

# **Building the Capacity of Social Work Management through Training and Continuing Education**

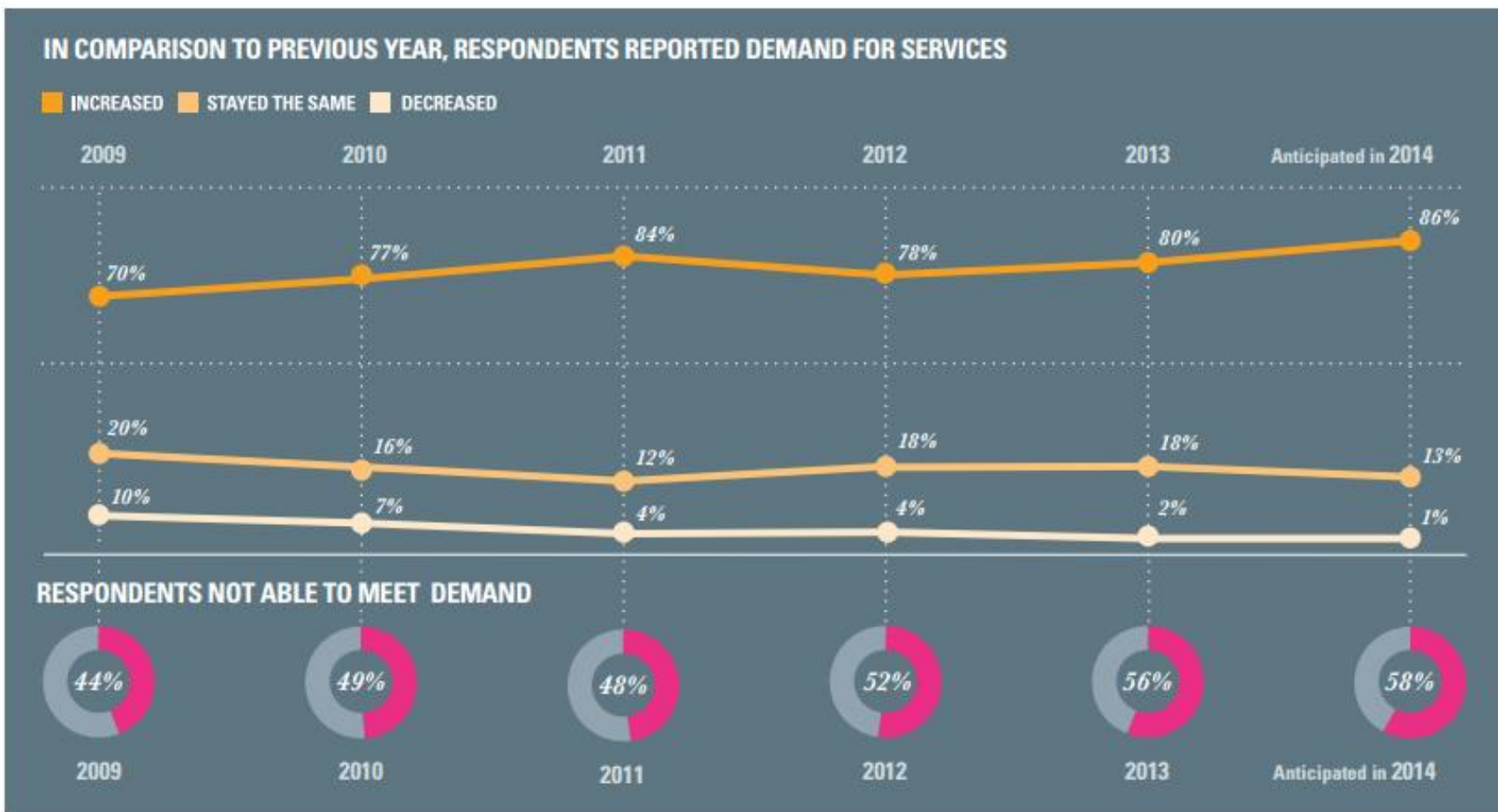
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# Lecture Outline

- Introduction:
  - Importance of management competence in “normal” and crisis situations: Case of U.S. nonprofit sector
  - Social work management current trends
  - Landscape of training and continuing education programs in the field of social work
- Example 1: Certificate Program in Nonprofit and Public Management
- Example 2: Management Fellows Program
- Example 3: NASW Leadership Development

# Introduction: Normal or Crisis?

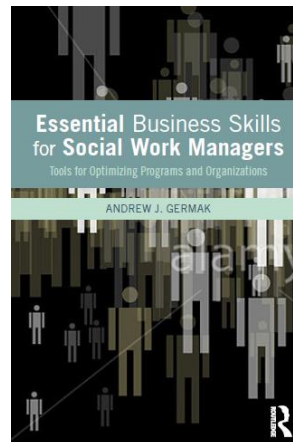


Source: Nonprofit Finance Fund, 2014 State of the Sector Survey ([nonprofitfinancefund.org](http://nonprofitfinancefund.org))

# Introduction: Current Trends

## The social work manager's environment:

- Strong focus on program outcomes as opposed to simply outputs
- Demands for transparency and accountability
- Emphasis on risk-management in a constrained resource environment
- Expectations for evidence-based practice
- Reduced resources from traditional funding sources
- The need for diversification of funding streams
- Substantial competition from nonprofits and for-profits
- Ongoing oversight, vigilance, and regulation from diverse stakeholders



*Source: Germak, A. J. (2014)  
Essential Business Skills  
for Social Work Managers.  
New York: Routledge.*

# Introduction: Training/Education

- Approximately 20% of CSWE-accredited MSW programs in the U.S. offer a management focus
- 2012 Rothman Report, ACOSA, Special Commission to Advance Macro Practice in MSW curricula
- Continuing education courses do not always match management-level job descriptions
- Competition from business schools and others
- However, good opportunity still exists for social work training/education

# Example 1: Certificate Program

- Certificate in Nonprofit and Public Management
- Offered by the Office of Continuing Education and the Center for Leadership and Management at Rutgers School of Social Work
- Designed for current and future managers
- Most participants have MSW degree
- Focus on human service industry

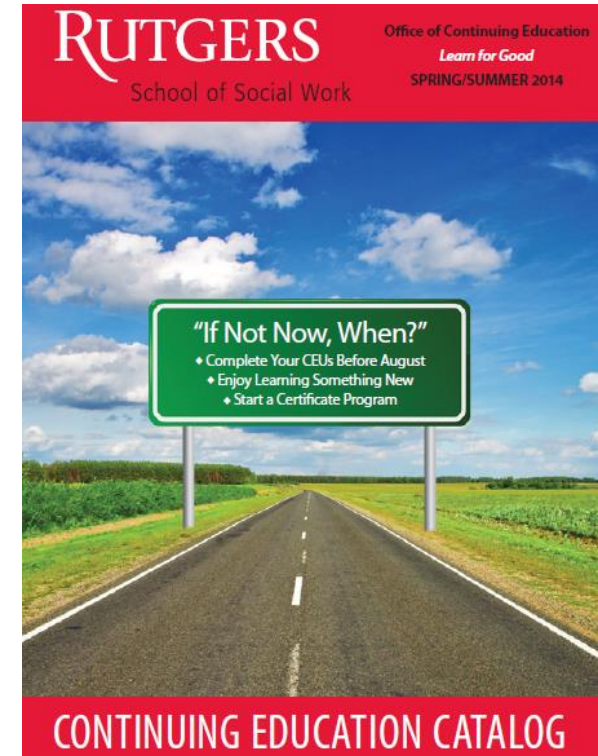


# Example 1: Curriculum Detail

- Five required courses
  - Essential attributes of leadership
  - Human resource management
  - Budgeting and finance
  - Change management
  - Strategic management
- Three electives (participants choose)
  - Fundraising essentials; Grant writing; Ethical dilemmas for administrators and managers; How to effectively supervise staff; Program evaluation; etc.

# Example 1: Program Format, Etc.

- Total of eight full training days
- Self-paced program
- Condensed options available
- Customizable for cohorts
- Instructors: academics/managers





# Example 2: Management Fellows

- Management development program sponsored by New Jersey Department of Children and Families
- 18-month, cohort-style program (2012-2013)
- 47 public child welfare managers participated
- Currently offering additional training (2014-2015)



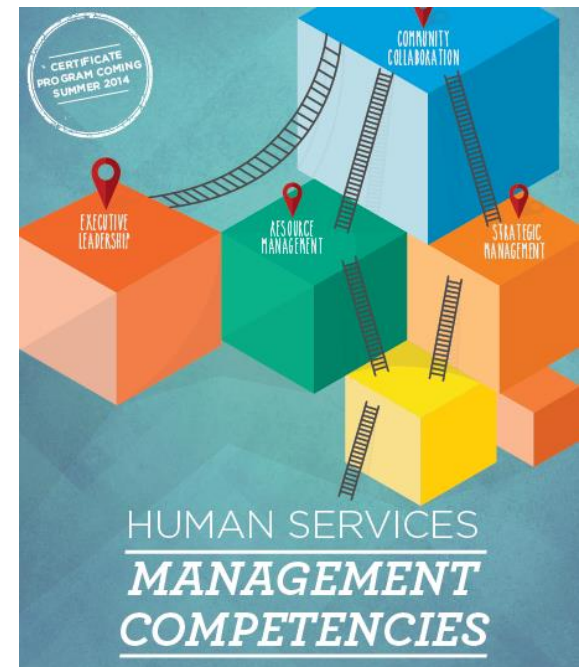
# Example 2: Curriculum Detail

- Eight full-day training sessions, one per month
  - (1) The competency of leadership; (2) Managing your human resources; (3) Leadership, learning and change; (4) Traumatic stress and child welfare; (5) Making effective presentations; (6) Financial management; (7) Strategic management; (8) Community collaboration
- Curriculum based on Human Services Management Competencies of the Network for Social Work Management

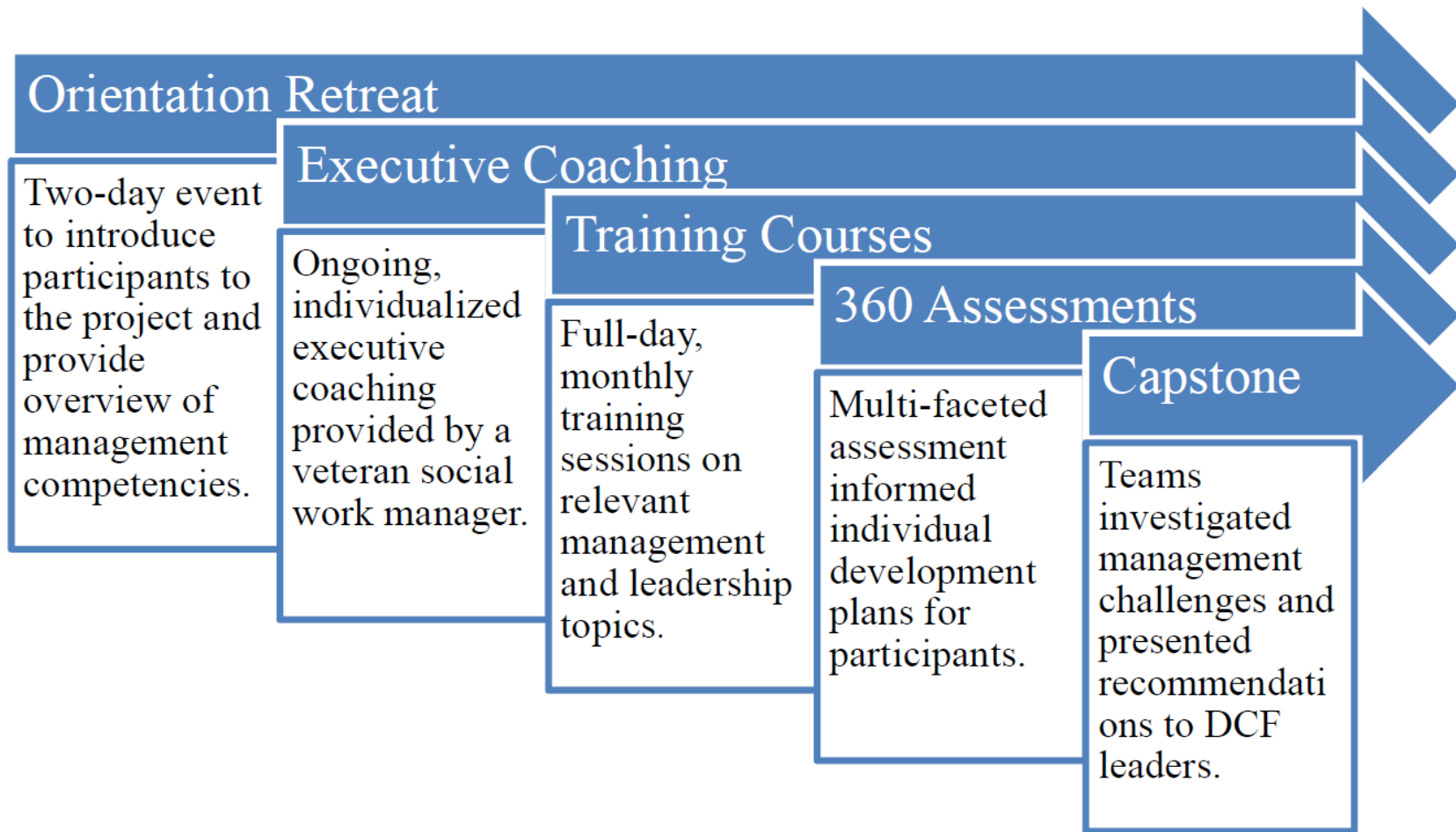


# Example 2: Competencies

- Human Services Management Competencies
  - Developed by Network for Social Work Management
  - Basis of Certificate in Social Work Management (CSWM)
  - May have other uses: performance appraisal, interview guide, educational curriculum design
  - Four Domains:
    - Executive Leadership
    - Resource Management
    - Strategic Management
    - Community Collaboration



# Example 2: Program Format, Etc.



# Example 3: NASW Program

- Leadership development program sponsored by New Jersey Chapter of the National Association of Social Workers (NASW)
- Program duration: one year
- 35 participants: NASW board members, key regional leaders, emerging leaders
- All participants professional social workers, most with a clinical focus



# Example 3: Curriculum Detail

- Full day in-person trainings, one per month
  - Leadership skills for social workers
  - Communication and professional development
  - Institutionalizing diversity and social justice
  - Understanding transparency in management and governance
  - Managing successful partnerships and collaborations
- Asynchronous web-based trainings
  - Social media best practices
  - Managing across generations
  - Social work as a global profession

# Example 3: Program Format, Etc.

- Five full training days
- Three one-hour web-based modules (self-paced)
- Action research approach – ongoing meetings with NASW team throughout the year
- Trainers were national board members from Network for Social Work Management
- Curriculum based on Human Services Management Competencies where applicable



# Resources

**Center for Leadership and Management** – academic center at Rutgers bridging disciplines of social work and organizational leadership and management through scholarship, training, and service:

<http://socialwork.rutgers.edu/CentersandPrograms/LeadershipandManagement.aspx>

**Network for Social Work Management** – membership and networking organization dedicated to enhancing management in the human services: <http://socialworkmanager.org/>

**Assoc. for Community Organization and Social Admin. (ACOSA)** – membership organization for community organizers, activists, nonprofit administrators, community builders, etc.: <http://www.acosa.org>

**Alliance for Nonprofit Management** – sponsors an annual conference with helpful training workshops: <http://theallianceconference.org>



# Q & A



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