes innovative partnerships to maximize agency resources.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME

NSWM COMPETENCY DOMAIN: **EXECUTIVE LEADERSHIP**	CURRICULUM (i.e. Course Number) *Instructions: Check yes or no and add course reference.*	FIELD/ INTERNSHIP *Instructions: Check yes or no and reference field education requirement.*	OTHER *Instructions: Check yes or no and reference other educational offerings.*
4. Competency: Models appropriate professional behavior and encourages other staff members to act in a professional manner	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.1 Engages in and promotes ethical conduct.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.2 Protects the integrity and reputation of the organization.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.3 Creates and supports an organizational culture that values professionalism, service, and ethical conduct.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.4 Encourages staff to become involved in the identification and planning of their own professional development.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.5 Displays the ability to carry on effectively in the face of adversity, ambiguity, uncertainly, and anxiety.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.6 Encourages staff to engage in a variety of activities including inquiry research, workshops, institutes, and observation/feedback (e.g., peer coaching and mentoring).	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
4.7 Demonstrates the ability not to be "consumed" by executive responsibilities and helps others to achieve the balance and maintain a sense of humor and perspective.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
5. Competency: Manages diversity and cross-cultural understanding	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
5.1 Publicly acknowledges the diversity of the staff and clients and creates a climate that celebrates the differences.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
5.2 Provides opportunities for staff to learn about different groups to enhance their practice, and encourages open discussion about issues to promote sensitivity.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*

DOMAIN: EXECUTIVE LEADERSHIP

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
5.3 Seeks to employ a diverse workforce to align with clients served by the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
5.4 Seeks input from all levels of staff, listens attentively, demonstrates fairness and consistency, and conveys information fully and clearly.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
5.5 Invites different perspectives to all client-related and management discussions within the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
5.6 Encourages and allows opportunities for staff to confer and present issues and problems affecting program-related services.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
5.7 Takes steps necessary to assure that all services provided by the organization are culturally competent.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
6. Competency: Develops and manages both internal and external stakeholder relationships	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
6.1 Consistently and effectively motivates governance body members, employees, volunteers, clients, and other key constituencies to work toward achieving the organizational mission.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
6.2 Communicates effectively to multiple constituencies, through various means and media, the mission, vision, and values of the organization along with organizational programs, policies, and performance so as to promote organizational transparency and enhance support and understanding from internal and external constituencies.			

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
DOMAIN: EXECUTIVE LEADERSHIP	*Instructions: Check yes or no and add course reference.*	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
6.3 Plans, thinks, and acts strategically in concert with key stakeholders to position, evolve, and change the organization to assure success in the current and future environments.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
6.4 Successfully advocates at the national, state, and local levels for the organization, its clients, and for issues promoting social justice for vulnerable populations.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
7. Competency: Initiates and facilitates innovative change processes	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
7.1 Remains current on trends and identifies shifts that require an innovative response.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
7.2 Presents innovations to appropriate decision-makers and stakeholders and makes decisions that are aligned with their feedback.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
7.3 Assists staff with implementing positive change and supports risk taking.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
7.4 Supports innovative practices to improve program-related issues and services.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
8. Competency: Advocates for public policy change and social justice at national, state, and local levels	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
8.1 Strategically disseminates information about unmet needs and program accomplishments.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
8.2 Participates in professional organizations and industry groups that advocate for client social justice, equity, and fairness.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
DOMAIN: EXECUTIVE LEADERSHIP	*Instructions: Check yes or no and add course reference.*	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
8.3 Engages and encourages staff and client/customers to be active advocates for social justice issues.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
8.4 When appropriate and in line with organizational mission, promotes their organization as a well-recognized advocate on public policy topics.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
8.5 Challenges broad regulatory expectations and advocates for efficient and well-tailored policies with potential to impact clients' welfare.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
8.6 Advocates for an organizational culture that recognizes and rewards professionalism; quality customer service; employee engagement and empowerment, programs, and policies that further social justice; and efforts to achieve diversity in customers, employees and ideas.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
9. Competency: Demonstrates effective interpersonal and communication skills	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
9.1 Is able to articulate the mission and vision of the organization both orally and in writing to staff of the agency.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
9.2 Is able to articulate the mission and vision of the agency to those outside the agency to ensure understanding of the work of the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
9.3 Ensures that all written and oral communication in the agency is carefully planned and articulated so that it is clear in its message and sensitive to the various audiences that receive it.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)		FIELD/ INTERNSHIP		OTHER	
	Instructions: Check yes or no and add course reference.		*Instructions: Check yes or no and reference field education requirement.*		*Instructions: Check yes or no and reference other educational offerings.*	

DOMAIN: EXECUTIVE LEADERSHIP

NSWM COMPETENCY	YES	NO	CURRICULUM CODE/NAME	YES	NO	CURRICULUM CODE/NAME	YES	NO	CURRICULUM CODE/NAME
9.4 Manages communication in conflict and crisis situations in a competent and sensitive manner.	☐	☐		☐	☐		☐	☐	
9.5 Engages in emotionally intelligent communications with all stakeholders.	☐	☐		☐	☐		☐	☐	
10. Competency: Encourages active involvement of all staff and stakeholders in decision-making processes	☐	☐		☐	☐		☐	☐	
10.1 Provides opportunities for internal and external stakeholders to give feedback before significant program changes are implemented.	☐	☐		☐	☐		☐	☐	
10.2 Shows evidence of stakeholder buy-in through such means as meetings of representative groups, and program surveys to the community.	☐	☐		☐	☐		☐	☐	
10.3 Delegates authority and decision-making to appropriate entities and supports their decisions.	☐	☐		☐	☐		☐	☐	
10.4 Uses collaborative teams and other strategies to identify outcomes, design programs, share intervention strategies, conduct assessments, analyze results, and adjust intervention processes.	☐	☐		☐	☐		☐	☐	
10.5 Encourages consumers and under-represented stakeholders to actively participate in decision-making processes.	☐	☐		☐	☐		☐	☐	
10.6 Displays the ability to work with people and institutions to achieve creative compromises and "win-win" solutions.	☐	☐		☐	☐		☐	☐	

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
DOMAIN: EXECUTIVE LEADERSHIP			
11. Competency: Plans, promotes, and models life-long learning practices	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.1 Positions the organization as a "learning organization," providing ongoing opportunities for all staff to receive professional development to assure quality service delivery.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.2 Ensures that the organization offers competent and regular supervision to staff at all levels of the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.3 Assumes a mentorship role for less experienced managers.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.4 Keeps up-to-date with research on instructional practices, management, and leadership, as well as on effective practices in professional development, and shares those practices with staff.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.5 Engages in a variety of activities to foster the manager's own learning, such as participating in collegial networking and subscribing to journals and listservs.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.6 Whenever possible, offers staff an opportunity to learn from experts, as well as make presentations themselves, at outside conferences and meetings.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.7 Whenever possible, allows staff to take classes or work on advanced degrees, with the support of the agency. If agency funds are not available, flexibility in scheduling or other non-monetary support should be offered to support learning.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
11.8 Demonstrates self-confidence in leading the organization, capitalizing on his/her own strengths and compensating for his/her own limitations.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*

DOMAIN: RESOURCE MANAGEMENT

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
12. *Competency: Effectively manages human resources*	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
12.1 Designs and manages the workplace to ensure a positive and supportive culture and climate for staff and clients.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
12.2 Designs and manages employee relations policies and practices that are fair, adhere to law, and are implemented in a consistent manner.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
12.3 Supervises recruitment, hiring, training, performance assessment, and promotion/termination based on established criteria.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
12.4 Creates, maintains, and fosters a discrimination- and harassment-free work environment for employees, clients, and the general public.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
12.5 Successfully recruits and retains a diversity of employees to reflect the communities and constituencies served by the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
12.6 In settings with Civil Service and Unions, works within existing systems to ensure that the most qualified employees are selected to carry out agency responsibilities.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
13. Competency: Effectively manages and oversees the budget and other financial resources to support the organization's/program's mission and goals and to foster continuous program improvement and accountability	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
DOMAIN: RESOURCE MANAGEMENT	*Instructions: Check yes or no and add course reference.*	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
13.1 Manages utilization of resources to ensure that they are in line with the organization's mission and goals.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
13.2 Ensures that expenditures are allowable and appropriate and that allocated funds are available throughout the fiscal year.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
13.3 Monitors revenue and expenditures at regular intervals to ensure that budget assumptions are consistent with anticipated income and expenses.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
13.4 Ensures that financial activities are consistent with organizational policies and are sufficiently documented for audit.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
13.5 Oversees equitable allocation of funds based on such indicators as visits, outcomes, and historical precedent.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
13.6 Monitors expenditures to ensure that operating units have sufficient resources to offer quality services, using dashboards and other visual tools to link expenditures to outcomes.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
14. Competency: Establishes and maintains a system of internal controls to ensure transparency, protection, and accountability for the use of organizational resources	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
14.1 Prepares and manages organizational budgets in a manner that maximizes utilization of available funds for client service and complies with requirements of funders.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME
14.2 Develops and implements a system of internal controls that adequately safeguards the resources of the organization.	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME	☐ YES ☐ NO — CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*

DOMAIN: RESOURCE MANAGEMENT

NSWM COMPETENCY	CURRICULUM	FIELD/INTERNSHIP	OTHER
14.3 Demonstrates effective actions to protect the organization and its employees from liability by both managing and ensuring risks incurred within the scope of discharging established responsibilities.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
14.4 Assures the maintenance of financial records that comply with generally accepted accounting standards.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
14.5 Assures the appropriate safety, maintenance, protection, and utilization of other organizational resources, such as facilities and equipment.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
14.6 Helps design and manage a process of succession planning to assure the organizational continuity of executive, professional, and service leadership.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
14.7 Establishes strong systems of accountability for revenues received from various sources.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
15. Competency: Manages all aspects of information technology	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
15.1 Identifies and utilizes technology resources to enhance the organization's processes.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
15.2 Uses resources to promote the effective use of technology for clients and staff.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
15.3 Remains current with developments in technology and upgrades the organization accordingly.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
15.4 Encourages adaptation of technology for service tracking and for other purposes that enhance efficiency and quality.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*

DOMAIN: STRATEGIC MANAGEMENT

NSWM COMPETENCY	CURRICULUM	FIELD/INTERNSHIP	OTHER
16. Fundraising Competency: Identifies and applies for new and recurring funding while ensuring accountability with existing funding systems	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.1 Creates a culture of philanthropy that engages the organization's governing body, employees, volunteers, and actual and potential donors.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.2 Works closely with public and private funding sources to ensure positive relations and confidence in the organization.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.3 Develops and implements a successful fundraising plan which includes a diverse funding mix and utilizes a strong marketing focus.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.4 Establishes strong systems of stewardship with donors/funders.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.5 Seeks partnerships with other programs funded under federal/state/local authorities and other interest groups.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.6 Maintains active awareness of and pursues potential grant and funding sources in local, regional, or national community.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME
16.7 Demonstrates innovative approaches to resource development at all levels of the organization.	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME	YES ☐ NO ☐ CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
DOMAIN: STRATEGIC MANAGEMENT	*Instructions: Check yes or no and add course reference.*	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
17. *Marketing and Public Relations: Engages in proactive communication about the agency's products and services*	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
17.1 Consistently establishes and maintains positive external relationships with key organizational constituencies such as the media, public governance bodies, actual and potential donors, the business community, professional and service organizations, and the public at large.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
17.2 Builds and conveys to multiple constituencies an organizational brand that reflects competence, integrity, and superior client/customer and community service.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
17.3 Develops and implements a successful marketing plan that dovetails with the fundraising activities of the organization.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
17.4 Ensures that the work of the agency is featured in various public relations venues to build and maintain visibility, access, and credibility and to ensure maximum usage of program resources.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
17.5 Develops clear guidelines for managing interactions with the press to ensure client confidentiality and accurate representation of agency performance.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
17.6 Maximizes the use of electronic media to communicate the work of the organization and deepens the public's understanding of the mission.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)		FIELD/ INTERNSHIP		OTHER	
	Instructions: Check yes or no and add course reference.		Instructions: Check yes or no and reference field education requirement.		Instructions: Check yes or no and reference other educational offerings.	

DOMAIN: STRATEGIC MANAGEMENT

NSWM Competency	CURRICULUM – YES / NO	CURRICULUM CODE/NAME	FIELD/INTERNSHIP – YES / NO	CURRICULUM CODE/NAME	OTHER – YES / NO	CURRICULUM CODE/NAME
18. Competency: Designs and develops effective programs	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
18.1 Guides program staff in designing and implementing interventions consistent with the mission of the organization that respect all types of clients from diverse circumstances.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
18.2 Supports and assists staff in planning evidence-based programs, based on performance standards, assessments, client data, research on effective practice, community and user needs, demographics, resources, and economic and technological trends.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
18.3 Develops and enforces procedures for collecting, reporting, and analyzing data to measure program quality and achievement of defined outcomes.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
19. Competency: Manages risk and legal affairs	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
19.1 Protects the agency from undue risk by ensuring that appropriate policies and procedures exist in all areas of operation.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
19.2 Establishes systems for monitoring all areas of the organization where there may be potential risk (e.g., client services, record keeping, accounting, purchasing).	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME
19.3 Ensures adherence to all laws, regulations, contracts, and legal agreements.	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME	☐ YES ☐ NO	CURRICULUM CODE/NAME

NSWM COMPETENCY

DOMAIN: STRATEGIC MANAGEMENT

NSWM COMPETENCY	CURRICULUM (i.e. Course Number)	FIELD/ INTERNSHIP	OTHER
	Instructions: Check yes or no and add course reference.	*Instructions: Check yes or no and reference field education requirement.*	*Instructions: Check yes or no and reference other educational offerings.*
20. Competency: Ensures strategic planning	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
20.1 Understands the organization's relationship to its environment, the emerging internal and external forces affecting the organization, and the ability to position the organization within that environment for future and current success.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
20.2 Directs staff effectively in identifying areas of future growth and development in all areas of agency operations to be used in a strategic planning process.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
20.3 Demonstrates competence in the ability to orchestrate and support an inclusive and organization-wide strategic planning process designed to position the organization for success in achieving its mission in the mid- and long-term future.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
20.4 Constructs or directs the construction of an adequate business plan that details the pathway, timelines, and accountability for the accomplishment of identified strategic objectives.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME

NSWM COMPETENCY

DOMAIN: COMMUNITY COLLABORATION

Instructions: Check yes or no and add course reference.

Instructions: Check yes or no and reference field education requirement.

Instructions: Check yes or no and reference other educational offerings.

	CURRICULUM	FIELD/INTERNSHIP	OTHER
21. Competency: Builds relationships with complementary agencies, institutions, and community groups to enhance the delivery of services	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
21.1 Establishes partnerships and alliances with businesses, institutions of higher learning, local educational agencies, child care centers, health and human services, employment and job training centers, boards, and other agencies to assess needs, enhance program resources, and improve services to service users.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
21.2 Collaborates with other health and human services organizations to better serve clients in ways that work toward the enhancement of client well-being and the achievement of the organizational mission.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
21.3 Identifies opportunities for partnerships, acquisitions and mergers, where applicable, that promote the achievement of the organizational mission and the well-being of clients served.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME
21.4 Effectively manages policy advocacy coalitions dedicated to issues of social justice and client well-being.	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME	☐ YES ☐ NO CURRICULUM CODE/NAME