BRIEF CONTENTS

Preface  xxvii
About the Authors  xxxvi

CHAPTER 1  Understanding Social Work Practice  1
CHAPTER 2  Applying Values and Ethics to Practice  39
CHAPTER 3  Individual Engagement: Relationship Skills for Practice at All Levels  67
CHAPTER 4  Social Work Practice with Individuals: Assessment and Planning  103
CHAPTER 5  Social Work Practice with Individuals: Intervention, Termination, and Evaluation  173
CHAPTER 6  Social Work Practice with Families: Engagement, Assessment and Planning  235
CHAPTER 7  Social Work Practice with Families: Intervention, Termination, and Evaluation  285
CHAPTER 8  Social Work Practice with Groups: Engagement, Assessment, and Planning  325
CHAPTER 9  Social Work Practice with Groups: Intervention, Termination, and Evaluation  367
CHAPTER 10  Social Work Practice with Communities: Engagement, Assessment, and Planning  412
CHAPTER 11  Social Work Practice with Communities: Intervention, Termination, and Evaluation  455
CHAPTER 12  Social Work Practice with Organizations: Engagement, Assessment, and Planning  494
CHAPTER 13  Social Work Practice with Organizations: Intervention, Termination, and Evaluation  531

References  R–1
Credits  C–1
Glossary/Index  I–1
DETAILED CONTENTS

Preface xxvii

About the Authors xxxvi

CHAPTER 1 Understanding Social Work Practice 1

Purpose of Social Work 2
Practicing Social Work 2
Social Work Competencies 4
  Knowledge, Values, and Skills 4
    Knowledge 5
    Values 6
    Skills 6
Types of Client Groupings 7
Practice Framework 8
  Engagement 8
  Assessment and Planning 9
  Intervention 10
  Termination 10
  Evaluation 11
Licensure of Social Work 11

Tensions in Social Work 12

  Clinical and Nonclinical Approaches 13
  Developmental Socialization and Resocialization 14
  Integrating Approaches for Clinical and Indirect (Macro) Practice 15
  Social Control and Social Change 17
  Change and Acceptance 17
  Adjustment and Challenge 17
  Experts and Shared Power 18
  Minimization of Distance 19
Global Citizenship and the Local Community  20  
Factors Promoting Globalization  21  
Perspectives on the Conceptualizations of the Social Work Profession  22  
Importance of Self-Knowledge  23  
Theoretical Perspectives for Social Work Practice  25  
   Ecosystems Perspective  26  
   Social Justice Perspective  26  
   Human Rights Perspective  27  
   The Strengths Perspective  29  
   Principles of the Strengths Perspective  29  
Postmodern Perspective and the Social Construction Approach  30  
   Social Construction  30  
   Deconstruction  31  
   Narrative Theory  32  
   Solution-Focused  33  
   Critical Social Construction  33  
   Complementary Aspects of the Theoretical Perspectives  34  
Straight Talk about the Translation of Perspectives into Practice  34  
Conclusion  35  
Main Points  35  
Exercises  36  

CHAPTER 2  
Applying Values and Ethics to Practice  39  
A Brief History of Social Work Ethics  40  
Professional Codes of Ethics  41  
   The NASW Code of Ethics  42  
   International Federation of Social Workers Ethical Statement  43  
   Limits of Ethical Codes  44  
   The Role of Context  44  
   Risk Taking and Creativity  46  
   Diversity  47  
Ethics and the Law  48  
   Parallels between Ethics and the Law  50  
   Conflicts between Ethics and the Law  50  
   Duty to Report: Child Protection  51
Duty to Report: Adult Protection  52
Duty to Protect: Threats of Violence  52

Collaboration between Ethics and the Law  54

Dilemmas and Critical Processes  54

The Distinction between Value Conflicts and Ethical Dilemmas  54

The Ethical Principles Screen  55

Models for Resolution of Ethical Dilemmas  56

Representative Examples of Practice Dilemmas  57

Dual Relationships  57
Responsibility to the Larger Society and Client Well-Being  59
Paternalism and Client Self-Determination  60

Straight Talk about Expectations and Standards in a Litigious World  61

Thoughtful Practice in a Postmodern World  62

Risk Management in a Litigious World  62

Conclusion  63

Main Points  63

Exercises  64

CHAPTER 3

Individual Engagement: Relationship Skills for Practice at All Levels  67

Hearing the Client’s Situation and Perspective  68

Core Relationship Qualities  69

Warmth  70
Empathy  70
Genuineness  70
Unconditional Positive Regard  71

Specific Skills for the Dialogue  71

Preparing to Listen  71
Diversity Considerations  73

Specific Interviewing Skills  73

Discovery-Oriented Questions  73
Silence  74
Following Responses  75
Paraphrasing  75
DETAILED CONTENTS

Clarifying 76
Summarizing  76
Direct, Closed Questions  77
Open-Ended Questions  77
Indirect Questions  78
Empathic Communication  78

Avoiding Communication Pitfalls  79
Jargon  79
Leading Questions  80
Excessive Questioning  80
Multiple Questions  80
Irrelevant Questions  81
Using children or neighbors as interpreters or translators  81

Integrating the Core Qualities and Skills in Dialogue and Interviewing  81
Articulating Purpose: Social Worker Role and Agenda  82
Moving from Spotting Deficiency to Recognizing Strengths  83

Skills and Methods  84
Mirroring  84
Contextualizing  84
Self-Disclosure  85
Accompaniment  85
Reinforcement and Celebration  86

Logistics and Activities  86
Recognizing and Articulating Power  87

Sources of Power  87
Agency Resources  88
Expert Knowledge  88
Interpersonal Power  88
Legitimate Power  88

Power in Client Lives: Jasmine Johnson  89
Jasmine’s Situation  89
Jasmine and Power Relationships  89
Jasmine and the Social Worker  90
Jasmine Johnson: Conclusions  91

Viewing the Client System Situation and Perspective from Social Justice and Human Rights Perspectives  92

Full Participation in Culture  93

Strategies and Skills for Promoting Social Justice and Human Rights  93
Straight Talk about the Relationship: Interpersonal Perspectives 95
  Confidentiality 95
  Privacy 96
  Ongoing Evaluation 97
Conclusion 97
Main Points 98
Exercises 99

CHAPTER 4  Social Work Practice with Individuals: Assessment and Planning 103
A Brief History of Assessment 104
Where Does the Client Want to Go? 106
Implications of Theoretical Perspectives 106
  Classic Theories 107
    Psychoanalytic Theory 107
    Attachment Theory 107
    Cognitive Theory 108
  Contemporary Theoretical Perspectives 108
    The Strengths Perspective 109
    Narrative Theory 112
    Solution-Focused Approach 113
Theory and Evidence Matters 114
Implications of Diversity and Culture in Assessment 116
  Cultural Humility 117
  Culturally Competent Practice Behaviors 117
  Connecting with the Spiritual Aspects of the Client System 118
  Global Connections 119
Skills for Assessment and Planning 120
  Strengths Perspective 121
  Narrative Theory 122
  Solution-Focused Approach 124
  Developing a Shared Vision of Assessment 125
  Support for the Client’s Goals and Dreams 126
    Setting Goals 127
    Contracting 128
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honest Responding</td>
<td>130</td>
</tr>
<tr>
<td>When Confrontation Is Necessary</td>
<td>130</td>
</tr>
<tr>
<td>When Alternatives Are Necessary</td>
<td>131</td>
</tr>
<tr>
<td>Using Mapping Skills to Enhance the Dialogue</td>
<td>133</td>
</tr>
<tr>
<td>Genograms</td>
<td>133</td>
</tr>
<tr>
<td>Ecomaps</td>
<td>135</td>
</tr>
<tr>
<td>Skills for Assessing Resources</td>
<td>137</td>
</tr>
<tr>
<td>Formal and Informal Resources</td>
<td>137</td>
</tr>
<tr>
<td>Assessment When Resources Are Available or Unavailable</td>
<td>137</td>
</tr>
<tr>
<td>Social Action When Resources Are Inadequate</td>
<td>138</td>
</tr>
<tr>
<td>Planning</td>
<td>139</td>
</tr>
<tr>
<td>Straight Talk about Assessment and Planning: The Agency, the Client, and the Social Worker</td>
<td>142</td>
</tr>
<tr>
<td>The Agency Perspective</td>
<td>142</td>
</tr>
<tr>
<td>Administrative Tasks</td>
<td>142</td>
</tr>
<tr>
<td>Documentation</td>
<td>144</td>
</tr>
<tr>
<td>The Client Perspective</td>
<td>149</td>
</tr>
<tr>
<td>Involuntary, Mandated, and Non-voluntary Clients</td>
<td>149</td>
</tr>
<tr>
<td>Challenges in Working with Involuntary Clients</td>
<td>150</td>
</tr>
<tr>
<td>Engagement with Involuntary Clients</td>
<td>150</td>
</tr>
<tr>
<td>Legal Issues</td>
<td>152</td>
</tr>
<tr>
<td>Opportunities in Working with Involuntary Client Systems</td>
<td>153</td>
</tr>
<tr>
<td>Individual Scenarios</td>
<td>153</td>
</tr>
<tr>
<td>Power Issues</td>
<td>153</td>
</tr>
<tr>
<td>Violence</td>
<td>154</td>
</tr>
<tr>
<td>Safety in Social Work Practice</td>
<td>154</td>
</tr>
<tr>
<td>Skills for Working with Clients Who Are Angry</td>
<td>155</td>
</tr>
<tr>
<td>What Agencies Can Do</td>
<td>156</td>
</tr>
<tr>
<td>Crisis Intervention</td>
<td>156</td>
</tr>
<tr>
<td>Suicide</td>
<td>158</td>
</tr>
<tr>
<td>The Social Worker Perspective: The Social Worker as a Whole Person</td>
<td>160</td>
</tr>
<tr>
<td>Painful Events</td>
<td>164</td>
</tr>
<tr>
<td>Personal Triggers</td>
<td>165</td>
</tr>
<tr>
<td>Self-Care</td>
<td>165</td>
</tr>
<tr>
<td>Sustaining Ethical Practice in the Face of Challenges</td>
<td>167</td>
</tr>
<tr>
<td>Conclusion</td>
<td>168</td>
</tr>
<tr>
<td>Main Points</td>
<td>168</td>
</tr>
<tr>
<td>Exercises</td>
<td>170</td>
</tr>
</tbody>
</table>
CHAPTER 5

Social Work Practice with Individuals: Intervention, Termination, and Evaluation 173

Supporting Clients’ Strengths in Developing Interventions 174

Strengths-Based Perspectives and Intervention 175

  Acting in Context 175
  Capitalizing on Strengths 176

Narrative Intervention 177

Solution-Focused Intervention 177

Cognitive Behavioral-Focused Interventions 180

Strengths-Oriented Practice Skills and Behaviors 181

  Supporting Diversity 181

Supporting Clients’ Environments 182

Principles for Taking Environments into Account 182

  The Social Worker Should Be Accountable to the Client System 182
  The Social Worker Should Follow the Demands of the Client Task 182
  The Social Worker Should Maximize the Potential Supports in the Client System’s Environment 184
  The Social Worker Should Proceed from the Assumption of “Least Contest” 184
  The Social Worker Must Help the Client Deconstruct Oppressive Cultural Discourse and Reinterpret Experience from Alternative Perspectives 184
  The Social Worker Should Identify, Reinforce, and/or Increase the Client System’s Repertoire of Strategic Behavior for Minimizing Pain and Maximizing Positive Outcomes and Satisfaction 184
  Social Workers Should Apply the Principles to Themselves 185

Environment-Sensitive Processes and Skills 185

  Providing Information 185
  Refocusing and Confronting 186
  Interpreting Client Behavior 187
  Mapping as an Intervention Strategy 188

Traditional Social Work Roles in Contemporary Social Work Practice 189

  Case Manager 190
    Common Components of Case Management 190

  Counselor 191
Broker 192
- Brokering Functions and Context 192
- Building and Maintaining Networks for Brokering 193
- Making the Match in Brokering 193

Mediator 194
- Finding Common Ground 194
- Walking through It 194

Educator 196
- Developing Client Skills 196
- Working with the Public 197

Client Advocate 197
- Case Advocacy 198
- Cause Advocacy 198
- Legislative Advocacy 199
- Thoughts about Power and Advocacy 199

Collaborator 199
- Putting It All Together 201

Empowerment Practice 201
- Straight Talk about Interventions: Unexpected Events and Ongoing Evaluation 208
- Supporting Clients' Strengths in Termination and Evaluation 209
- Endings and Termination 209

Planning the Process: Overview 210
- Negotiating the Timing 210
- Reviewing the Agreement for Work 211
- Processing Successes and Shortcomings 211
- Making and Clarifying Plans 213
- Sharing Responses to Endings 213
- Respecting Cultural Consistency 214

Straight Talk about Termination and Endings 216
- Formal Evaluations 217

Priorities in Evaluation 217
- Quantitative and Empirical Processes: Evidence-Based Practice 218
  - Single-Subject Design 218
  - Goal Attainment Scaling 220
  - Other Forms of Evaluation 221
  - Postmodern Views of Evaluation 222
Qualitative and Reflective Processes 223
  Case Studies 223
  Explorations of Compatibility with Theoretical Perspectives 224
  Explorations of Quality of Relationship 229
Straight Talk about Evaluation and Reclaiming Our Knowledge 229
Conclusion 231
Main Points 231
Exercises 232

CHAPTER 6 Social Work Practice with Families: Engagement, Assessment and Planning 235

Familiar Perspectives and Some Alternatives 236
Historical Antecedents for Family Social Work 237
  Family as a Functioning Unit 240
  Family as a System 241
    Change in One Component 242
    Subsystems and Boundaries 242
    Family Norms 243
  Implications of Family Systems Theory for Generalist Practice 244
    Family Structure 245
    Intergenerational Patterns 246
The Contemporary Context for Family Social Work 247
  Grandparents Rearing Grandchildren 247
  Gay, Lesbian, Bisexual, Transgender, and Questioning Couples and Families 249
  Single Parent Families 252
  Families of Multiple Racial and Ethnic Heritages 254
  Families Including Persons with Disabilities 255
  Blended Families 259
  International Families 260
Contemporary Trends and Skills for Engagement and Assessment with Families 262
  Narrative Theory in Family Engagement and Assessment 263
    Thickening the Story 264
    Externalizing Problems 266
    Unearthing the Broader Context 266
Solution-Focused Family Work 267
  Environmental Focus 270

Constructionist and Social Justice Approaches to Family Social Work 270
  Critical Constructionist Emphasis 271
  Social Justice Emphasis 272

Generalist Practice Skills Guidelines for Family Engagement and Assessment 272
  Mapping: A Family Assessment and Planning Tool 273

Straight Talk about Family Social Work Practice 277
Conclusion 280
Main Points 281
Exercises 281

CHAPTER 7
Social Work Practice with Families: Intervention, Termination, and Evaluation 285

Theoretical Approaches to Intervening with Families 286
  Strengths and Empowerment Perspectives and Family Interventions 288
  Narrative Theory and Family Interventions 292
  Solution-Focused Family Interventions 295

Contemporary Trends and Skills for Intervening with Families 298
  Reframing 300
  Perspectival Questions 301
  Family Group Conferencing 301
  Motivational Interviewing 303
  Re-enactments 304
  Mapping as an Intervention 305

Ending Work with Family Constellations 306
  Endings with Strength and Empowerment 310
  Endings in Narrative-Focused Work 311
  Endings in Solution-Focused Work 311
  Evaluation of Social Work Practice with Families 312
  Strengths-Based Measures for Families 316

Straight Talk about Family Intervention, Termination, and Evaluation 319
Conclusion 319
Main Points 320
Exercises 321
### CHAPTER 8
**Social Work Practice with Groups: Engagement, Assessment, and Planning**  
325

- Groups: The Source of Community  
  326
  - Group as a Natural Orientation  
    326
  - Implications of Cultural and Global Connections for Social Work Practice  
    327
  - Historical and Contemporary Contexts for Group Work  
    330
- Dimensions of Social Work Practice with Groups  
  333
  - Types, Forms, and Functions of Groups  
    333
  - Group Work Logistics  
    340
- Theoretical Approaches to Engagement and Assessment with Groups  
  342
  - Narrative Approach in Group Engagement and Assessment  
    342
  - Solution-Focused Approach in Group Engagement and Assessment  
    343
- Contemporary Trends and Skills for the Beginning Phases of Group Work:  
  Engagement and Assessment  
  344
  - Pre-group Planning  
    344
    - Need  
      348
    - Purpose  
      348
    - Composition, Eligibility, and Appropriateness  
      348
    - Structure  
      349
    - Content  
      349
    - Agency Context  
      349
    - Social Context  
      350
    - Pre-group Contact  
      350
    - Contacting Prospective Group Members  
      350
  - Engagement  
    351
  - Assessment and Planning  
    354
- Straight Talk about Group Engagement and Assessment  
  355
- Conclusion  
  362
- Main Points  
  363
- Exercises  
  363

### CHAPTER 9
**Social Work Practice with Groups: Intervention, Termination, and Evaluation**  
367

- Interface: Social Justice, Diversity, and Human Rights  
  368
- Theoretical Approaches to Intervening with Groups  
  369
Strengths and Empowerment Perspectives on Group Intervention  370
Narrative Theory and Group Interventions  372
Solution-Focused Group Interventions  373
Developmental Models  374
  Boston Model  374
  Relational Model  376
Contemporary Trends and Skills for the Middle Phase of Group Work: Intervention  378
Social Work Group Interventions  379
  Constructionist Groups for Women Experiencing Intimate Partner Violence  380
  Restorative Justice Groups for Combating Crime  382
  Motivational Interviewing  383
Social Work Skills for Group Interventions  383
  Leadership  383
  Communication  386
  Problem Solving  387
  Management of Group Function and Process  388
Social Worker Roles  388
Group Member Roles  390
Contemporary Trends and Skills for the Ending Phase of Group Work: Termination and Evaluation  393
Social Work Group Endings  393
  Endings in Group Work with Strengths and Empowerment  394
  Endings in Narrative-Focused Group Work  395
  Endings in Solution-Focused Group Work  395
Skills for Social Work Group Terminations  396
  Ending the Relationship between Group Members and Social Worker  396
  Ending the Relationships among Group Members  398
  Ending the Group Itself  398
Evaluation of Social Work Practice with Groups  400
Straight Talk about Group Intervention, Termination, and Evaluation  407
Conclusion  407
Main Points  408
Exercises  409
CHAPTER 10  Social Work Practice with Communities: Engagement, Assessment, and Planning  412

Familiar Perspectives and Some Alternatives  413
  Community Practice and Generalist Practice  414
Definitions and Types of Community  415
  Spatial Community  415
  Social Communities  415
  Political Communities  416
Community Functions  417
Understanding a Community  418
  Community as a Social System  418
  Community as an Ecological System  419
  Center for Power and Conflict  419
    Power Dependency Theory  420
    Conflict Theory  420
    Resource Mobilization Theory  420
  Contemporary Perspectives for Community Practice  420
    Strengths, Empowerment, and Resiliency Perspectives  421
    Community in a Postmodern Perspective  421
Engagement and Assessment of Communities  422
  Engagement of Communities  422
  Assessment Process  422
  Comprehensive Community-Based Analysis  423
    Physical Setting  423
    History  423
    Demographics of the Population  423
    Economic System  423
    Political System  424
    Social Characteristics  424
    Human Service System  424
    Values, Beliefs, Traditions  424
    Evidence of Oppression and Discrimination  424
  Community Needs Assessment  425
    Using Evidence-Based Practice in Community Practice  427
    Community Needs Assessment Process  428
Sources of Data 428
- Observation 428
- Participant Observation 429
- Service Statistics and Previous Studies 429
- Use of Census Data 429
- Administrative Data 430
- Other Data 430
- Mapping of Data 430
- Interviews with Key Informants 430
- Focus Groups 433
- Community Forum 435
- Survey Data 435

Determining Your Assessment Approach 435

Assessing Specific Population Needs and Social Problems 439

Mapping Community Assets 442

Skills for Community-Based Participatory Research 446

Contemporary Trends Impacting Community Practice 447

The World as a Community 449

Global Interdependence: Implications for U.S. Practice 449

Approaches for a Global Community 450

Straight Talk about Community Practice 452

Conclusion 452

Main Points 453

Exercises 453

CHAPTER 11  Social Work Practice with Communities: Intervention, Termination, and Evaluation 455

Social Work Theory and Models for Community Intervention 456

Planning/Policy 458

Community Capacity Development 458

Social Advocacy 459

Blending Models 462

Planning/Policy Can Be Utilized with Community Capacity Development 462

Planning/Policy Can Be Utilized with Social Advocacy 463

Community Capacity Development Can Be Combined with Planning/Policy 463
Community Capacity Development Can Be Combined with Social Advocacy 463
Social Advocacy Can Be Mixed with Planning/Policy 464
Social Advocacy Can Be Combined with Community Capacity Development 464

Contemporary Trends and Skills for the Middle Phase of Community Work: Intervention 465

Community Social and Economic Development 467
Community Development Skills 468
Community Development Programs 468
Asset-Based Community Development 472
Community Organizing 474
Community Organizing Skills 476

A Generalist Approach to Community Intervention 477

Global Approaches for Community Social Work Practice 481

International Social Work Community Development 481
Globalization and Community Organizing in Social Work Practice 485

Contemporary Trends and Skills for the Ending Phase of Community Work: Termination and Evaluation 485

Community Social Work Practice Endings 486
Endings in Community Practice Utilizing Strengths and Empowerment 486

Evaluation of Social Work Practice with Communities 489

Straight Talk about Community Intervention, Termination, and Evaluation 490

Conclusion 491
Main Points 491
Exercises 492

CHAPTER 12  Social Work Practice with Organizations: Engagement, Assessment, and Planning 494

Understanding Organizations 495

Organization as a Social System 495
Contemporary Theories and Organizations 496
Dimensions of Organizations 496
Purpose 497

Organizations Sanctioned by Law 497
Organizations with Service Goals 497
**Detailed Contents**

Organizations Arising from Social Movements 497

**Structures of Governance** 500
- Bureaucracies 501
- Project Teams 502
- Functional Structures 502

**Internal Power Relations** 502
- Traditional Authority 503
- Charismatic Authority 503
- Rational/Legal Authority 504

**Intersections among Dimensions of Organizations** 504

**Social Work Practice in Host Settings** 505
- Guest Status 505
- Interprofessional Teams 506

**Engagement and Assessment of Organizations** 507

**Engagement of Organizations** 507

**Assessment of Organizations** 508

**Elements of an Internal Assessment** 509
- Legal Basis 509
- Mission Statement 509
- By-laws 510
- History 510
- Administrative Structure and Management Style 510
- Structure of Programs, Services, and Activities 510
- Organizational Culture 510
- Physical Surroundings 511
- Public Relations 511
- Language 511
- Procedures 513
- Social Justice/Diversity Factors 513
- Personnel Policies and Procedures 516
- Resources (i.e., Financial, Technical and Personnel) 516

**Elements of an External Assessment** 517
- Relationship with Funders and Potential Funders 517
- Relationship with Clients 517
- Relationship with Organizations in Network (i.e., Referrals and Coalitions) 517
- Relationships with Political Figures 517
Organizational Engagement and Assessment and Generalist Practice 521
Skills for Engagement and Assessment with Organizations 522
Straight Talk about Practice within Organizations 524
Conclusion 527
Main Points 527
Exercises 528

CHAPTER 13  Social Work Practice with Organizations: Intervention, Termination, and Evaluation 531

Approaches, Perspectives, and Models for Interventions with Organizations 534
  Self-Learning Model 534
  Systems Model 535
  Power and Politics Model 535
  Postmodern Approaches 536
  Social Constructionist Approach 536
Framework for Organizational Change 537
  Gathering Allies and Creating a Change Work Group 537
  Considerations for the Development of Feasible Solutions for Organizational Change 539
    Change Proposal Form 541
  Selecting an Organizational Change Strategy 542
    Change Strategies 542
  Contemporary Tactics and Skills for Interventions with Organizations 545
    Implementation Skills 545
    Capacity Building 545
    Education 546
    Persuasion 546
    Mass Media Appeals 546
    Bargaining and Negotiation 548
    Group Actions 548
    Ethic and Change Tactics 548
Implementing Organizational Change 551
  Implementation Structure 551
  Gantt Chart 552
DETAILED CONTENTS

Challenges to Implementation 553
Change Participant Affects 553
Generality of the Change 554
Organizational Supports 554

Termination and Evaluation of Change in Organizations 554

Evaluation of Social Work Practice with Organizations 556
Types of Evaluation 556
Structure of Evaluation 557
Logic Model 557
Information and Data Sources 558
Roles in Evaluation 559

Straight Talk about Organizational Life 559
Conclusion 560
Main Points 561
Exercises 561

References R–1

Credits C–1

Glossary/Index I–1
P R E F A C E

M A J O R  C H A N G E S  T O  T H E  T H I R D  E D I T I O N

Like the previous editions, this new edition of *The Practice of Generalist Social Work* provides detailed coverage of the knowledge, skills, values, competencies, and practice behaviors needed for contemporary generalist social work practice. Using a strengths-based perspective, students are given a comprehensive overview of the major areas relevant for social work practice, including: theoretical frameworks; values and ethics; expanded coverage of communication skills for all client systems; and extensive coverage of practice with all client systems through all phases of the change process. *The Practice of Generalist Social Work* offers a comprehensive discussion of practice with individuals, families, groups, communities, and organizations within the concepts of planned change, encompassing engagement, assessment, intervention, evaluation, and termination. Students have the opportunity to learn about generalist practice through in-depth case studies, examples, and exercises integrated throughout the text.

This edition expands greatly on the previous edition to provide all the material necessary and relevant for a two or three course sequence. This third edition provides additional contemporary case studies and applications of theory and knowledge for all client system levels. New exhibits provide in-depth information relevant to practice, summarize pertinent facts from the chapter, and give practical examples of the application of key chapter content. The Quick Guides provide students with brief guidelines for practice and sample documents used in practice. These expanded resources contain up-to-date individual, family, group, community and organizational guidance for the beginning practitioner. New and expanded end-of-chapter exercises, and online supplemental material, including videos, podcasts, and other web-based resources with teaching tips give the instructor additional avenues to challenge students to integrate and expand on chapter content.

For the new editions of all five books in the New Directions in Social Work series, each addressing a foundational course in the social work curriculum, the publisher has created a brand-new, distinctive teaching strategy that revolves around the print book but offers much more than the traditional text experience. Quick Guides within the text offer students guidance for their field experiences. Book-specific websites are accessible through the series website, www.routledgesw.com,
and offer a variety of features to support your integration of the many facets of an education in social work. At www.routledgesw.com/, you will find a wealth of resources to help you create a dynamic, experiential introduction to social work for your students:

- Companion readings linked to key concepts in each chapter, along with questions to encourage further thought and discussion.
- Six interactive fictional cases (three new for this edition) with accompanying exercises that bring to life the concepts covered in the book, readings, and classroom discussions.
- A bank of exam questions (both objective and open-ended).
- PowerPoint presentations, which can serve as a starting point for class discussions.
- Sample syllabi demonstrating how the text and website, when used together through the course, satisfy the 2008 Council on Social Work Educational Policy and Accreditation Standards (EPAS).
- Quick Guides from the books offered online for students to copy and take into the field for guidance.
- Annotated links to a treasure trove of articles and other readings, videos, podcasts, and internet sites.

**ORGANIZATION OF THE BOOK**

The following paragraphs serve to briefly introduce each of the chapters included in this book with emphasis on the updated content. All chapters have updated and expanded end-of-chapter exercises that use online resources.

**Chapter 1**

**Understanding Social Work Practice** provides an overview of social work practice by grounding students in the purpose of social work, social work competencies, types of client grouping, and the practice framework of engagement, assessment, intervention, termination, and evaluation. A discussion of the ethics that guide social work practice, licensure of social work, client populations that social workers work with, and the tensions in social work provides students with real-world information about the profession. Students are also introduced to major theoretical perspectives for social work practice, including the ecosystems, social justice, human rights, strengths, and postmodern perspectives. In this third edition, Chapter 1 features five new exhibits and two new quick guides to highlight key content and summarize material, including a summary of social work approaches.
Chapter 2
In contrast to a straightforward overview of values and ethics, Applying Values and Ethics to Practice provides a brief history of social work ethics and the NASW Code of Ethics (2008), then contrasts the Code of Ethics with the International Federation of Social Workers’ Ethical Statement, and also discusses the limits of ethical codes. A discussion of the intersection of ethics and the law gives students information about the interplay between the two, followed by a discussion of ethical dilemmas and processes for resolving them. Extensive discussion about common practice dilemmas gives students exposure to situations that they may encounter in practice, followed by an emphasis on risk management. Expanded coverage of ethics violations and state sanctions round-out the discussion. New content in Chapter 2 includes expanded coverage of ethics violations and state sanctions.

Chapter 3
Individual Engagement: Relationship Skills for Practice at All Levels provides students with the characteristics of core relationships qualities, as well as a description of the specific skills for dialogue with clients at all system levels, including coverage of common communication pitfalls. As the helping relationship includes the dimension of power, the chapter provides extensive coverage of sources of power within relationships, and provides guidance on the use of power through a case study of “Jasmine and the Social Worker.” Practical questions guide students toward active listening. Students are also provided with strategies and skills for promoting social justice and human rights within helping relationships. New content in this third edition includes an exhibit on nonverbal behavior guidelines, a quick guide that helps students discover their listening skills, and content about using children as translators.

Chapter 4
Social Work Practice with Individuals: Assessment and Planning includes a focus on the assessment and planning process within the global environment in which practicing social workers live and practice. The chapter begins with a discussion of the history of assessment and moves to an overview of theoretical approaches to social work practice, both classic and contemporary (strengths, narrative, and solution-focused). The application of evidence-based practice approaches is highlighted. The need for practice knowledge and behaviors in the area of diversity within the assessment and planning phases emphasizes the need for cultural competence. The chapter concludes with a discussion of the relevant skills and practice behaviors in the assessment and planning phases of the social work intervention process, including skills needed for strengths-based, narrative, and solution-focused approaches, documentation, and self-care for the social worker. This edition offers
more content on narrative and solution-focused approaches, documentation, self-care, and suicide risk assessment with vulnerable populations with more examples on applications of knowledge and theory.

Chapter 5

Social Work Practice with Individuals: Intervention, Termination, and Evaluation introduces students to key areas of social work practice that will impact virtually every dimension of their professional lives. With an emphasis on theoretical perspectives, students learn to apply various intervention, termination, and evaluation practice behaviors. Traditional and contemporary social work roles are highlighted and discussed. Documentation and record-keeping for social work interventions is explained. Interventions with individuals are also framed within an empowerment practice approach. Framed within theoretical perspectives for understanding diversity, students are offered an overview of the skills required to be a culturally competent social work practitioner. New features in Chapter 5 include additional content on cognitive behavioral treatment and expanded content on motivational interviewing, documentation, and empowerment.

Chapter 6

Social Work Practice with Families: Engagement, Assessment and Planning The chapter begins with a history of social work practice with families, grounded within a systems framework. Theoretical perspectives, including narrative and solution-focused, are discussed within the context of the engagement and assessment phases of interventions with families with emphasis on empowerment. Students encounter a broad range of family constellations as they read about contemporary family social work. Practice behaviors and skills are presented for achieving engagement and assessment with families and documentation strategies are included. This newest version of Chapter 6 offers more content on documentation, empowerment, and more in-depth discussion about solution-focused and narrative assessment and planning.

Chapter 7

Social Work Practice with Families: Intervention, Termination, and Evaluation conceptualizes generalist social work practice interventions with families. Continuing with the theoretical perspectives discussed in Chapter 6, this chapter develops interventions with families using strengths and empowerment, narrative, and solution-focused approaches. Skills and practice behaviors for intervening, terminating, evaluating, and documenting family-focused interventions are discussed in detail. New to this edition is more in-depth content on empowerment
and resiliency, and extended exploration of narrative and solution-focused family interventions.

Chapter 8

Social Work Practice with Groups: Engagement, Assessment, and Planning provides students with up-to-date perspectives on social work practice with groups. The chapter opens with an overview of the role of groups within our communities and profession followed by a historical and contemporary perspective on the use of groups for change. The dimensions of group practice are presented within the framework of theoretical perspectives (i.e., narrative and solution-focused). Planning for group interventions, including the engagement and assessment of group members, is emphasized from a practice behaviors perspective along with the importance of cultural competence in the group setting. With this edition, Chapter 8 now includes expanded coverage on cultural competence in group work.

Chapter 9

Social Work Practice with Groups: Intervention, Termination, and Evaluation Developing and implementing interventions with various types of groups is the emphasis of this chapter. Continuing the framing of skills and techniques within theoretical perspectives, the use of evidence-based interventions with groups is introduced using the strengths, narrative, and solution-focused frameworks. Models for group intervention are described along with an in-depth examination of the roles, skills, and practice behaviors required for carrying out a group-level intervention. Termination and evaluation of group interventions are also covered. New to Chapter 9 is additional content on narrative group work, social worker roles, group member behaviors, and evaluation.

Chapter 10

Social Work Practice with Communities: Engagement, Assessment, and Planning introduces students to the concept of community. The chapter defines and discusses types and functions of communities. Students learn about various theoretical perspectives, including contemporary perspectives for community practice. Engagement and assessment concepts, including community-based analysis, evidence-based practice, and community needs assessments, are extensively discussed. Examples of types of needs assessments, surveys used in needs assessments, and needs assessment summaries provide additional practice guidance. Community practice skills are thoroughly covered, as are the implications of global interdependence for community practice in the United States. This edition contains expanded content on needs assessments, including types, examples, and surveys used to collect needs assessment data.
Chapter 11

Social Work Practice with Communities: Intervention, Termination, and Evaluation builds on the engagement and assessment content of Chapter 10 to present strategies and techniques for community practice. Using the insights gained about practice at the individual, family, and group levels, this chapter expands the students’ awareness of social work practice with communities through a discussion of today’s trends and skills for intervention, including community social and economic development, and community organizing. Included in this discussion is coverage of international community practice. Examples of public and private efforts to promote evidence-based community practice assist students in applying the material. Additional guidance on advocacy efforts and asset based development are presented. Students also learn the knowledge and skills needed for termination and evaluation of community practice. The third edition offers a host of examples of contemporary community interventions, with a special focus on community development and community organizing examples, as well as quick guides that offer students concrete tools to use in community interventions, termination, and evaluation.

Chapter 12

Social Work Practice with Organizations: Engagement, Assessment, and Planning covers a challenging client system for beginning practitioners—the organization. Students learn a wealth of practical and theoretical aspects of organizations, including a discussion about the purpose and structure of organizations, power relations within organizations, and social work within host organizational settings. The chapter provides discussion about the elements of an internal assessment of organizations, to include organizational culture, and external assessments as well. Material about organizational policy advocacy and nonprofit partnerships help guide practice. The many new, recent examples of organizational engagement and assessment provide students with contemporary illustrations of key content in Chapter 12. Three new quick guides offer handy tools to assist students in their efforts to contribute to organizational engagement and assessment work.

Chapter 13

Social Work Practice with Organizations: Intervention, Termination, and Evaluation uses the foundation built in Chapter 12 to discuss approaches, perspectives, and models for intervening with organizations. This chapter provides extensive coverage of the relationship between theoretical perspectives and organizational change, as well as a practical framework for thinking about generating change and the needed knowledge for a social work generalist in this endeavor. Termination and evaluation of change efforts within organizations, including a discussion about
the role of the generalist practitioner in this process, help students see their potential role in a change effort with organizations. Content about the challenges of implementing organizational change, and persuasion skills to assist in these efforts, provide direction for the practitioner. In this edition, Chapter 13 has expanded content that includes examples of intervention at the organizational level that includes developing and refining new programming, as well as the challenges.

INTERACTIVE CASES

The website www.routledgesw.com/cases presents six unique, in-depth, interactive, fictional cases with dynamic characters and real-life situations. Three of them—the RAINN, Hudson City, and Brickville cases—are entirely new to this edition of the series. Your students can easily access the cases from any computer. The cases provide a “learning by doing” format unavailable with any other book, and the experience will be unlike any other your students will experience in their social work training.

Each of the interactive cases uses text, graphics, and video to help students learn about engagement, assessment, intervention, and evaluation and termination at multiple levels of social work practice. The “My Notebook” feature allows students to take and save notes, type in written responses to tasks, and share their work with classmates and instructors by e-mail. Through these interactive cases, you can integrate the readings and classroom discussions.

**The Sanchez Family: Systems, Strengths, and Stressors**  The 10 individuals in this extended Latino family have numerous strengths but are faced with a variety of challenges. Students will have the opportunity to experience the phases of the social work intervention, grapple with ethical dilemmas, and identify strategies for addressing issues of diversity.

**Riverton: A Community Conundrum**  Riverton is a small Midwest city in which the social worker lives and works. The social worker identifies an issue that presents her community with a challenge. Students and instructors can work together to develop strategies for engaging, assessing, and intervening with the citizens of the social worker's neighborhood.

**Carla Washburn: Loss, Aging, and Social Support**  Students will get to know Carla Washburn, an older African American woman who finds herself living alone after the loss of her grandson and in considerable pain from a recent accident. In this case, less complex than the Sanchez family case, students can apply their growing
knowledge of gerontology and exercise the skills of culturally competent practice at the individual, family, and group levels.

**RAINN**

Based on the first online hotline for delivering sexual assault services, this interactive case includes a variety of exercises to enable students to gain knowledge and skills related to the provision of services to persons in crisis. With a focus on social work practice at all levels, exercises provide insight into program services and evaluation, interactions with volunteers and clients, and research.

**Hudson City: An Urban Community Affected by Disaster** A natural disaster in the form of Hurricane Diane has hit Hudson City, a large metropolitan area on the northeastern coast of the United States. This interactive case will provide students with insights into the complexities of experiencing a disaster, including the phases of the human response to disaster and the social work role in responding to natural disasters.

**Brickville** A real estate developer has big plans to redevelop Brickville, an area of a major metropolitan area that has suffered from generations of disinvestment and decay. The redevelopment plans have stirred major controversy among community residents, neighborhood service providers, politicians, faith communities, and invested outsiders. This case is a “community case” in which a “family case” is embedded; the case is multi-layered and detailed. Students will be challenged to think about two levels of client systems, and the ways in which they influence and are influenced by one another.

**IN SUM**

We have written this book with the purpose of providing you and your students with the information needed to learn the knowledge, skills, values, competencies, and practice behaviors that are required for a competent and effective generalist social work practice. The multiple options for supporting your teaching of this content are intended to help you address the diverse range of student learning styles and needs. The design of this text and the instructor support materials are aimed at optimizing the experiential options for learning about generalist practice. We hope this book and the support materials will be of help to you and your students as they embark on their journey toward social work practice.