



AND OTHER RELATED FIELDS



**Building the KASE for Social Work Students
to Achieve Success in Macro Practice**



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Accessibility, Sustainability

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BUILDING THE KASE FOR SOCIAL WORK STUDENTS TO ACHIEVE SUCCESS IN MACRO PRACTICE

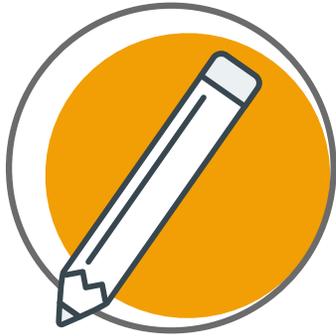
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KASE 2021



IDEAAS, LLC

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Accessibility, Sustainability



“ENSURE THAT YOU OBTAIN A DYNAMIC PACKAGE OF MACRO KNOWLEDGE, ABILITIES, SKILLS AND EXPERIENCES (KASE).”

INTRODUCTION

In my previous work experience, volunteer opportunities, and student engagement during high school and undergrad; I enjoyed planning, teaching, and I had an interest in policy, research, advocacy, and community organizing – even though at the time, I had done very few of those things. When it was time in my career for me to get an advanced degree, I shared all of these interests with my mentor and she replied, “You want to be a social worker”.

I came into my graduate social work program with a clear focus on macro practice. Although, I did not have the language of “micro-mezzo-macro practice” at the time. I knew that I wanted to fix problems more than one person – more than one family – at a time. Other than a focus on the bigger picture, I was open to what social work had to offer.

You may have asked (or, are asking yourself right now): Do social workers do project planning/management, teaching, policy, research, advocacy, and community organizing? The answer is an unequivocal “Yes!”

If you have ever felt out of place in social work because you did not have an interest in therapy, clinical, or micro work, and, instead wanted to work with organizations, communities, systems, or policy, rest assured that social work is still the right degree for you. (Breathe a sigh of relief).

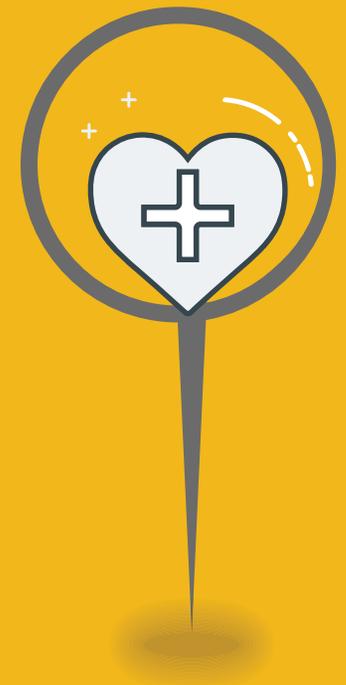
The foundation to a successful career in macro social work is to make the most of your social work education by ensuring that you obtain a dynamic package of macro knowledge, abilities, skills, and experiences (KASE).

The aim of this tool is to help you to create a strategic gameplan for your social work education and map out a plan to reach your macro goals.

– Annie Grier, MSW

The background of the slide is a light gray map with a white grid of streets. Scattered across the map are several geometric shapes: three black triangles pointing upwards on the left side, three yellow triangles pointing upwards on the right side, and several black circles of varying sizes. A large yellow rectangle with a black border is centered on the map, containing the title text.

WHAT IS MACRO SOCIAL WORK?



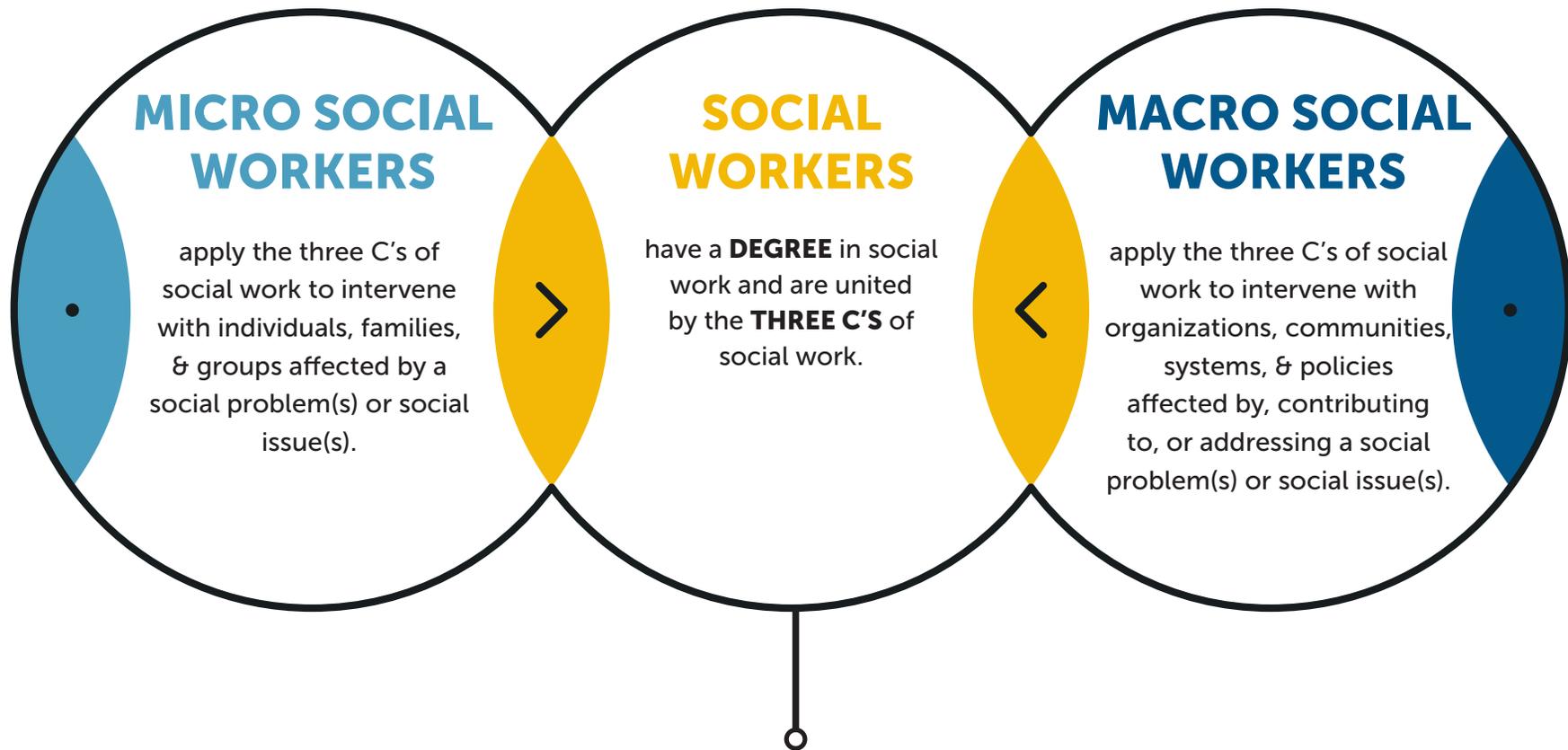
WHAT IS MACRO SOCIAL WORK?

Social work promotes well-being, advances social justice, and alleviates suffering using a strengths-based approach and the “person in environment” perspective.

Social work is a professional practice and academic discipline engaging people, institutions, and social structures to facilitate change, to foster social cohesion, and to alter power relationships causing inequality and marginalization (Special Commission to Advance Macro Practice in Social Work, 2021).

Macro social work is NOT a “type” or subset of social work; it is a grouping of spheres/domains of practice along the social work spectrum.



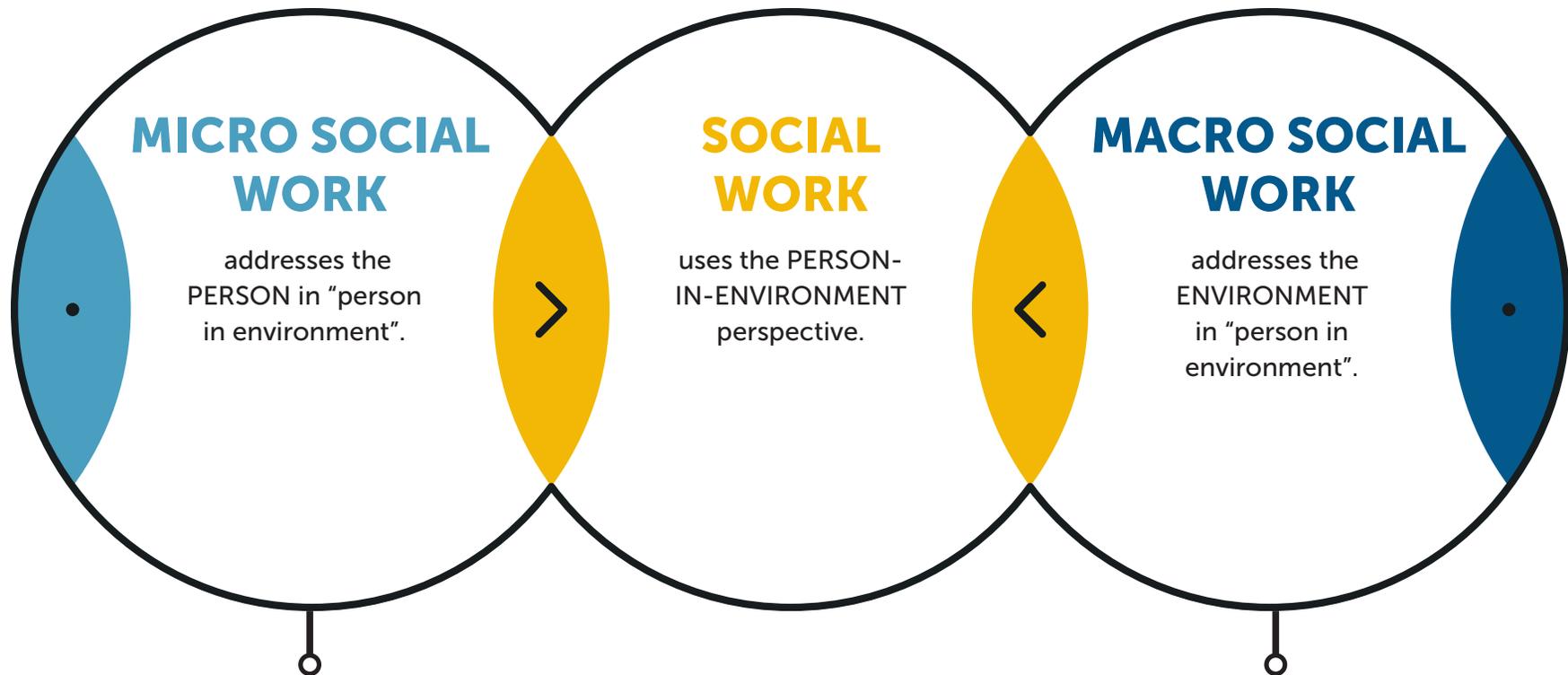


THREE C'S OF SOCIAL WORK:

- CORE VALUES:** The National Association of Social Workers (NASW) defines six core values: social work as service, social justice, dignity and worth of the person, importance of human relationships, integrity, and competence (NASW, 2021).
- CODE OF ETHICS:** The NASW Code of Ethics is a set of standards that guide the professional conduct of social workers (NASW, 2021).
- COMPETENCIES:** The Council on Social Work Education (CSWE) has adopted a competency-based education framework used to identify and assess what students (future social work practitioners) should demonstrate in practice. There are nine competencies shared across social work practice. Each competency is operationalized by practice behaviors which are observable actions that demonstrate an integration of knowledge, values, skills, and cognitive and affective processes. Practice behaviors include ethical behavior, diversity, human rights, assessment, intervention, and evaluation (CSWE, 2021).

Strategic use of your social work education can prepare you with the same **KNOWLEDGE, ABILITIES, SKILLS, AND EXPERIENCES (KASE)** as your counterparts – and future colleagues – from other disciplines with the added value of social work cornerstones – such as a commitment to social justice, advocacy, and alleviating suffering in the human condition.

This guide identifies the critical KASE for social work students to obtain during their social work education and facilitates the creation of a KASE gameplan in order to be competent (and confident!) in macro practice.



MICRO PRACTICE COLLEAGUES

- Marriage & Family Therapy • Licensed Professional Counselors • Clinical Mental Health Counseling
- Other Counseling Fields • Psychiatry • Clinical Psychology • Licensed Substance Abuse Counselors
- Other Licensed Professionals • Paraprofessionals

Share Knowledge, Abilities, Skills, & Experiences (KASE) related to intervention with individuals, families, and groups

MACRO PRACTICE COLLEAGUES

- Business • Public Health • Public Administration
- Public Affairs • Public Policy • Law • Education
- Human Resources • Non-Profit/Organizational Leadership • Management

Share Knowledge, Abilities, Skills, & Experiences (KASE) related to intervention with organizations, communities, systems, and policies

SOCIAL WORK



Social workers are trained to (CSWE):

- Promote social welfare,
- Help people of all backgrounds overcome their unique challenges
- Advocate for social and economic justice for all members of the community
- Embody a professional code of ethics

All social workers (micro and macro) are united in a unique approach to work that includes (NASW):

- Service
- Dignity and worth of the person
- Importance of human relationships

MACRO SOCIAL WORK



Social work is a degree in “people” that has an abundance of applications.

Macro social workers integrate many of the instructive elements (KASE) of common macro fields with the values and purpose of social work.

Macro social workers bring to the workforce the competencies necessary for social action while amplifying self-awareness, cultural competency, facilitating constituent self-determination, and empowerment.

MACRO FIELDS



Common fields in macro practice include public policy, public administration, business, law, education, human resources, and public health.

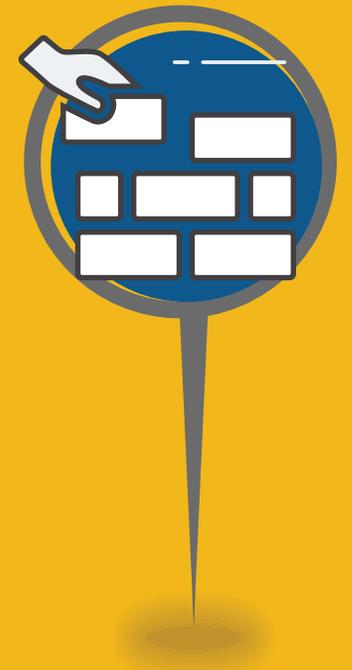
These fields require knowledge and skills such as:

- Policy creation, implementation, and analysis
- Social and behavioral systems
- Research
- Management, governance, and leadership
- Analytical thinking, logical reasoning, and strategic planning
- Macro communication

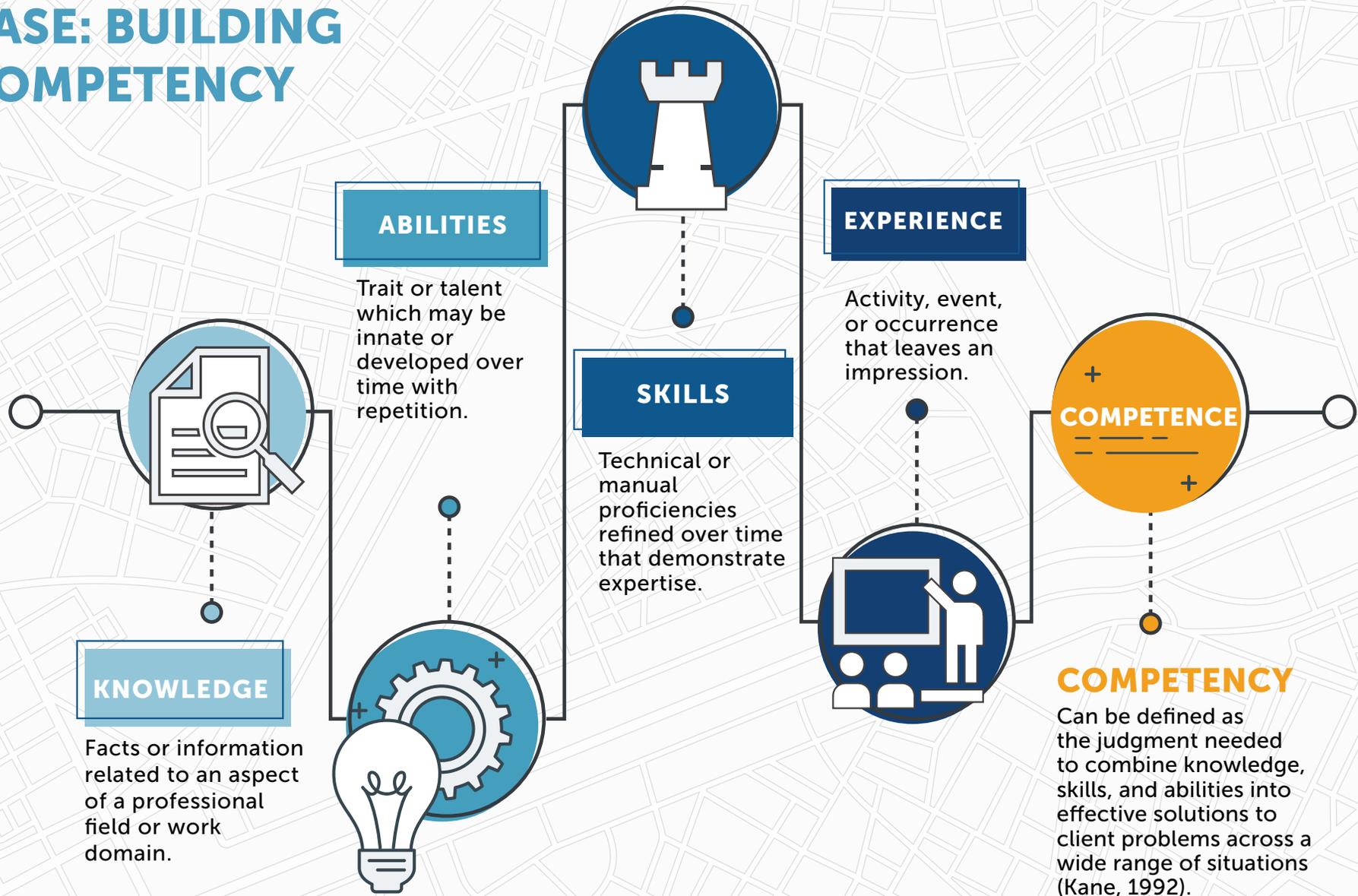
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BUILDING THE KASE

for Macro Competence



KASE: BUILDING COMPETENCY



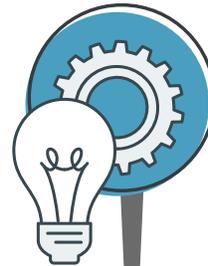
DEVELOPING COMPETENCE



KNOWLEDGE

Facts or information related to an aspect of a professional field or work domain.

- Administration
- Community Development
- Content-Specific Knowledge
- Funding
- Governance
- Management
- Organizational Change
- Organizational Culture
- Organizational Leadership
- Policy Practice
- Political Practice
- Research
- Social Innovation
- Social Policy
- Social Systems



ABILITIES

Trait or talent which may be innate or developed over time with repetition.

- Creative Problem-Solving
- Critical Thinking
- Curiosity
- Drive/Grit/Persistence
- Initiative
- Innovation
- Leadership
- Professional Autonomy
- Professional Use of Self
- Risk-Taking
- Self-Advocacy

DEVELOPING COMPETENCE



SKILLS

Technical or manual proficiencies refined over time that demonstrate expertise.

- Advocacy
- Analysis (power analysis, network analysis, gap analysis, policy analysis)
- Assessment (organization/ community/policy)
- Budgeting/Financial Management
- Building Networks/Coalitions
- Change Management
- Delegation
- Fundraising
- Grant Prospecting/Identifying Funding Sources
- Grant Writing
- Information, Media & Technology Literacy
- Logical Reasoning & Decision-making
- Macro Communications
- Marketing/Public Relations
- Mediation & Brokerage
- Political/Campaign Strategy
- Presentation/Facilitation
- Problem Identification
- Program Evaluation
- Research Skills (statistics, data analysis)
- Resource Allocation
- Resource Development
- Strategic Planning
- Supervision of staff
- Teamwork/Collaboration
- Translate Research & Policy to a General Audience
- Written & Verbal Communication



EXPERIENCE

Activity, event, or occurrence that leaves an impression.

- Additional Readings
- Certifications
- Course Reciprocity
- Credentials
- Field Placement - Our signature pedagogy!
- Independent Study
- Informational Interviews
- Internships/Fellowships
- Joint-listed Courses
- Licensure (micro or macro)
- Local Participation
- Mentorships/Career Development Pipelines
- Networking/Memberships
- Optional Field Placement
- Professional Development Conferences, Courses, Trainings, Seminars
- Shadowing
- Thesis/Capstone/Applied Project
- Volunteer/Board Service
- Writing & Publishing

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ASSESSMENT: THE FIRST STEP



Now that you have reviewed the general KASE for macro competence, you may use it to assess **YOUR OWN** KASE.

This assessment instrument will help you to understand your own KASE for macro social work by starting with an evaluation of your current knowledge, abilities, skills, and experiences. You can complete the assessment at the start of your social work education and review it as often as you see fit to mark your progress.

FIRST, complete the assessment yourself. **NEXT** ask a peer, classmate, or coworker to complete the assessment about you. Do not provide them with your completed assessment first.

LASTLY, ask your field instructor/supervisor, professor, work supervisor, mentor, or any experienced macro practitioner to complete the assessment about you. Remember: Do not share your own assessment or your peer assessment before the practitioner/mentor completes the assessment of your KASE.

Using the numbers and definitions below, rate the level for each KASE competency.



KNOWLEDGEABLE

Exposed to the KASE through education/training/observation



SKILLED

Operational experience with the KASE



MASTERED

Sharpened or refined ability to execute the KASE with little supervision/direction

Then, write what experiences allowed you to acquire, develop, or sharpen those knowledge areas, skills, and abilities and which experiences you would like to have during your education.



KNOWLEDGEABLE



SKILLED

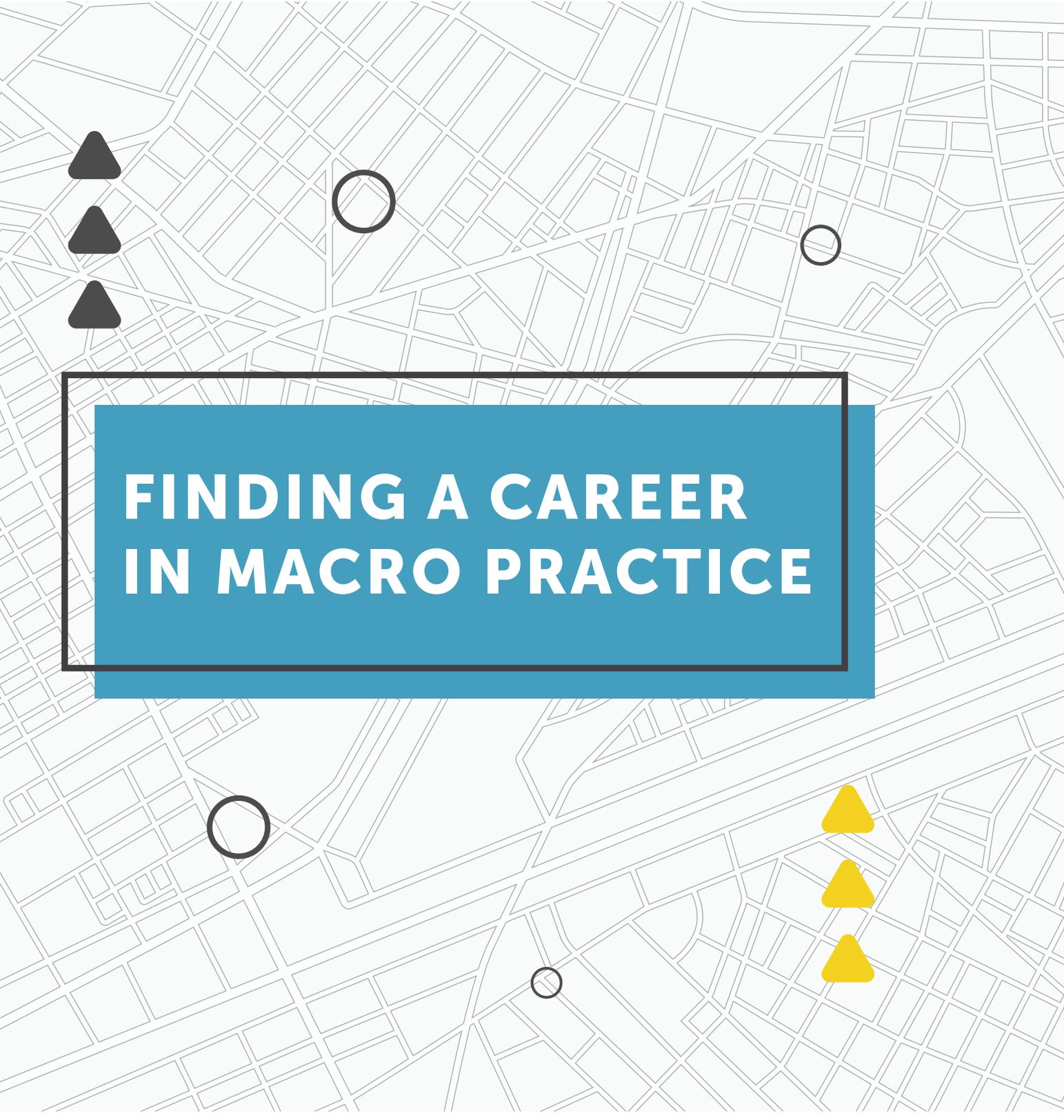


MASTERED

Once you, a peer, and a supervisor/mentor/instructor have completed the assessment, you should review each KASE Competency for potential areas for growth and development, as well as, use this information to create your **KASE Gameplan from pages 51-60 of this tool.**

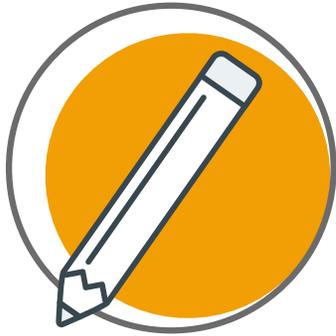
Having a peer, supervisor, mentor, or instructor provide you with professional feedback is a way to become aware of which knowledge, abilities, skills, and experiences you may need to acquire, develop, or sharpen. Thus, all macro social workers should develop a mechanism for reflection and honest feedback. This self-assessment tool helps with identifying developmental areas to maximize your effectiveness.

Lastly, it is okay if you do not have all knowledge, abilities, and skills. No one person can be an expert at everything. This is another strength of social work; we learn to collaborate and build teams to leverage strengths and mitigate deficits. Professional development is a lifelong process. New experiences will enhance your knowledge, abilities, and skills over time.



**FINDING A CAREER
IN MACRO PRACTICE**





**“YOU HAVE A
DEGREE WITH
WHICH YOU
CAN DO ALMOST
ANYTHING”**

I would like for you to think of a “social work job” and what comes to mind?

If you have ever done a job search in a popular search engine, and entered the phrase “macro social work”, you were likely disappointed in the results. Admittedly, job searches may be slightly easier for our micro/clinical practice social work peers because those job titles are often more direct, intuitive, or common. A job search for a macro position that best makes use of a social work KASE is as broad and open as macro opportunities themselves.

Finding a job or long-term career path as a macro social worker may mean that you first need to abandon some misconceptions about the field itself. For example, when you think of a “social work job”, are the first phrases that come to mind: case worker, case manager, therapy, school or medical social work? Even the phrase “social work job” may be limiting your prospects and hampering your job search. Think back to our earlier pages about the power of combining social work core values, code of ethics, and competencies with the knowledge, abilities, skills, and experience of macro practice.

Let your social work degree empower you to take on anything.

Combining various knowledge, abilities, skills, and experiences can allow social workers to address social issues in many macro career paths. On the next few pages, we will illustrate a few domains of macro practice in which a social work KASE can have great success, provide concrete strategies for starting your macro job search, and leave you with tips to help you find the career path in macro practice that is right for you.

– Sara Julian, MSW

Where are macro spaces where you can use your KASE, applying a social work framework to address a social issue or problem?

Combining various knowledge, abilities, skills, and experiences can allow social workers to address social issues in many macro career paths. Below are a few domains of macro practice in which a social work KASE can have great success.

- **COMMUNICATIONS**

- Marketing
- Story Telling
- Social Media
- Writing & Dissemination

- **COMMUNITY ORGANIZING/
COMMUNITY DEVELOPMENT**

- Coalition Building
- Community Outreach
- Social & Economic Development
- Volunteer Coordination

- **HUMAN RESOURCES**

- Community Affairs (Corporations)
- Diversity & Inclusion
- Employee Relations
- Equal Employment Opportunity/Compliance
- Information Management
- Recruitment & Retention
- Talent Management/Training

- **MANAGEMENT & LEADERSHIP**

- Consulting/Independent Contracting
- Director/Senior Leadership
- Education & Training Coordination
- Event Coordination
- Program Direction
- Quality Improvement
- Site Management

- **NON-PROFIT ORGANIZATION**

- C3s – Charitable Organization (*Consider 501c3s that do more than service provision e.g. United Way*)
- C4s - Social Welfare Organizations/Community Assoc. (e.g. ACLU, League of Women Voters)
- C5s – Labor Organizations (e.g. SEIU, NEA)
- C6s – Trade Associations (e.g. Chamber of Commerce, Professional Football Leagues)
- C7s - College Fraternities & Sororities, Social Clubs

- **POLICY (ADMINISTRATIVE
AND LEGISLATIVE)**

- Advocacy
- Education Affiliate/Community educator
- Lobbyist
- Policy Analyst
- Policy Research
- Think Tanks/Research Institutes

- **POLITICS**

- Campaign Manager/Field Organizer
- Elected Official (NASW PACE)
- Legislative Aide
- Lobbyist
- Policy Analyst
- Policy Advisor
- Staffer

- **PROGRAMMING**

- Program Development
- Program Evaluation
- Program Implementation
- Program Manager

- **RESEARCH**

- Analysis
- Data Management
- Dissemination
- Project Management
- Research Design/Intervention Design
- Research Implementation/Intervention Implementation

- **THE ACADEMY**

- Adjunct Faculty
- Admissions/Retention
- Alumni Relations
- Coaching/Advising
- Departmental Staff/Administration
- Human Resources
- Student Affairs
- Non-Tenure/Practice/Teaching Faculty
- Tenure-Track Faculty



STARTING YOUR MACRO JOB SEARCH: GENERATE YOUR TERMS

1

Choose your favorite job search engine. Use the KASE competency terms and Career Paths as your search terms. Copy and paste job descriptions that you find into a blank document (*You can create a separate document for each description or put them all into one document*).

2

Highlight in green the parts of the organization or job description that would **excite** you to apply for that job. Once you have highlighted your job descriptions, look at the words in **green**.

- Bold/underline the **verbs** in the job descriptions.
- Bold/underline other **key terms/phrases**.
- Bold/underline words/phrases related to **space and place**.

What green words are bolded/underlined most for you? Keep a running list of these “green” words in order to use them as your search terms in repeated searches or in other job search engines.

Conduct a full job search using your skill-based terms, your space/place-based terms, and your people/issue-based terms and see which gets you closer to a lot of **green**. This may give you a clue as to **what drives your work** (Different from how work is often described in social work education - “What is your ‘passion population’?”).

SKILL-BASED

- Organize
- Facilitate
- Manage
- Outreach
- Writing
- Research

SPACE / PLACE-BASED

- Government
- Higher Education
- Non-profit
- Business/Corporate
- Medical/Hospitals
- Diverse cities/major areas

PEOPLE / ISSUE-BASED

- Global/International
- Diversity/Equity/Inclusion
- LGBTQIA+
- Mental Health/Wellness
- Criminal Justice System
- Children/Youth/Teens



STARTING YOUR MACRO JOB SEARCH: GENERATE YOUR TERMS

3

Highlight in yellow the parts of the job description that would give you **pause** about applying to this job.

Now, look at your yellow terms. Most often, your yellow terms (*the ones that give you pause*) are a result of **fear**.

Where does the fear come from?

- Underestimating your KASE
- Insecurity/Self-doubt
- “Imposter Syndrome”
- Lack of translation

What does it take to overcome the fear?

- Have a classmate/colleague review your resume
- Translate your KASE before nixing the job completely
- Use free resources to increase familiarity with job requirements (LinkedIn, Coursera)
- Structure your social work education to acquire, develop, and refine your KASE
- Counseling/Life Coaching/Advising/Mentoring

4

Highlight in red the parts of the organization or job description that would lead you to **skip** over this job.

Lastly, review your red highlighted terms. These are your “no-zones”.

- These are the areas that will have you looking for a new job not long after you begin work. Trust (*and examine*) your instincts.

Once you have a robust list of terms, conduct your job search in multiple search engines.



JOB SEARCH TIPS



SEARCH BY KASE, NOT JOB TITLE

You may not know what someone else calls your dream job, but you know what will get you excited to get out of bed every morning. Search the knowledge/topic areas, abilities, skills/tasks, and experiences that you want to do (“key words/terms”), rather than a job title.



USE “CAREER PATHS” (PAGE 19)

Use this resource to find search terms for your job search.



DON'T FOCUS ON JOB TITLES

Focus on the description of the job itself and make an analogous list of how social work values and your KASE align.



ASK SOMEONE WHO DID A RECENT JOB SEARCH FOR A MACRO POSITION

They can send their saved job searches for ideas on key words or organizations/agencies.



USE JOB SEARCHING SITES THAT DO THE WORK FOR YOU

In addition to popular job search engines, use job search sites that refine their recommendations based on your feedback. For example, LinkedIn and Zip Recruiter allow you to provide feedback on their recommendations so that they can improve the results in your next search.



RINSE AND REPEAT!

Once you find one job you that you like, highlight the key words from the title, job description, and qualifications to identify terms that you can use in your next search.



JOB SEARCH TIPS



GO DIRECTLY WHERE YOU WANT

Posting jobs on job search sites can be pricey for an organization, especially if the search stretches over a long period of time or they have multiple positions to advertise. So, go directly to the source. Identify organizations/agencies for whom you would like to work and view the job postings available on their website. Sometimes, if you identify where you want to work, you may be open to a number of their job opportunities.



APPLY FOR JOBS YOU MAY NOT BE QUALIFIED FOR

Sell yourself in your resume, cover letter, and portfolio. Let **them** tell you “no”.



MAKE THE KASE FOR YOUR IDEAL JOB

Rarely is there a job called “macro social worker”. But a job search focused on your KASEs will yield a number of jobs that will get you ready to work! YOU know that social work is the right field for the position, but the employer may not be aware of all that social workers can do. Your resume

should reflect language that the employer uses, as they may not be familiar with social work-specific terminology. Have someone in your desired career path review your resume for social work jargon and make sure you are presenting your KASEs clearly.



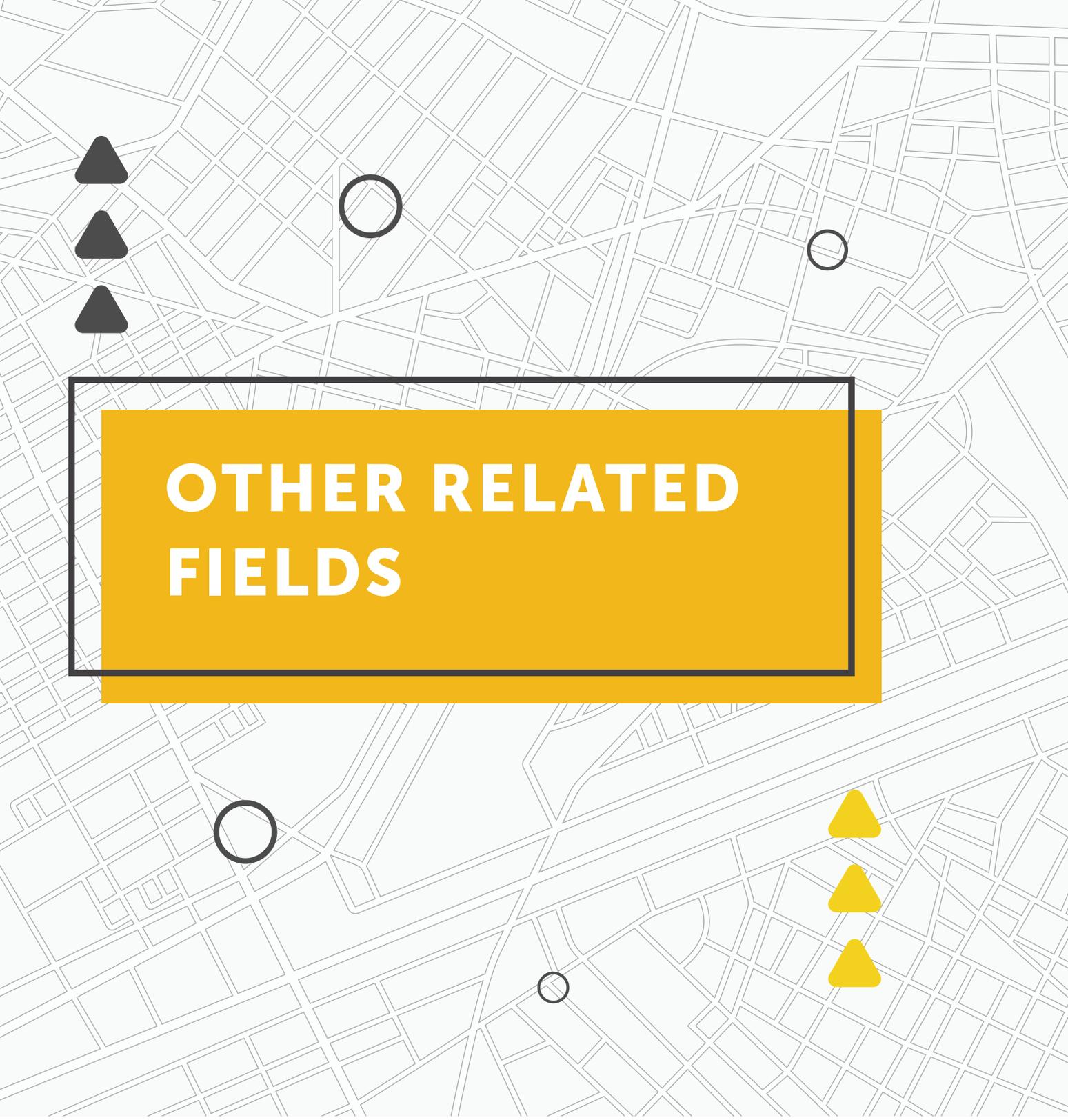
CREATE YOUR OWN OPPORTUNITIES

Not only do we have to create the destiny that we want, sometimes we have to create the job we want to get there. With your social work foundation and macro KASEs, you can create your own professional opportunities, such as freelance work, consulting, or writing a grant for your own position within an organization that you love.

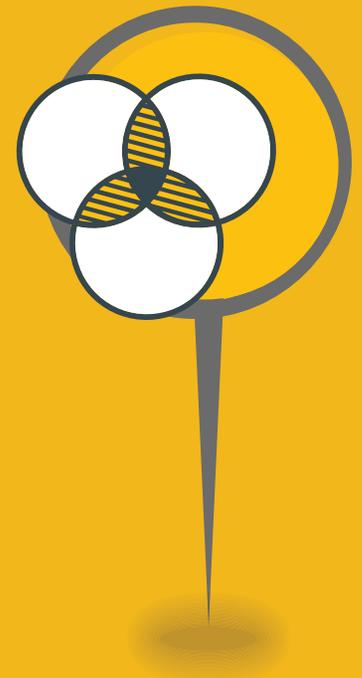


TEAM UP!

Bring someone along with you: find peers that share your interests or mentors in the field. Your “team” will provide additional strategies for your search, connect you with people who can jump start your career, and give you the encouragement and support you need on your path.



**OTHER RELATED
FIELDS**





A key part of applying to macro positions is **translation**—your ability to distill or convert the knowledge, abilities, skills, and experiences that you obtain during your social work education into language that is impactful to people without a social work degree. You may find in your job search that the hiring personnel or the supervisors for macro positions are not familiar with all that social work has to offer and it will be up to you to translate your KASE and show them why social work is the best fit for what the organization wants to accomplish.

There is another thing that often holds back new macro social work professionals from career success: with an orientation as a helping profession, I have seen new social workers and social work students struggle to “sell” their skills or “brag” on their abilities. That is why we stress assessment in the early part of this document. Not only is it important to self-assess, but also it is important to have others reflect back to us what we cannot see in ourselves. This applies not only to our hidden opportunities for growth but also to the things at which we excel that we may not notice, may perceive as “average”, or about which we are reluctant to “toot our own horns”.

Learning to translate your social work KASE to a non-social work audience and confidently stating your KASE—and your resulting accomplishments and successes—is critical to applying for macro positions as a social worker. In the next section, we will use real macro job descriptions to discuss how to best translate your KASE.

- Annie Grier, MSW

Other Related Fields



COMMUNITY ENGAGEMENT COORDINATOR

Salary: Not Disclosed

Setting: Non-Profit/Private Foundation

The first thing that I like to do when viewing a job description is to highlight all of the verbs and key words. This lets me know what the organization expects me to do and what they value.

Also, it shows me what language the organization uses to describe concepts relevant to the job domain. You should use the highlighted words in your resume and cover letter, replacing social work-specific jargon, to create a competitive application package.

Given that you have an advanced degree, you can negotiate for a higher salary.

Our organization will create a program that offers a variety of mentorship volunteer opportunities: some episodic, some long-term. The Community Engagement Coordinator will **lead** this effort, working in tandem with staff. The focus of this job is **making connections** with people, **motivating and inspiring** them in the effort to support other women who want to achieve holistic self-sufficiency and long-term family stability. **Poise** and an **engaging, empathetic** communication style based on **natural warmth and enthusiasm** is the key to achieving the goals of this job. The job environment is **fast paced** and **results oriented**. **Innovation and creativity** are required, as is the ability to **create a system** for **recruiting, training, and supporting** volunteers.

A self-confident, extroverted style that can **enliven, engage and positively impact** individuals and groups is essential. The job has variety of tasks and is **dynamic and changing**. Because goals and desired results can quickly change, the job requires regularly meeting and **pro-actively establishing relationships** with new groups. The ability to **understand, quickly react and motivate** others to adapt to the changing organization environment is a critical key to success. In general, the core of this position requires a motivated and motivating **team builder** and **organization developer**.

COMPETENCIES & QUALIFICATIONS

- Able to **work collaboratively** with others to create and implement a program
- Able to **inspire, motivate others and engage** their commitment
- Strong commitment to **results**, with a sense of urgency for goal achievement
- **Bachelor's degree required**

Use the highlighted terms to revamp (or completely redo) your resume. Now, whether your previous experience(s) is micro-based or macro-based, your resume will resonate with the macro audience that is reviewing it.

Other Related Fields



PROJECT COORDINATOR

Salary: \$41,301 - \$52,361

Setting: University/Policy

Institute

POSITION SUMMARY:

The Institute is a university-wide initiative at a University dedicated to addressing pressing social issues through transdisciplinary empirical research, dissemination of evidence-informed policy, and training.

The institute seeks a Project Coordinator to assist in managing project activities, ensuring that projects are executed successfully, helping to shape communications about project work, and supporting research activities, as needed. This position will primarily work on research projects related to an industry-academic partnership dedicated to bringing evidence-based methods and behavioral science into healthcare.

PRIMARY DUTIES AND RESPONSIBILITIES:

1. **Project Management and Coordination:** Support the smooth functioning of the research projects by maintaining and monitoring project plans (developed in conjunction with senior team members), detailing project timelines to meet milestones, ensuring project deadlines are met, checking alignment of project work with stated goals and stakeholder views, managing administrative tasks related to engaging partners and navigating research processes like Institutional Review Board applications, tracking project budgets, determining risks and issues in the project that may require changes, and identifying and assisting with new grant opportunities and funding sources, as needed.

Don't forget to start by highlighting the verbs and key terms throughout the position description. This will let you know which words should be most abundant in your resume and cover letter.

Don't be so quick to discount your field placement experience. If you have done any of the duties or responsibilities in your field placement, then that is important and relevant experience—even if it was a pilot project or only for a few semesters.

Phrases like “evidence-based” and “evidence-informed” should make any social worker’s eyes light up. You’ve been studying this for your whole degree.

Apply up! Meaning, apply for the job that is the next step from what you’ve done before rather than looking for the job you’ve already done (lateral move). If you are completing your MSW then you have an advanced degree. Make the best KASE that you have done the preparation and are ready for new challenges, greater responsibility, and a larger (macro) scope.

Other Related Fields



PROJECT COORDINATOR CONT.

Salary: \$41,301 - \$52,361

Setting: University/Policy Institute

2. Center Administration and Coordination: Schedule and organize project team meetings. Assist with the coordination of external meetings and events related to our community partner. Prepare necessary background information and materials for project meetings and events. Take notes from meetings and events, documenting and following up on important actions and decision from the meeting. Facilitate meetings where appropriate and distribute minutes or summary documents to participants.
3. Additional Research Support: Conduct literature reviews and contribute to the identification of evidence-based best practices to inform policy and program recommendations. Assist in data collection, transfer and management, as well as data analysis, as needed.
4. Perform other duties as assigned.

REQUIRED QUALIFICATIONS

- Bachelor's degree and three years of related work experience in project management and/or research.
- Strong interest in growing skills and developing research and project management expertise.
- Strong interest in structural problems in society and interventions meant to improve the lives of vulnerable individuals.
- Strong interest on the social determinants of health, especially for low- to moderate-income families.

This job describes a lot of research. Think about the ways that you sought knowledge and gathered information in your educational and professional experiences. Have you ever conducted a literature review? Conducted client assessments or a program evaluation? Find out what organizations like yours—across the state or country—are doing, put that information together in a presentation, and given it to your boss? Then you've done some level of research and can make your best KASE for this macro opportunity.

Although this job has a minimum requirement of a bachelor's degree, they are looking for a number of advanced skills. Make your KASE for the high end of the salary scale or even negotiate up.

Other Related Fields



PROJECT COORDINATOR CONT.

Salary: \$41,301 - \$52,361

Setting: University/Policy
Institute

PREFERRED QUALIFICATIONS

- Experience with qualitative data analysis processes and software.
- Experience with quantitative data analysis processes and software.
- Experience with research, program evaluation design & implementation.
- Familiarity with research project enrollment and consent processes.
- Ability to collaborate closely with others, contribute to team discussions and analysis sessions, and problem-solve in a supportive, relational way.
- Attention to detail and accuracy and ability to maintain absolute confidentiality of study data.
- Ability to work effectively with a diverse group of community members, staff, and faculty.

Remember all of those group projects in your social work program? They're about to pay off in a big way!

Other Related Fields



RESEARCH ASSOCIATE

Salary: Not Disclosed

Setting: Political Organization

Our Research Associates dig into a wide array of topics and help develop projects that examine candidates and groups, policies, businesses, and public records.

If you are currently in social work school and think that you may, one day, go into policy or politics, this job is telling you everything that you need to know.

Use the tool in this workbook to map out what courses, field placements, and experiences that you can use to acquire, develop, and/or sharpen your KASE.

We look for applicants who have a great political sense and knowledge of politicians, political parties, outside groups, and the legislative process. The ideal candidate should possess a basic understanding of public records requests, campaign finance reports, personal financial disclosures, policy and legislation, third party groups, ad tracking, and databases.

WHAT YOU'LL DO

- Monitor and maintain research documents on the political appointees, policy positions, and initiatives of the White House, federal agencies, and Congress
- Thoroughly gather information and succinctly summarize key points from a variety of sources, including Nexis and major news outlets, reputable think tanks, government agencies, campaign finance reports, corporate filings, legal records, and other sources
- Review public-facing materials produced by political parties for factual accuracy
- Provide additional research capacity to down-ballot campaigns and state parties

Other Related Fields



RESEARCH ASSOCIATE CONT.

Salary: Not Disclosed

Setting: Political
Organization

ABOUT YOU

- At least one cycle of political research experience preferred
- Deep understanding of politics and political campaigns
- Excellent written and verbal communications skills, including an eagle-eye for typos and errors
- Strict attention to detail and strong organizational skills
- Self-motivated with the ability to meet strict deadlines
- Experience with Nexis, campaign finance databases, federal and state-level vote analysis, statistical data gathering, and primary source materials

Many times we see words like "preferred" in a job description and the doubt starts to creep in. If you're like me, then you've had times in your life where you've had a "preference" but the thing that guides you had other plans. You end up with something you enjoy just as much and, in many cases, like even more than your "preference". Don't be afraid to be that "other plan" to an employer. Make your strongest KASE and show them that you are the candidate that they never knew that they were looking for.

Other Related Fields



MANAGER, PROGRAMS AND GRANTMAKING

Salary: \$55,000-\$65,000

Setting: Non-profit/
Community Improvement/
Capacity Building

MANAGER, PROGRAMS AND GRANTMAKING

Many new graduates—whether they've had previous work experience or not—are intimidated by words like "manager", "director", and "mid-level", not because they lack the qualifications/skills in the rest of the position description, but because they feel unworthy to fill such a "lofty" title. However, job titles are a reflection of organizational structure, not a reflection of your ability to do the job. If you are obtaining (or already have) your MSW, you have an advanced degree. You have spent your graduate program acquiring, developing, and sharpening high-level knowledge, abilities, and skills, in addition to engaging in both generalist and advanced/concentrated experiences (field placement). Make your KASE for a manager, director, or mid-level position!

Our organization seeks a mid-level manager to join our dynamic team and play a critical linking and coordinating role across our key initiatives. You will bring your years of experience in program and project management to ensure excellence in how we deliver our work to build inclusive economies. You will ensure that the right people are coordinating at the right times and that teams are on track to deliver key results in the time that was agreed to. You will lead on operational execution of our grants management and coordination processes and ensure information captured by the programs team is integrated across the organization. We believe that the playbook to fix a broken economic system doesn't exist. As such, our work is experimental. Our initiatives and your role will continue to iterate as we do. Current responsibilities will include, but are not limited to:

LEAD ON CROSS-TEAM PROGRAM AND PROJECT MANAGEMENT (50%)

- Support a portfolio of programs, including grantmaking, external collaborations, network building, and consulting projects
- Build, manage, and engage others in systems for effective project management and collaboration.
- Manage filing system, Asana boards, and goal tracking
- Keep the team on task by facilitating team meetings and ensuring actionable take-aways

You may choose to do a functional resume instead of a chronological resume to draw out pieces from your work, internship, and volunteer history to make your best KASE.

Think about all of the times that you led a group and/or managed a project. Use the bullet points below to jog your memory and provide you with language to translate your experiences.

Other Related Fields



MANAGER, PROGRAMS AND GRANTMAKING CONT.

Salary: \$55,000-\$65,000

Setting: Non-profit/
Community Improvement/
Capacity Building

- Support CPO in tracking project costs in order to meet budget
- Manage contracts with vendors and suppliers by assigning tasks and communicating expected deliverables
- Support Leads in tracking timelines and deliverables
- Support CPO in facilitating Program Dept. meetings for alignment, learning, and problem solving

Repeat the same process as above, reflecting on all of the times that you have brought together, coordinated, or managed projects.

LEAD ON GRANTS MANAGEMENT & COORDINATION (30%)

- Leads operational execution of grants management administration
- Serve as the primary point of administrative contact for grantees
- Work with Program Team and Financial Office to maintain and improve the grants management process, including where applicants are in the process, collecting organizational contact and bank information, managing contracts, and tracking payments and reports and keeping this information organized for audits
- Develop and execute contracts with all grantees
- Ensure grant reporting deadlines are met
- Organize all documentation in Shared Drive so that it is easily accessible for all teams

COLLABORATE ON DATA COLLECTION AND ANALYSIS (20%)

- Lead on coordination of data collection efforts about the Common Future network and our work to support field building and network weaving efforts
- Support teams with evaluating initiatives, including data analysis and theming to inform program iteration

Repeat the same steps as above to detail your best experiences collecting information (from clients or from academic research) and analyzing it.

Other Related Fields



COMPLIANCE AND MONITORING CONSULTANT

Salary: Not Disclosed

Setting: at Corporate Accounting Firm

SCALE. These entities are still made up of people.

Sounds like navigating social service programs, you can do this.

Program Evaluation, that's a SKILL you can learn.

More communication, they are asking for a social worker.

Policy application is a skill and they used the word "learn" so they will not expect you to be an expert. You can definitely apply for this job.

RESPONSIBILITIES:

- Work with state and local governmental entities to provide disaster response and recovery services;
- Provide guidance and project formulation for FEMA and other federal grant assistance;
- Support the finance function of an Emergency Operation Center (EOC);
- Communicate progress of projects, problems, and resolutions to clients;
- Identify policy or program related compliance issues;
- Make recommendations for and coordinating resolutions and improvements;
- Communicate and interact with local officials daily; communicate issues and status with federal and state partners as needed;

Requirements:

- Bachelor's Degree; a focus in emergency management, accounting, business, construction management or related field is a plus;
- 1-4 years of experience working with disaster related grants or related disaster response and recovery activities;
- Ability to learn, interpret and apply policy to specific circumstances;
- Superior client service and communication skills with a demonstrated ability to develop and maintain outstanding client relationships;
- The ability to multitask in a fast-paced and dynamic environment;
- Experience using the Microsoft Office Suite (Excel, Word, etc.)
- Strong oral and written communication skills.

Disaster Response = Crisis Intervention

Communicating with clients? That's social work.

A "related field" to emergency management, that's also social work. Make your KASE.

You acquire, develop, and sharpen this skill your entire social work education.

Other Related Fields



DIRECTOR, COLLEGE OF LAW

Salary: Not Disclosed

Setting: University,
Higher Education

JOB DESCRIPTION:

The university's College of Law seeks a proactive individual with a deep knowledge of the criminal justice system and a commitment to its reform to help run the organization, a grant-funded effort to bridge the gap between academia and on-the-ground criminal justice reform by making scholarly research and ideas accessible to policymakers and the general public. Under a working title to be determined as part of the hiring process, this individual will be a key driver in helping the Academy achieve the following goals:

TYPICAL ESSENTIAL DUTIES:

- To make academic research and scholarly expertise available to legislators, executive-branch policymakers, judges, and other government decision-makers charged with designing and implementing America's criminal justice system;
- To sponsor and promote accessible, evidence-based academic research regarding America's criminal justice system and to connect such research to interesting developments in criminal justice reform;
- To create and support a community of scholars who serve as a vital resource for the media on issues of criminal justice reform;
- To convene events focused on specific criminal justice issues that bring together academics, policymakers, the media, and the general public; and
- To collaborate and create partnerships with major local and national organizations focused on criminal justice reform

Develop your KASE. List out the knowledge, abilities, skills, and experiences you have related to the criminal justice system.

To make something accessible you should "start where the client is". What better person than a social worker?

I love that reform is mentioned so much. They definitely need a social worker.

Engaging with individuals, organizations, and communities is all over this job description.

Definitely the skills of a social worker. What are you waiting for? Submit your application.

Commitment to reform? Hello, social work.

Research-informed practice? That's a CSWE competency.

Engaging in Policy Practice? Another CSWE Competency.

Evidence-based practice informed your entire grad school education.

Never hosted an event before? I'm sure you have translatable skills – community organizing perhaps? If not, don't worry. This can still be developed. Maybe time for an informational interview?

Other Related Fields



EQUITY, DIVERSITY, AND INCLUSION DIRECTOR

Salary: \$70,000 - \$77,000

Setting: University,
Higher Education

POSITION SUMMARY:

The Director of **Equity, Diversity & Inclusion** provides leadership for the Office of Equity, Diversity & Inclusion, and for the development and implementation of college wide initiatives, policies and practices to ensure students, employees and program/employment applicants, and campus visitors **experience equal opportunity and equal access to all services and support**. Primarily, the Director is responsible for areas of compliance, advocacy and education. Serving as the **chief diversity officer**, this position reports directly to the president and works closely with...various divisions of the college. This position is also responsible for **developing a vision and strategy that champions the importance and value of diverse and inclusive college environment that builds a welcoming culture**. This includes designing a college wide **training program and strategic initiatives involving enhancing cultural competency, and supporting non-discrimination policies...**

TYPICAL ESSENTIAL DUTIES:

- **Plan, guide, and advise** the President and leadership officers on diversity, equity and affirmative action matters.
- **Oversee** all aspects of the college's equal opportunity functions for students, employees, applicants, partners and local communities being served...
- **Ensure** all discrimination complaints are handled in compliance with applicable aws regulations applicable laws, regulations, and college policies/procedures...
- **Integrate best practices** in discrimination, harassment, retaliation, and sexual misconduct investigations...

Equity. Diversity. Inclusion. Is there anything more social work than that?

These skills are in the macro social work wheelhouse. You've got this!

It looks like this job will require assisting people through troubling, even traumatic, events in their lives. Who better to do this than a social worker?

Do you know about integrating best practices? Of course you do. You're a social worker.

This is almost the definition of social work. So far, so good.

Vision and strategic planning are high on our list of KASEs for macro social workers. There are a number of ways to develop competency in these areas during your social work education.

Any job that is looking for an advocate is looking for a social worker.

Other Related Fields



EQUITY, DIVERSITY, AND INCLUSION DIRECTOR CONT.

Salary: \$41,301 - \$52,361

Setting: University/Policy

Institute

"Cultural understanding and competency". More terms familiar to social work. Music to my ears.

There are a number of higher education-related terms here but this is where you could boost your content knowledge (the "K" in "KASE") through your program courses, professional trainings, or other Experiences listed in this document.

It's never too early to start a job search. Looking for jobs in the first year of your social work program will help you to identify the skills that you should develop over the course of your education so that you feel prepared to compete for jobs like this one.

- Develop and implement college-wide training that promotes cultural understand and competency that builds a climate of equity and inclusion
- Implement a plan to work alongside Accessibility Services in support of student accessibility, accommodation appeals process, website and electronic accessibility.

KNOWLEDGE:

- Principles, practices and procedures of and Human Resources Management
- Thorough knowledge of laws and regulations related to civil rights compliance in higher education and employment.
- Knowledge of training, conflict resolution and mediation methods.

SKILLS:

- Effective interpersonal communication and presentation skills (verbal and written)—ability to effectively share sensitive and difficult topics
- Work effectively in a diverse community of students and employees—acknowledging needs and strategies to meet those needs
- Effective research, analytical, planning, development and implementation skills
- Researching service delivery methods

EDUCATION:

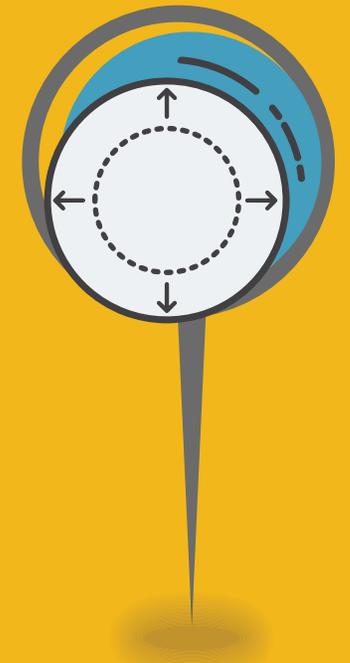
Master's degree in counseling higher education administration, human resource management or a related field.

Courses in program development and/or implementation are common in social work schools.

"A Related Field"? They're looking for a social worker and may not even know it! Spruce up your resume, amp up your cover letter, and put together some work samples/portfolio that showcase your talents. And don't forget to make the KASE for social work.



**TRANSLATING
MICRO TO
MACRO PRACTICE**



TRANSLATING MICRO WORK IN A MACRO CONTEXT

My journey to macro practice began with micro practice. You may wonder: How do you make the leap from micro to macro?

Many of the KASE that you develop as a micro practitioner are the same KASE that you use in macro practice. Instead of providing resources to one individual, family, or group, as a macro practitioner, you may create a program for a whole organization to provide resources, coordinate community efforts to develop and equitably distribute resources, or advocate at the state or national level for more resources.

REMINDER: Macro practice is about **SCALE**, not skill.

Social work is a degree in people. Organizations are people. Communities are people. Governments are made up of people. If you have effectively worked with people, then you are off to a great to start in macro practice.

The key to switching from micro practice to macro practice is about **translation**. How do you talk about your micro work in a macro context?

Let's look at an example near and dear to my heart:
The criminal justice system.

– Annie Grier, MSW



TRANSLATING MICRO WORK IN A MACRO CONTEXT

As a former micro practitioner in the criminal justice system (CJS), I can still serve that population and address that social issue in a variety of macro roles - bringing with me valuable knowledge, abilities, skills, and experiences that I acquired, developed, and sharpened in micro practice. Let's look at how some micro experiences can be applied to a macro role working with the same population.

– Annie Grier, MSW



LEGISLATOR

- Know how to appeal to and work with different people.
- Knowledgeable about how CJS involvement impacts a community and can create policies that examine potential unintended consequences.



LEGISLATIVE AIDE

- Have the ear of decision makers while remaining closer to the people.
- Bring subject matter expertise to a team that can help craft policy.



RESEARCH/ THINK TANK

- First hand experience with the population participating in the study.
- Can help craft appropriate research questions and hypotheses.
- Can quickly build rapport with research participants that allow them to engage more openly and freely.



MACRO COMMUNICATION/ PUBLIC EDUCATION

- Familiarity with the community helps you to craft messages that will resonate with various stakeholders.
- Familiarity with where people get their information, how they consume information, and who they trust so that you can develop effective marketing/ public education campaigns.

TRANSLATING MICRO WORK IN A MACRO CONTEXT



LOBBYIST

- More resources and larger audience to advocate for the people with whom you have worked so closely.
- Lobbying is about finding out what people care about and how to deliver outcomes they want. Sound familiar? Yep! You did that all the time in micro practice.



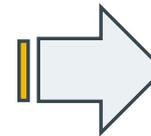
ADVOCACY

- You advocate for your clients all the time, now you'll get to do it on a larger scale and for a broader audience.
- Through your micro practice you have inside information that will make you a valuable resource.



EDUCATOR

- Bring your micro practice history into the classroom in order to bridge course content and experience.
- Shape the next generation of social workers with your expertise.



FUNDRAISER

- Use your intimate knowledge of a social problem/issue to make compelling cases to funders through donation solicitation, event planning, or grant writing.



COMMUNITY ORGANIZER

- Leverage your relationships in the community to create change. Bring people together around a shared cause and access power for people who are directly impacted by a social problem/issue.

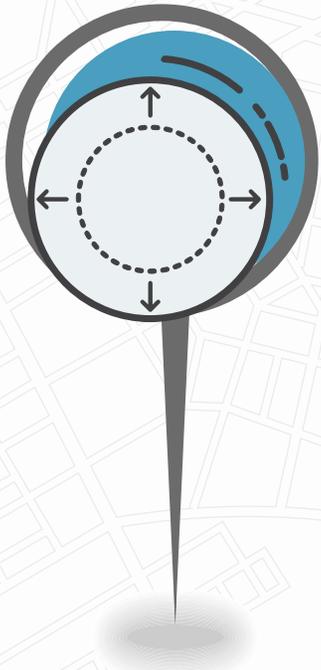
TRANSLATING YOUR MICRO RESUME FOR MACRO SUCCESS

As a hiring manager in macro settings, I often see applications and resumes from individuals with social work degrees, many who have extensive micro or clinical experience. Often, they submit excellent clinical resumes; however, I am not hiring a clinician (but I would absolutely hire a social worker!). If you are transitioning from micro or clinical practice to macro practice, ensure that you make your best KASE by carefully reviewing the job description and translating your micro/clinical KASE into your most compelling macro argument.

Do the translation work for the potential employer. Don't count on another social worker being on the hiring committee and advocating that your social work knowledge, abilities, skills, and experiences are translatable across all sectors of practice.

On the next few pages, a micro social work practitioner in a school setting puts forth a strategy for doing just that. They put the bullet points from a macro position in the left column and the bullet points from their best clinical resume in the right column, then **changed their clinical language** to best reflect the language used in the macro position description.

- Annie Grier, MSW





JOB POSTING

- **COORDINATE** implementation of DEI related programs, events and initiatives.
- **ASSIST** in the development of promotional materials for events, staff events, and coordinate staffing schedules for events.
- **MANAGE** the Campus Conversations program, including scheduling training sessions and campus events, managing communication with student facilitators, ensuring that student facilitators and others involved have any necessary materials, and tracking evaluation data.
- **MANAGE** logistics for the Community Citizenship Initiative, Graduate Initiative for Inclusion and Engagement, the Task Force on Inclusion and Belonging, University Life Signature events, and other events and initiatives related to University Life's DEI work.
- **ADVISE** student organizations on University policies and procedures, as well as event management.
- **SUPPORT** communications on DEI and Student Life work, including creating event registration links, updating web pages, drafting copy, and providing social media support.



CURRENT ROLE

- **COORDINATE** and facilitate workshops and trainings to staff and families designed to build awareness on supporting students with disabilities, trauma, behavior interventions, self-care practices, and building relationships.
- **ASSISTS** leadership team in making school wide policies and decisions by contributing a social justice lens and social work perspective to meetings.
- **MANAGES** counseling services and special education accommodations for a school of 300+ students in grades 5-8th.
- **MANAGES** communication with different stakeholders and groups that support students such as parents, teachers, outside mental health providers, and school administration.
- **ADVISES** teachers and staff on how to accommodate students in the classroom in order to increase learning.
- **SUPPORTS** the entire school community by attending all academic and social events, partnering with the High School Placement Director to connect students to high school and college success programs, supporting network recruitment team in interviewing potential candidates, and assisting culture club with planning and executing student and staff events.



JOB POSTING

- **COORDINATING** intake/triage of students who make contact with the Office of Student Affairs (OSA) in a variety of ways, e.g., walk-ins, email outreach, referrals from faculty, peers and/or University support services.
- **MANAGING & TRACKING** all student issues including ensuring proper documentation and case file management of individual situations and providing regular updates to the Associate Dean;
- **MAINTAINING RELATIONSHIPS** with University support offices to which the Assistant Director might refer students, including Student Health Services, Mental Health Services, Center for Student Wellness, Sexual Violence Response, the Office of University Life, Disability Services, etc.;
- **CONTINUING FOLLOW-UP** with students who are referred for assistance outside the School, including the agents of those offices for progress updates;
- **DEVELOPING** proactive, in-house intervention strategies to address at-risk populations and/or known areas of concern;



CURRENT ROLE

- **COORDINATING** with teachers, families, related service providers, and other important stakeholders to provide best overall support for students.
- **MANAGING & TRACKING** student goal progress through goal sheets and teacher reports, ensuring proper documentation via digital data forms.
- **MAINTAINING RELATIONSHIPS** with different school-wide departments such as operations, culture, student services, fine and applied arts, and grade level teams.
- **CONTINUING FOLLOW-UP** with outside service providers to get updates on students progress, compare strategies, and brainstorm best practices for supporting students both in school and at home.
- **DEVELOPING** lesson plans, behavior intervention plans, and intervention strategies to support student growth and academic achievement.



JOB POSTING

- **TRAINING** staff in Student Affairs, Diversity team members, faculty members, Teaching Assistants, student leaders, and other individuals who may receive students in distress in order to teach basic intake skills and provide guidance regarding where vulnerable students should be directed;
- **PARTNERING** with Program Directors to assess students exhibiting instances of academic stall, deviations from academic plans, and/or violations of academic integrity to determine what individual outreach efforts are necessary;
- **DEVELOPING & COMMUNICATING** standard operating procedures for common student predicaments and holding regular best practice meetings with essential players to evaluate and respond to trends;
- **CREATING & MAINTAINING** a Student Support Advisory Board to remain current on the needs of students and develop strategies to address trending concerns;
- **MANAGING** all student disability accommodation requests each semester including planning, scheduling and handling the administration of exam accommodations, ensuring faculty receive the completed exams, and assisting with test security protocols.
- **PERFORMING** other duties, projects and assignments as needed.



CURRENT ROLE

- **TRAINING** staff and facilitating workshops on topics such as understanding trauma, behavior management, self-care routines, seasonal depression, and supporting families.
- **PARTNERING** with other social workers across 4 other campuses in order to share resources and best practices for social work across the behavior interventions, attendance, and truancy.
- **CREATING AND MAINTAINING** peer support groups for students across grades in order to give them a safe space to connect with others.
- **MANAGING** caseload of 20-30 students across 4 grades, including all students with IEPs requiring counseling services as well as at-risk support.
- **PERFORMING** other duties, projects and assignments as needed college success programs, supporting network recruitment team in interviewing potential candidates, and assisting culture club with planning and executing student and staff events.



JOB POSTING

- **PROVIDE** one-to-one support, case management and psychosocial services to cohort of 65 students, which includes college preparedness advisement, as well as academic, personal, and career advising throughout college
- **FOSTER RAPPORT** with students through consistent and non-judgmental communication (outreach and advising sessions), as well as through proactive identification of supports that address the unique needs of first-generation and low-income students
- **DOCUMENT** student case notes promptly & accurately into Salesforce database
- **MAINTAIN, COLLECT, & REPORT** student data on an ongoing basis, such as degree audits, resumes transcripts, and financial aid completion for purposes of reporting, institutional research, and institutional effectiveness
- **ADVOCATE** for students with university and other stakeholders
- **ADVISE** students in a methodical, intentional, and organized approach to ensure that all students receive equitable advising and support
- **MAINTAIN** student confidentiality



CURRENT ROLE

- **DOCUMENT** counseling session notes, as well all communication with other stakeholders using online note system and/or secure tracking forms.
- **ADVOCATE** for students, families, and other staff members with the admin team and larger network community.
- **ADVISE** students in an empathetic and intentional way to help with academic, social, and emotional growth.
- **ENGAGE** in internal and external professional development workshops and conferences to develop more advanced skills in the areas of counseling, trauma, student support, and progress monitoring.
- **MAINTAIN** a level of trust and confidentiality between counselor and students.



JOB POSTING

- **ENGAGE** in internal professional development opportunities around student support through on-going and regular feedback and clinical coaching for continued growth
- **FACILITATE & PRESENT** workshops designed to increase student success in college and the high school to college transition
- **CONTRIBUTE** to a safe educational and working environment by participating in all training and being prepared to act
- **DISCUSS & REINFORCE** linkages and relationships between Scholars' instructional program and their desired occupation/career
- **UTILIZE** Salesforce systems, as necessary, to aid in the delivery and reporting of advising services
- **ACTIVELY PARTICIPATE** in the College Scholar's Clinical Coaching training program



CURRENT ROLE

- **DISCUSS & REINFORCE** techniques and interventions shared with staff and teachers in order to best serve students.
- **UTILIZE** SESIS, illuminate, EduClimber, and Google drive to support delivery of counseling services.
- **ACTIVELY PARTICIPATE** in student Individual Education Plan meetings and grade-level team meetings.



JOB POSTING

- **OVERSEE** Alumni Relations program, including evaluating current efforts, and spearheading future programming and communications directed at alumni engagement, in alignment with alumni interests and goals of the school.
- **PLAY** a leadership role in working with key internal partners that interact with alumni to establish an integrated approach and to optimize alumni engagement with the school.
- **LEAD** oversight & growth of Alumni Board and its committees, and work closely with alumni chair(s).
- **LEAD** the vision and execution of Alumni Weekend, the school's biggest alumni event of the year.
- **DRIVE** alumni communications and outreach efforts: through regular dissemination of information to alumni via monthly alumni newsletter and other avenues; creatively thinking of ways for alumni to communicate and connect with one another.



CURRENT ROLE

Used volunteer experience in a member organization, instead of a current/previous job, to illustrate KASE

- **OVERSEES** an alumni chapter of 14+ alumni volunteers who plan and execute events and programming targeted to the interests and needs of alumni in the Metropolitan NYC area.
- **PLAYS** a leadership role in planning and leading bi-monthly committee and chapter meetings to discuss current happenings, future events, and other pressing needs.
- **LEADS** oversight and growth of alumni chapters through high engagement and active recruitment of diverse volunteers.
- **LEAD** the vision and execution of annual alumni rooftop networking event, homecoming tailgate engagement, and holiday party.
- **DRIVE** alumni communications and outreach efforts through targeting social media campaigns that increase engagement and aids in recruitment of new volunteers, as well as dissemination of information.



JOB POSTING

- **ENCOURAGE** alumni engagement as volunteers and as contributors to the school and seek ways to leverage opportunities for the school's graduates through the alumni network.
- **MANAGES** the Assistant Director, Alumni Relations, whose responsibilities include the recent alumni.
- **LEADS** special projects and other related duties as needed or assigned.



CURRENT ROLE

- **ENCOURAGE** alumni participation in chapter and university events, as well as giving campaigns.
- **MANAGES** caseload of 20-30 students across 4 grades, including all students with IEPs requiring counseling services as well as students identified by teachers as needing at-risk support.
- **LEADS** social media committee on one chapter, as well as overall operations of regional chapter board.



CREATE YOUR OWN STRATEGIC GAMEPLAN



CREATE YOUR OWN STRATEGIC GAMEPLAN FOR MACRO SUCCESS

In the next few pages, you will create your own strategic gameplan for macro success. For this exercise, you will review the KASEs and decide which you will:



- **ACQUIRE**
Identify the KASEs that you currently do not possess
- **DEVELOP**
Identify the KASEs with which you have some familiarity or have demonstrated on occasion but want to further develop.
- **SHARPEN**
Identify the KASEs that you possess or use regularly but wish to further refine or build expertise.

NOTE: Refer back to page 10 for the list of Experiences that can assist with the development of macro competence.

INSTRUCTIONS

Next to each item in the left-hand column, put an "A" next to the item you want to acquire.

Put a "D" next to the item you want to Develop.

Put an "S" next to the item you want to Sharpen.

Then, review your gameplan with the two people that you asked to provide your KASE assessment for feedback, accountability, and support.



STEP 1 - KNOWLEDGE

INSTRUCTIONS

Next to each item in the left hand column, put an "A" next to the knowledge you want to Acquire. Put a "D" next to the knowledge you want to Develop. Put an "S" next to the knowledge you want to Sharpen.

KNOWLEDGE		COURSE/CLASS (CURRICULUM CODE/NAME)	FIELD/INTERNSHIP (PLACEMENT)	EXPERIENCES
Administration	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Community Development	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Content-Specific Knowledge	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Funding	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Governance	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Management	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Organizational Change	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Organizational Culture	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Organizational Leadership	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Policy Practice	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Political Practice	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Research	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Social Innovation	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Social Policy	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Social Systems	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			



STEP 1 - KNOWLEDGE

Who can I get advice from about my "knowledge gameplan"?

WHO

What opportunities can I seek out that will help me complete my "knowledge gameplan"?

WHAT

When is the best time in my education/program to acquire, develop, and sharpen my "knowledge gameplan"?

WHEN

Where can I find more information about the items on my "knowledge gameplan"?

WHERE



STEP 2 - ABILITIES

INSTRUCTIONS

Next to each item in the left hand column, put an “A” next to the abilities you want to **Acquire**. Put a “D” next to the abilities you want to **Develop**. Put an “S” next to the abilities you want to **Sharpen**.

ABILITIES		COURSE/CLASS (CURRICULUM CODE/NAME)	FIELD/INTERNSHIP (PLACEMENT)	EXPERIENCES
Creative Problem-Solving	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Critical Thinking	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Curiosity	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Drive/Grit/Persistence	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Initiative	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Innovation	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Leadership	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Professional Autonomy	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Professional Use of Self	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Risk-Taking	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Self-Advocacy	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			



STEP 2 - ABILITIES

Who can I get advice from about my “abilities gameplan”?

WHO

What opportunities can I seek out that will help me complete my “abilities gameplan”?

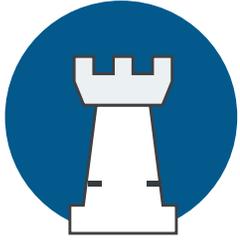
WHAT

When is the best time in my education/program to acquire, develop, and sharpen my “abilities gameplan”?

WHEN

Where can I find more information about the items on my “abilities gameplan”?

WHERE

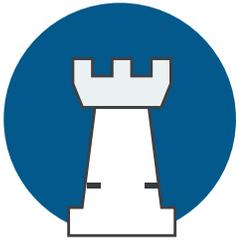


STEP 3 -SKILLS

INSTRUCTIONS

Next to each item in the left hand column, put an “A” next to the skills you want to **Acquire**. Put a “D” next to the skills you want to **Develop**. Put an “S” next to the skills you want to **Sharpen**.

KNOWLEDGE		COURSE/CLASS (CURRICULUM CODE/NAME)	FIELD/INTERNSHIP (PLACEMENT)	EXPERIENCES
Advocacy	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Analysis (e.g. power analysis, network analysis, gap analysis, policy analysis)	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Assessment (Organization/ Community/Policy)	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Budgeting/Financial Management	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Building Networks/ Coalitions	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Change Management	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Delegation	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Fundraising	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Grant Prospecting/ Identifying Funding Sources	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Grant Writing	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Information, Media and Technology Literacy	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Logical Reasoning and Decision-making	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Macro Communications	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Marketing/Public Relations	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			

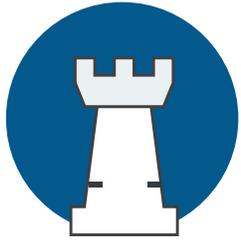


STEP 3 - SKILLS

INSTRUCTIONS

Next to each item in the left hand column, put an "A" next to the skills you want to **Acquire**. Put a "D" next to the skills you want to **Develop**. Put an "S" next to the skills you want to **Sharpen**.

KNOWLEDGE		COURSE/CLASS (CURRICULUM CODE/NAME)	FIELD/INTERNSHIP (PLACEMENT)	EXPERIENCES
Mediation & Brokerage	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Political/Campaign Strategy	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Presentation/ Facilitation	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Problem Identification	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Program Evaluation	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Research Skills (e.g. statistics, data analysis)	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Resource Allocation	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Resource Development	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Strategic Planning	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Supervision of Staff	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Teamwork/ Collaboration	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Translate Research and Policy Products to a General Audience	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			
Written and Verbal Communication	<input type="checkbox"/> A <input type="checkbox"/> D <input type="checkbox"/> S			



STEP 3 -SKILLS

Who can I get advice from about my "skills gameplan"?

WHO

What opportunities can I seek out that will help me complete my "skills gameplan"?

WHAT

When is the best time in my education/program to acquire, develop, and sharpen my "skills gameplan"?

WHEN

Where can I find more information about the items on my "skills gameplan"?

WHERE

MY WHY

INSTRUCTIONS

In the previous section, you identified the critical Who, What, Where, and When necessary to create your gameplan for macro success. However, if you remember your elementary school English class, there is one more “W” question we have not asked yet: Why?

Why can be hard to answer. Its response is often unformed and intangible. Yet, Why is often the most important question that we can ask ourselves in any pursuit.

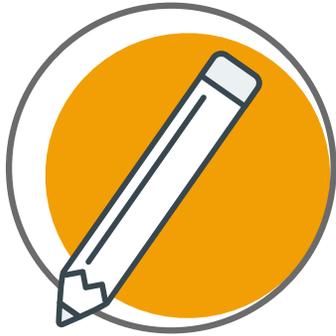
Use the space below to write a personal statement or a list of Whys that you can revisit throughout your macro journey. Review your Why as you check off your KASEs from your personal gameplan. Revisit your why when you hit a speed bump (e.g. a tough class or when an opportunity falls through). Come back to these pages on graduation day to see how far you’ve come. Re-read your personal statement 10 years from now when you are a successful macro practitioner to see how you made it happen!

WHAT IS YOUR WHY?

The background features a light gray grid pattern resembling a city street map. Scattered across this grid are several geometric shapes: three black triangles pointing upwards in the top-left corner, three yellow triangles pointing upwards in the bottom-right corner, and several black-outlined circles of varying sizes positioned throughout the map.

STRATEGIES FOR MACRO SUCCESS





**“YOU HAVE A
DEGREE IN
PEOPLE. PUT
THOSE MICRO
SKILLS TO
WORK!”**

NETWORKING: A STRATEGY FOR SUCCESS

If you are like me, you find networking to be awkward. But, it doesn't have to be and you have an advantage – you have a degree in people. Put those micro skills to work!

Here are some useful micro skills for networking: active listening, start where the client is, empathy, verbal and non-verbal cues, patience (notice how I turned “use of silence” into a networking skill – don't actually be silent, but be patient), and professionalism.

Attend Networking Events. There may be plenty of networking events in your area, you just have to look for them. Some places to look are social apps, your graduate program/school, and social media platforms. Also, there are organizations that can be great for networking such as the Young Nonprofit Professionals Network and your local NASW Chapter.

LinkedIn. I will admit, I was reluctant to make a LinkedIn profile but that's only because I was afraid of what I didn't know. You can search organizations to see if you know anybody or if you know somebody who knows somebody, and you can work those channels. How? Reach out with an email and ask a friend for an introduction or email the person directly. State how you found them, maybe drop a mutual friend's name, and ask for an informational interview.

Have a business card. Your school most likely has a printing center and you can probably get a student discount. All you need is your name, contact info, and your title is: MSW Candidate at X University.

Take business cards. And guess what, there's an app for that. There are business card apps that will scan the card and enter the information into your contacts. Personally, I enter them into an excel sheet with a notes section to answer the following questions: Where did we meet? How did we first make contact? What did we talk about? Have I sent a follow up email?

– Sara Julian, MSW

INFORMATIONAL INTERVIEWS: A STRATEGY FOR SUCCESS

Informational interviewing is one of my favorite job search strategies. In short, informational interviewing is finding someone who does what you want to do and ask them how they got there. Reach out to people in your desired Career Path or organization and ask them what KASEs they believe lead to success in that path/role. Learn about the ins and outs of their job, learn about their career trajectory, and see if they know someone to whom you can connect for an open position.

Below are a few questions to consider and from which you can select for your informational interviews:

GENERAL QUESTIONS TO ASK:

- What does your job entail?
- How did you acquire the KASE that you have to do your job?
- What KASE do you use most frequently in your role?
- What experiences were most helpful for you to acquire/develop/sharpen your knowledge, abilities, and skills?
- What are the best parts of your job?
- What are the challenges of your job?

ADDITIONAL QUESTIONS FOR SOCIAL WORK DEGREE HOLDERS:

- What was your concentration or specialization in school?
- What additional licenses, certifications, and non-social work degrees do you have?
- What makes the work that you do macro?
- In what ways, if any, do you engage in direct practice?
- If questioned, how do you explain your role/social work background to non-social workers?
- Did you transition from micro practice to macro practice? If so, what KASE did you transfer from micro practice to macro practice?
- What advice would you give to a social worker considering macro practice?





ADVOCATE FOR WHAT YOU NEED

If you need a course, field placement, or opportunity in order to get your desired KASEs, tell your school. Advocate for yourself.

CONNECT MACRO WORK TO ASSIGNMENTS

Even in courses with a clinical focus, you can ask the instructor if you can modify assignments to serve a macro purpose. Demonstrate to the instructor how a change in assignment will still meet course objectives and the grading rubric.

COURSE RECIPROCITY

Course reciprocity is when your graduate school (e.g. College of Social Work) allows you to take a course in another graduate school and still receive course credit in your own program. Course reciprocity can exist between graduate schools at the same university and between universities. Reciprocity can be a great way for you to develop content-specific knowledge or macro skills without getting a second degree. For example, use your elective credits to take a course at the College of Business to refine management skills. Find out if your school offers course reciprocity and advocate for it if they do not.

DO I NEED A SECOND DEGREE?

Have you considered getting a second degree? Maybe a master's in public policy or public administration? Or a degree in Education, Law, Criminal Justice, or Public Health? Maybe you've thought, "I don't want to do clinical work", but you don't know social workers who are doing things that interest you. Have you said to yourself, "I may need to leave the field of social work"? I know that feeling. But, I promise, social work has the KASEs you need to succeed in macro spaces. Consider if you could obtain content-specific knowledge or macro skills and abilities through experiences detailed in this document instead of a second degree.

FIELD PLACEMENT

Field placement is the signature pedagogy of social work which means it is one of the most important components of your social work program. Make sure that your field placement gives you the KASEs that you need for your macro career. Even if it means that you have to create your own field placement. Find out what the requirements are for becoming a field agency and identify organizations in which you would like to do your placement. It may require that you identify your own Field Supervisor. However, given the significance of field placement to social work development, it is important that you find (or create) a field placement that prepares you for macro success.



ENGAGE LOCALLY

During your social work program, learn as much from the community surrounding your school as you do from the school itself. Engage in your city. Attend a meeting (public board meetings, public hearings, neighborhood counsels, coalition meetings). Attend a government hearing, provide a public comment on a bill or initiative, testify before a committee if you have developed subject matter expertise. Volunteer or serve on a board of directors. Use your time out of the classroom as a part of your education.

PEOPLE ARE THE PATH

Social work is a degree in people and people are an important part of advancing your career. Even while you're in school, you can join social work organizations and local chapters (e.g. NASW, NABSW, NSWM). Start a chapter! You could be the founder for the next chapter of Macro Social Work Student Network (MSWSN). Sign up for e-newsletters or listservs of social work organizations and follow them on social media.

CREATE A MASTER RESUME

Create an exhaustive resume that lists all of your previous employment, internships/field placement, and volunteer experiences and detail all of the skills that you developed and your accomplishments. Once you capture all of your resume

components in one place, it will be easier to pick and choose the relevant content as you create a carefully curated resume for each position to which you apply.

CREATE A PORTFOLIO OF YOUR BODY OF WORK

Be prepared to provide materials other than the standard resume and cover letter, such as a curriculum vitae (CV), biosketch, or writing sample.

GET THE WORK OUT

Practice different styles of writing that align with various fields (one pagers, policy briefs, academic articles, community reports). Practice even if you're not going to publish or distribute it. Add these products to your portfolio or send them out to your network as a writing sample that could net you your next macro job.

PUT THE SOCIAL IN SOCIAL WORK

Market yourself and your macro skills. Use social media sites/ groups or professional sites, such as LinkedIn, to build your professional network and get your name out there. Consider building a professional website, showcasing your KASEs, to which you can easily direct your network or potential employers.



CREATE A BRAIN NUTRITION PLAN

What information will be fed to you on a regular basis? Identify credible sources from which you will routinely receive information. Sign up for e-newsletters or notifications from think tanks, research centers, advocacy groups, and organizations that will keep you informed or prompt you to take action.

EAT YOUR VEGETABLES

Get information from sources with whom you do not agree or are not already aligned so that you are aware of alternative viewpoints and arguments on your issue of interest.

CULTIVATE INTELLECTUAL TRAITS

The foundation of effective macro practice is the same as any practice - the continued development of strong intellectual traits as part of a professional self. Many people in macro arenas dismiss social work practice as only emotional. For macro practitioners, who may also be inundated with spurious arguments and unprincipled actors, a purposeful and regular commitment to developing these traits is essential. Picking one or two that especially resonate and finding ways to check in with these and practice them on a regular basis is a good start toward making sure that social workers build reputations as strong thinkers as well as being warm-hearted.

MAINTAIN AN “ITCHY DISSATISFACTION”

Many students come to social work because of its explicit commitment to advance social justice. For macro practitioners, this often feels like an “itchy dissatisfaction” with the status quo that demands action and resists accommodating standard operating procedures. This endures despite barriers and difficult paths forward. Macro social workers need to surround themselves with others who also will not be satisfied and persevere in holding to ideals that require long-term effort with few immediate rewards. Macro practice is a combination of resilience and resistance.

SEEK OUT OTHER RESOURCES

We hope that you’ve enjoyed our gameplan but we’re not the only game in town. There are other resources, other social workers, rooting for your macro success and developing useful tools. Here are just a few to check out: Association for Community Organization and Social Action, National Association for Social Workers, Macro Social Work Student Network, Humphreys Institute for Political Social Work, Council on Social Work Education, The Network for Social Work Management, and Influencing Social Policy.

FROM THE AUTHORS



“And Other Related Fields” is my love letter to social work. This tool was created as a response to holding the honors of field supervisor, manager, mentor, colleague, and friend to social work students and young social work

professionals. I want future macro social workers to be seen in their educational programs and to see themselves as poised for success in macro spaces, directly because of their social work degree. Any work that is people work needs a social worker.”

“When organizations post jobs seeking MBAs, MPAs, MPPs, JDs, Master’s in Education, Human Resources, or Public Health, **and Other Related Fields**, they are looking for us- macro social workers.”

– **ANNIE GRIER, MSW**



IDEAAS, LLC

Inclusion, Diversity, Equity, Anti-racism,
Accessibility, Sustainability

For questions or consultations,
please contact ideaas.llc@gmail.com



“Strengthening macro practice and the reputation of the social work profession as leaders in solving complex problems is my passion. I believe every student should leave their social work program with a strong network of people who will help them succeed.”

“Got a complex, intractable, seemingly impossible policy problem? You need a macro social worker!”

– **LINDA SCHMIDT, MLPA, MSW, PhD**

School of Social Work, Western Michigan University

“Equip an army of macro social workers to take back our space as leaders.”

Twitter @PolicyDrSchmidt | <https://wmich.edu/socialwork/directory/schmidt>



“Take up space! You are knowledgeable, qualified, and prepared. So be heard because you worked hard for this degree and you deserve to be here.”

– **SARA JULIAN, MSW**

Twitter @SaraJulianMSW

Special thank you to:

