



MY
CAREER

A PROFESSIONAL
DEVELOPMENT
GUIDE FOR
SOCIAL WORKERS

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Foreword

Dear social workers,

Social work in Singapore has come a long way since its beginnings in the 1940s. Social work as a discipline and a profession is now well recognised for its contribution in social casework, group work and community work. Because of its significance in the community, the contribution and participation of social workers in policy work and community development are now crucial in order for joint solutions to be formed.

As our society develops, the social service sector continues to face many new challenges. The changing demographics and family structure, increasing economic volatility and income disparity and the slowing down of social mobility all require us to take on fresh perspectives and interventions in order to help our society to better respond to these changes.

The more complex environment also calls for inter-disciplinary responses and interventions as well as creative adaption. In line with this, social workers must continue to build on our strength in helping the vulnerable to keep abreast with societal developments and progress. To do this well, social workers should be grounded in core competencies and sharpen their mastery of specialist knowledge and skills.

In the hopes of strengthening the social work sector, social work education and continuing professional development now have a competency reference. The National Social Work Competency Framework (NSWCF) encapsulates the competencies at various levels of specialist know how. It serves as a common unifying articulation of the knowledge, skills and attitudes needed to deliver reliable, strong and effective social work practice. The competencies will also inform the public, service users, policy makers and funders of the contribution of social work and contribute to greater accountability. It can also be used for professional development and career progression.

As we seek to improve our service delivery and outcomes through the competency framework, it is equally important for social workers to conform to the technical or ethical standards of the profession as set out in the Code of Ethics. This, together with the NSWCF, will help to bring the social work profession to greater heights and a higher level of professional maturity.

Ang Bee Lian

Director of Social Welfare

Introduction

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

My Career: A Professional Development Guide for Social Workers is a career development guide that helps social workers understand and apply the NSWCF in their own career planning and professional development.

What can the guide offer you?

This guide aims to provide you with:



An overview of the social work landscape in Singapore



Information about the types of job roles and career pathways available in each practice track



Step-by-step guides for career planning and professional development



Resources for learning and development

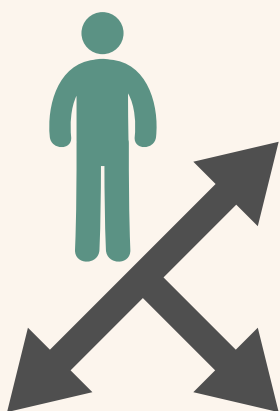


You should use this guide in conjunction with the National Social Work Competency Framework.

The NSWCF can be downloaded from <http://www.socialserviceinstitute.sg/>.

How should I use this guide?

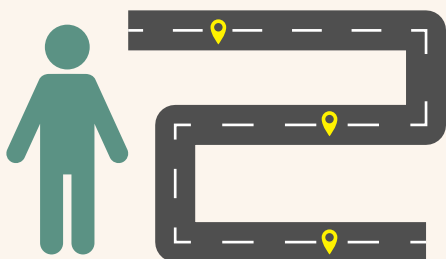
Together with the NSWCF, this guide illustrates your available career options and assists you in your self-development. The guide has been organised into two sections:



Career Opportunities for Social Workers

Understand the social work landscape:

- The scope of social work and what social workers do
- Possible practice tracks and job roles for social workers



My Career Development

Understand your development needs and plan your career:

- Self-assessment exercises to assess your current competency level
- Guide to chart your development plan

Career Opportunities for Social Workers

This chapter provides an overview of the social work landscape, including an introduction to:

- What social work is and what social workers do
- Social work fields of practice
- Available practice tracks and job roles

What is social work and what do social workers do?

Social work is a practice-based profession that promotes social change and development, social cohesion and the empowerment and liberation of people. Principles of social justice, human rights, collective responsibility and respect for diversity are central to social work.

Social workers work in different settings such as voluntary welfare organisations and hospitals, and specialise in different **fields of practice** such as healthcare, family, eldercare, disability, youth and children.



Social workers help people manage life challenges and achieve self-reliance. They perform a combination of the following tasks, depending on their job role and the organisation they work for:



Work with people and communities in a sustained way to raise their capacity to cope with circumstances so as to bring about improved social functioning and well-being



Equip clients with the required knowledge and ability to navigate through various help systems and gain access to necessary resources and services



Facilitate groups to enable supportive interactions and individuals' growth and development



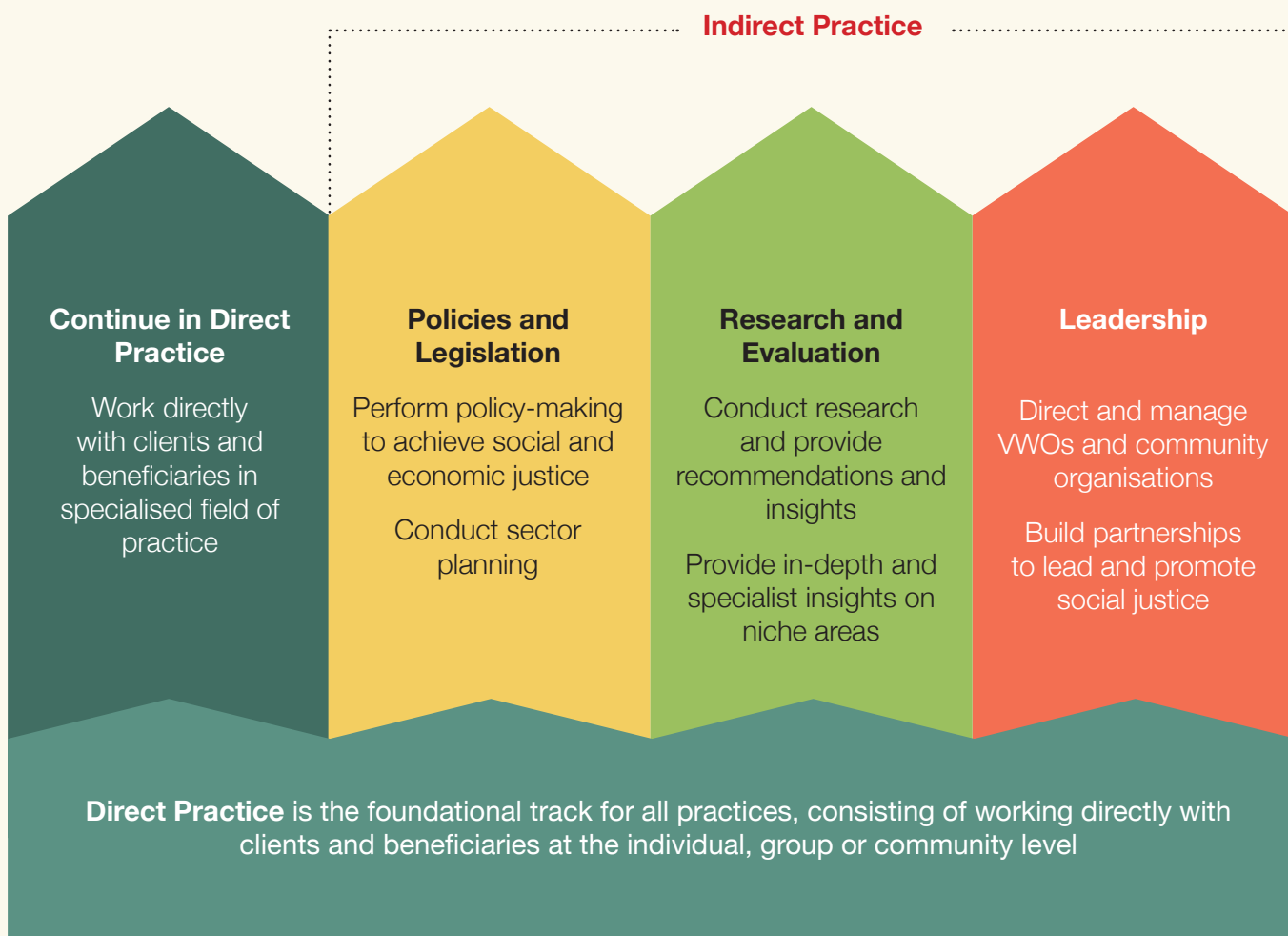
Conduct research on social issues, develop solutions, formulate policies and design programmes

Practice Tracks

What does a career in the social work landscape look like?

Most social workers will start their careers in **Direct Practice** by working directly with clients and beneficiaries. After demonstrating core competencies at the foundational and intermediate levels, social workers may choose to either remain in Direct Practice or move into **Indirect Practice** tracks such as Policies and Legislation, Research and Evaluation or Leadership.

Some social workers may work in more than one practice track and pursue a **multi-disciplinary career** with multiple roles.



Note on lateral movement

This guide and the NSWCF provide information on the competencies you need to move to a different job role. However, they do not dictate the job level and job grade for movement across fields of practice and tracks.

Direct Practice

These are the seven key responsibility areas (KRAs) of a social worker in Direct Practice. You may be required to perform at different levels for each role at work, depending on the service provided by your organisation, the needs of your client and your job role.

Casework

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

Group Work

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

Community Work

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

Professional Development and Education

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

Programme Development and Implementation

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

Professional Leadership

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

Research

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



These are the job roles within the career progression pathway for Direct Practice. Career progression, role availability and job titles may differ across organisations.

A detailed list of responsibilities for each role can be found in the NSWCF.

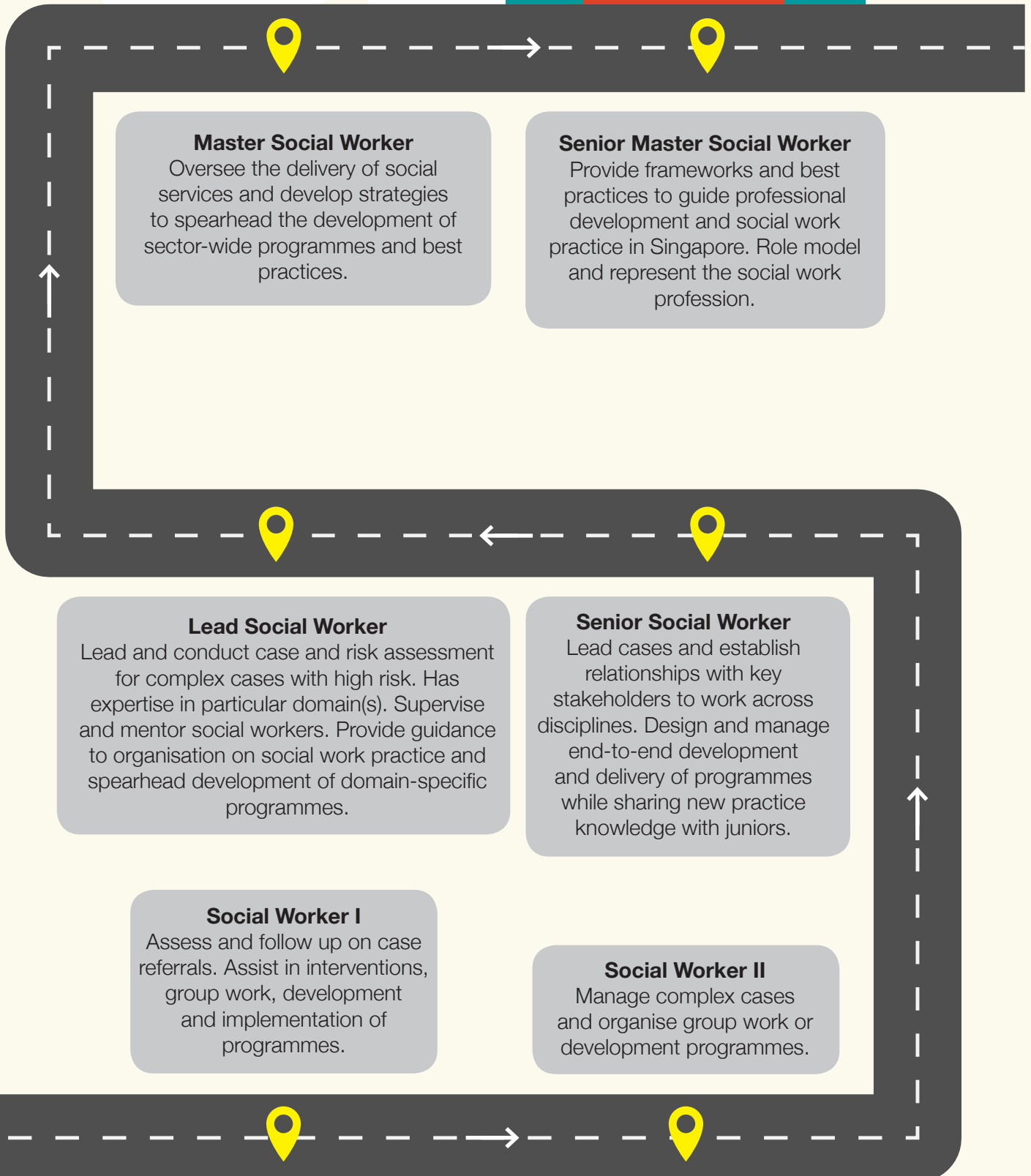


I can't find my job title here!

Your organisation's job titles may differ from the job roles listed here. For example, Lead Social Worker may correspond to job titles such as Principal Medical Social Worker in some public healthcare institutions.

Read the job descriptions in the NSWCF carefully and identify the position that most closely resembles your daily role.

Social workers in Direct Practice may work in a variety of organisations, such as government agencies, voluntary welfare organisations (VWOs), hospitals and social enterprises.



Indirect Practice: Policies and Legislation

Social workers in the Policies and Legislation practice track have KRAs in these four categories.

Policy Formulation

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

Policy Development

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

Policy Implementation

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

Policy Evaluation

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



These are the job roles within the career progression pathway for the Policies and Legislation practice track. Career progression, role availability and job titles may differ across organisations.

A detailed list of responsibilities for each job role can be found in the NSWCF.

Assistant Manager/ Manager

Conduct forums and analyse policies. Implement strategies according to policy guidelines and review current policy issues.

Policy Officer I/ Policy Officer II

Draft policy papers and propose policy actions and solutions under supervision and manage end-to-end activities for policy implementation.

Social workers in the Policies and Legislation practice track typically work for the Government and government-linked agencies.



Senior Director

Oversee department as well as review and approve research framework relevant to policy-making. Make decisions on resource allocation for policy implementations and ensure alignment with strategic direction.

Director

Guide and drive policy planning process for medium to long term formulation of sector research and planning. Review policies and lead policy-making.

Senior Assistant Director/ Deputy Director

Develop strategic planning framework and commission research studies at branch/ department level. Lead policy reviews and work with relevant legislative parties on legislative amendments and new introductions.

Senior Manager/ Assistant Director

Conduct or leverage on research to draft policy papers that require a higher level of analysis. Supervise policy officers in analysing current policies and in policy implementation.

Indirect Practice: Research and Evaluation

Social workers in the Research and Evaluation practice track have KRAs in these six categories.

Consultation and Advisory

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

Conduct of Studies and Knowledge Dissemination

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

Resource and Project Management

Assess, allocate and monitor resources needed for research studies.

Strategic Foresight

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

Stakeholder Management and Policy Networking

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

Evaluation

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



These are the job roles within the career progression pathway for the Research and Evaluation practice track. Career progression, role availability and job titles may differ across organisations.

A detailed list of responsibilities for each role can be found in the NSWCF.



Research Associate

Perform literature review appropriate for the framing of research and evaluative output. Perform basic statistical analysis. Prepare datasets for evaluative analysis.

Indirect Practice: Leadership

Social workers in the Leadership practice track have KRAs in these six categories.

Strategic Initiatives

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

Corporate Governance

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

Operational Efficiency

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

Resource Management

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

Organisation and Capability Development

Identify capability gaps and manage professional development and resources.

Collaboration

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



These are the job roles within the career progression pathway for the Leadership practice track. Career progression, role availability and job titles may differ across organisations.

A detailed list of responsibilities for each role can be found in the NSWCF.



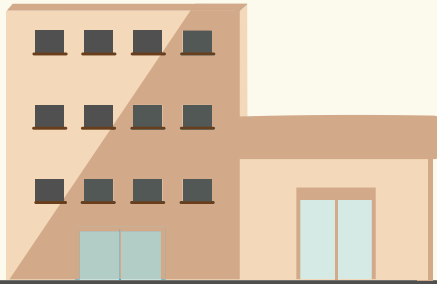
Questions for you

1. Which practice track and job role do you most identify with?
2. Which practice track and job role do you see yourself taking on in three to five years?

Assistant Manager

Direct and support team to achieve team/ unit goals and ensure alignment to overall direction and objective of the organisation. Highlight areas of enhancement to improve operational efficiency.





Social workers in the Leadership practice track typically work in organisations across all fields of practice.

Director/ Executive Director

Lead change management in order to accomplish the objectives, vision and mission of the organisation. Strategise and set direction for agency-wide governance policies, procedures, and operations. Create shared platforms for the collaboration and integration of social services between VWOs/ Ministry and external bodies.

Assistant Director/ Senior Assistant Director

Plan and outline mid- to long-term operational directions that support the overall strategy of the organisation. Act as a representative of the agency to engage and address queries from external stakeholders.

Manager/ Senior Manager

Provide recommendations and oversee the implementation of mid-to-long term operational strategy. Oversee a multi-disciplinary team of staff and manage the use of resources. Build professional partnership with stakeholders in the community.


My Career Development

This chapter guides you on how to use the National Social Work Competency Framework (NSWCF) to:

- Assess your current proficiency level and identify your development needs
- Create a development plan

How do I use the NSWCF to develop my career?

The NSWCF provides the following information for social workers:



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

Key responsibility areas (KRAs)
Job responsibilities of social workers in relation to their job roles.

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

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

Familiarising yourself with the required **knowledge and skill competencies** and **behavioural competencies** is important for your career development.



What are competencies?

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

Knowledge, skills and behavioural competencies are differentiated for job roles by **proficiency levels**. There are four proficiency levels set out within the NSWCF – **Foundational, Intermediate, Advanced** and **Expert**. The level of proficiency a social worker is expected to demonstrate is typically determined by his or her job role.

Knowledge and skill competencies

Knowledge and skills are required for social workers to effectively perform the KRAs. The knowledge and skill competencies required differ across practice tracks. The NSWCF identifies nine domains of knowledge and skill competencies required of all social workers in Direct Practice, as follows:



Casework



**Social Work Supervision/
Clinical Supervision**



**Ethics, Values and
Legislation**



Group Work



**Research and
Programme
Evaluation**



**Systems Linkage,
Analysis and
Development**



**Community
Work**



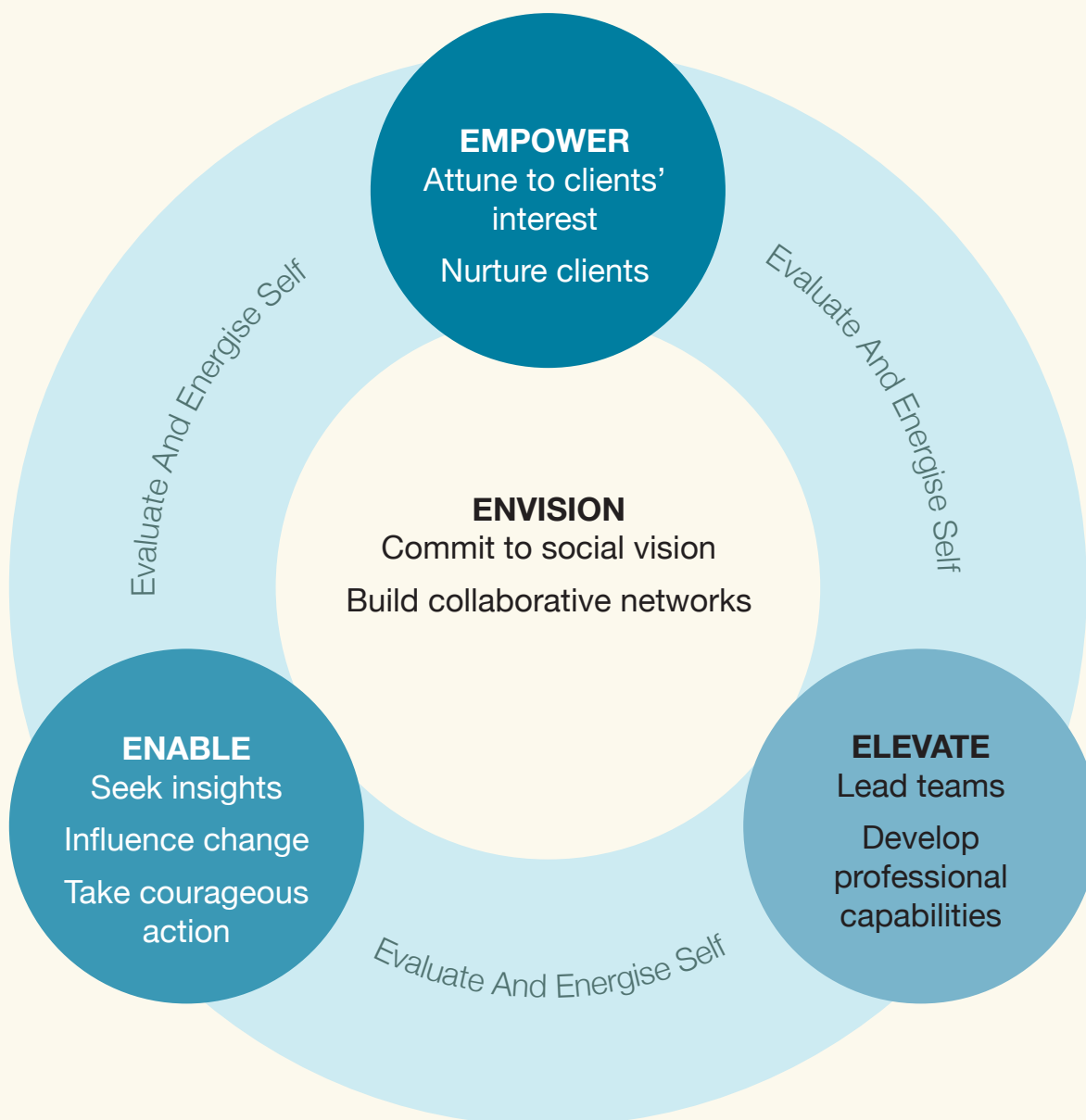
**Professional
Leadership**



**Environmental
Systems and
Social Policies**

Behavioural competencies

Behavioural competencies refer to self-image, traits and motives of social workers. These are the key traits that differentiate high performers in an organisation. The NSWCF identifies 10 domains of key behavioural competencies required of social workers, as follows:



Understanding my development needs

The following self-assessment guides you through a step-by-step process of evaluating your current competency level in relation to your **current role** and **aspirational role**. At the end of the assessment, you will be able to identify your **development needs** and learn how to address them.



What are development needs?

Development needs are the gaps between the competencies that you currently demonstrate and those that you require in your current or aspirational job role.

- **Immediate development needs** refer to gaps between the competencies that you currently demonstrate and those that you require in your current job role.
- **Long-term development needs** refer to the gaps between your current competencies and those that you require in your aspirational job role.



Tips for completing the self-assessment

1. Be honest with yourself when completing the self-assessment to obtain a true reflection of your development needs.
2. Think of instances where you have demonstrated these competencies in your job role.
3. For improved objectivity, seek a second opinion from a colleague who is familiar with your performance at work, such as your peer, mentor or coach.



Use this self-assessment tool posted online

Access <http://www.socialserviceinstitute.sg/> for an Excel tool that will ease the assessment process.

or



Complete the self-assessment in this guide

Complete Exercise 1 on pages 20 – 22.

Exercise 1: Understanding my development needs

Step 1 Identify your current and aspirational job roles

- Read through the different KRA descriptions in the NSWCF.
- Identify the job role that best describes your current duties.
- Identify the aspirational job role that best describes where you would like to be in three to five years.



What if I have *multiple* job roles?

Some social workers have multiple roles across different practice tracks. In this case, you may identify the role you spend most of your time on as your **Primary Role** and others as your **Secondary Role(s)**. Focus on one role at a time when completing the exercise.

Step 2 Identify your proficiency level

- Identify the proficiency level required for your current and aspirational job roles from the table below.

If you have picked the following job role...

Direct Practice	Policies and Legislation	Research and Evaluation	Leadership	your expected proficiency level should be
Senior Master Social Worker Master Social Worker	Senior Director Director Deputy Director Senior Assistant Director	Research Director Assistant Research Director	Executive Director Director	Expert
Lead Social Worker	Assistant Director Senior Manager	Senior Research Fellow Research Fellow	Senior Assistant Director Assistant Director	Advanced
Senior Social Worker	Manager Assistant Manager	Senior Research Associate	Senior Manager Manager	Intermediate
Social Worker II Social Worker I	Policy Officer II Policy Officer I	Research Associate	Assistant Manager	Foundational

Step 3 Use the worksheet in the next page to evaluate your current competencies and identify your development needs

- Select the competencies in the NSWCF which are most applicable to you and enter them in **Column A**.
- Identify the proficiency levels for each competency that you are supposed to perform in your current and aspirational job roles and enter them in **Columns B** and **C** respectively.
- Determine whether you are performing below, above or at the proficiency level you are expected for your current and aspirational job and tick **Columns D** and **E** respectively.
- Identify your development needs in **Column F**. If you have ticked "Below" for **Column D**, then the competency is **an area of immediate development need**. If you have ticked "Below" for **Column E**, then the competency is **an area of long-term development need**.



Social workers in Direct Practice should also refer to KRAs, knowledge and skills specific to their fields of practice. These fields of practice include disability, eldercare, family, youth and children, and healthcare.

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

Worksheet

My current job role is closest to that of a:

In three to five years' time, I aspire to be in a job role similar to that of a:

	Foundational	Intermediate	Advanced	Expert
Proficiency level required of my current job role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proficiency level required of my aspirational job role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Column A	Column B	Column C	Column D	Column E	Column F
Competency	Level I am expected to perform at in my current job role	Level I would like to perform at in my aspirational job role (in 3 to 5 years)	Level I am currently performing at is _____ the expected level my current job role	Level I am currently performing at is _____ the expected level of my aspirational job role	This competency is an
<input type="text"/>	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Area of immediate development need <input type="checkbox"/> Area of long-term development need
<input type="text"/>	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Area of immediate development need <input type="checkbox"/> Area of long-term development need
<input type="text"/>	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Area of immediate development need <input type="checkbox"/> Area of long-term development need
<input type="text"/>	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Below <input type="checkbox"/> Is the same as <input type="checkbox"/> Above	<input type="checkbox"/> Area of immediate development need <input type="checkbox"/> Area of long-term development need

*You may add on more rows for additional competency assessments as required.

Creating my development plan

Once you have identified your areas of immediate and long-term development needs, you should proceed to create your development plan to address them. There are a number of learning and development interventions available to address your immediate and long-term goals.



Quick Fact

On-the-job experiences are typically the top contributor to learning and development. This is followed by **coaching and mentoring**, and **training and education**.

On-the-job experiences

On-the-job experiences refer to the learning that takes place in everyday settings at your workplace. You can develop your competencies by proactively seeking out:

- Job enrichment/ enlargement
- Rotational assignments
- Cross-functional shadowing
- Special projects
- Committee assignments
- Roles on a task force
- Opportunities to give presentations and prepare reports
- Opportunities to lead a new programme/ special projects

Action Tips

Step 1 Look for experiences that are aligned to your career interests and goals

Step 2 Check that the experience requires competencies that you would like to develop

Step 3 Communicate your desire to take on new experiences to relevant stakeholders such as your supervisor or Human Resource Department

Coaching and mentoring

It is often helpful to learn from others who may be more advanced in their career development, experience or skills.



Coaching

- **Task-oriented** – the focus is on concrete skills, such as managing projects more effectively or giving better presentations
- **Short-term** – coaching lasts for as long as it is needed to achieving the short term goal

Find a coach when you want to develop specific competencies or acquire new skills related to performance in your career

Action Tips

- Step 1** Understand your development needs, and decide which competencies you would like to develop.
- Step 2** Look for someone, preferably at your workplace, who excels in the competencies that you lack in. Direct supervisors are usually good candidates for being your coach.
- Step 3** Approach your prospective coach and say that you would like to improve in specific areas. Ask whether he or she would be able to coach you in those areas. Set a goal you would like to reach, and set up the frequency and duration of meetings.
- Step 4** Be respectful of your coach's time and show your appreciation for their help.



Mentoring

- **Relationship-oriented** – the focus is on building a relationship in which you can share issues concerning your professional and personal success, such as work-life balance or building self-confidence
- **Long-term** – mentoring can last as long as your career

Find a mentor when you are seeking a safe environment to discuss your career development

Action Tips

- Step 1** Reflect on your development needs, and decide what you want in a mentor.
- Step 2** Look for someone who exemplifies the traits and skills that you would like to adopt. Your mentor could be someone who is in a position that you wish to be in five to 10 years from now, and someone whom you look up to.
- Step 3** Invite your prospective mentor to coffee or lunch to get to know him or her better. Explain that you admire his or her professional capabilities, and say that you would like to meet up regularly to learn from his or her experience. Set a loose structure of how often you would like to meet.
- Step 4** Maintain your relationship by reaching out regularly. Reciprocate whenever you can and express your appreciation.

Training and education

Training and education refers to learning through a formal programme conducted either within or outside of your organisation. Examples include workshops, short courses and postgraduate degrees. You may consult your peers, supervisors, mentors or Human Resource colleagues for recommendations of useful programmes. You may also find training and education opportunities at:

Social Service Institute (SSI)

The SSI offers programmes in professional development, non-profit governance and management and organisational development. (<http://www.socialserviceinstitute.sg>)

Workforce Development Agency (WDA)

The WDA's Professional Conversion Programme for Social Workers (PCP SW) supports mid-career individuals to acquire relevant knowledge and skills required to qualify as social workers. Applicants must be selected by a participating employer. (<http://www.wda.gov.sg>)

Agency for Integrated Care (AIC) Learning Institute

AIC Learning Institute provides workforce developmental training and skills training programmes to social workers and other professionals employed in the Intermediate and Long Term Care (ILTC) sector. (<http://aic.sg/learninginstitute/>)

Healthcare Leadership College

The Healthcare Leadership College is a division of MOH Holdings Pte Ltd, and provides courses in the areas of leadership development, organisational development, policy perspectives and health system design and innovation, to public officers and professionals in the public healthcare sector. (<http://www.hlc.mohh.com.sg/index.html>)

Civil Service College (CSC)

CSC is a statutory board under the Public Service Division, Prime Minister's Office, and offers activities for those in the civil service to build strategic capacity in governance, leadership, public administration and management for a networked government in Singapore. (<http://www.cscollege.gov.sg/>)

Family Resource and Training Centre (FRTC)

FRTC is the training academy of Singapore Association of Social Workers. The services provided by FRTC include competency training and social work supervision. (<http://www.sasw.org.sg/site/about-frtc>)

Exercise 2: Creating my development plan

Step 1 Identify your immediate and long-term development needs

- List the competencies that you have identified as development needs from Exercise 1 and enter them together with the current and targeted proficiency levels in **Columns A** and **B**.

Step 2 Identify the appropriate learning and development interventions

- Identify and enter the selected learning intervention(s) in **Column C** for each competency.



How do I identify the appropriate intervention strategy?

If the underlying reason for your gap is a lack of exposure or experience, seek out **on-the-job experiences**.

If the underlying reason for your gap is lack of practice of your knowledge, the appropriate intervention may be **finding a coach or mentor**.

If the underlying reason for your gap is a lack of requisite knowledge and skills, apply for more **training and education**.


Consult your peers, supervisors, mentors or HR colleagues on the appropriate learning and development intervention(s) for each competency gap.

Step 3 Chart your development plans


- Select the “Course of action” for each platform, determine the associated “Expected learning outcome” and enter these in **Columns D** and **E** respectively.
- Decide on the “Expected completion date” (**Column E**). For immediate development needs, the completion date should typically be within a year. For long-term development needs, the completion time frame can span over two to five years.
- Take action and achieve your goal. Revisit your plan regularly to ensure that you are on track.

Worksheet

Immediate development needs

Column A	Column B	Column C	Column D	Column E	Column F	Column G
Competency	Current vs targeted proficiency level	Learning Intervention(s)	Course of action	Expected learning outcomes	Expected completion date	Achieved?
e.g. Ethics, Values and Legislation	e.g. Foundational/ Intermediate	e.g. Training and education	e.g. Attend online training courses on policy formulation		e.g. March 2016	

Long-term development needs

Column A	Column B	Column C	Column D	Column E	Column F	Column G
Competency	Current vs targeted proficiency level	Learning Intervention(s)	Course of action	Expected learning outcomes	Expected completion date	Achieved?
e.g. Ethics, Values and Legislation	e.g. Foundational/ Advanced	e.g. Training and education	e.g. Take on new projects relating to legislation development		e.g. August 2018	

*You may add on more rows for additional competency assessments as required.

Useful resources for social workers

Accreditation for social workers

The Ministry of Social and Family Development, National Council of Social Service and Singapore Association of Social Workers have set up an accreditation system to ensure that professional standards of social work practice are upheld, and promote continuing education and training.

You can apply for accreditation at <http://accreditation.sasw.org.sg/>.

Singapore Association of Social Workers (SASW)

<http://www.sasw.org.sg/site/>

Social Service Institute (SSI)

<http://www.socialserviceinstitute.sg/>

National Council of Social Service (NCSS)

<https://ncss.gov.sg/>

Singapore Workforce Development Agency (WDA)

<http://www.wda.gov.sg/>

Ministry of Health (MOH)

https://www.moh.gov.sg/content/moh_web/healthprofessionalsportal/alliedhealthprofessionals/career_practice/allied_health_professions/medical_social_worker.html

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