

Strengthening the Role of Social Work in DSWD: Reinforcing the Profession's Career Progression

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EXECUTIVE SUMMARY

Social workers are deemed as the primary helping profession of the Department of Social Welfare and Development (DSWD) – whether in the direct or indirect practice – to uplift the living conditions of the poor, vulnerable, and disadvantaged. Being the primary profession promoting and contributing to the social welfare landscape in the Philippines, the necessary organizational support for the practitioners' employment retention and career development needs to be prioritized given the huge roles they play in the delivery of social welfare services.

Given the experienced realities and challenges on employment retention, career pathing, and public perception on social workers, this policy analysis paper intends to contribute in understanding and strengthening the social work landscape in the Philippines specifically looking into the career opportunities provided by the Department of Social Welfare and Development to its social workers. Based on the review on existing laws and policies and in consideration of the policy goals towards organizational effectiveness, organizational efficiency, and employee welfare, three policy alternatives are formulated – (1) Retain Competency-Based Mechanism for hiring and training needs for all DSWD employees; (2) Issue a policy for the Career Pathing and Employee Retention Program for DSWD

social workers; and, (3) Recalibrate the establishment of Social Welfare and Development Learning Institute with the inclusion of career progression program for DSWD social workers.

Using the multi-goal analysis and the Probability Scale Scoring as discussed by Patton and Sawicky, the authors recommended that the second policy alternative be considered. By setting a policy for the implementation of a Career Pathing and Employee Retention Program, it directly addresses the issue of retention given that the program would cover the identification of requirements, skills enhancements and processes to assist internal social workers in applying for permanent positions, recognizing the limited available positions. Having more social workers retained with the Department will also contribute to strengthening the social work workforce and relatedly increase people's awareness about the profession and, even, influence the positive perception on the roles and responsibilities being performed by social workers. This, to a greater extent, would benefit the organization in the performance of its mandates and its expected role as the lead agency in social welfare and development.

To realize this, eight recommendations are also provided centering on the DSWD organizational development, and strengthening of engagement with social

work bodies which can potentially aid in social work education and practice. Focusing on the promotion and advancement of the social work profession would not only benefit the professional and personal growth of the Department's workforce but also contribute to the overall effectiveness of the DSWD.

BACKGROUND

The Philippines, as a democratic nation, prioritizes the inclusion and welfare of its people. In fact, after World War I, the Philippine government gradually assumed this responsibility with the provided responses and rehabilitation services during times of adversity. And, as early as 1920, the Public Welfare Board (PWB) was established primarily to coordinate and regulate both government and private entities engaged in social welfare and services. Recognizing that a society can only thrive when the well-being of its people are protected and safeguarded from all risks including poverty, oppression, discrimination, violence, violation of basic human rights, health, among others, the Social Welfare Commission under the Office of the President in 1947 was established which was considered as the formal recognition of the State's duty to place social welfare as one of its primary concerns (Lee-Mendoza, 2008). The Social Welfare Administration was eventually elevated into a Department in 1968 through Republic Act No. 5416. The State's commitment to ensure healthy, safe, productive and social functioning Filipino citizens placed a premium on the provision of integrated and coordinated social welfare services designed to help individuals, families and communities meet their basic needs.

Further, the Philippines recognizes the importance of establishing policies

that promote the welfare of its citizens, embedding this matter in the 1987 Constitution where it pledges to:

Promote a just and dynamic social order that will ensure prosperity and independence of the nation and free the people from poverty through policies that provide adequate social services, promote full employment, a rising standard of living, and an improved quality of life for all. (Article II, Section 9)

The Congress shall give the highest priority to the enactment of measures that protect and enhance the right of all the people to human dignity, reduce social, economic, and political inequalities, and remove cultural inequalities by equitably diffusing wealth and political power for the common good. (Article XIII, Section 1)

These institutional formations paved the way for the creation of the Department of Social Welfare and Development (DSWD) with its mandate to develop, administer and oversee the implementation of accessible, responsive and comprehensive social welfare services and programs that will uplift the quality of life and living conditions of the people particularly the vulnerable and disadvantaged sectors (Executive Order No. 15, series of 1998 and Executive Order No. 221, series of 2003). The Department is now recognized to be the lead focal agency in charge of the protection and promotion of the social welfare and development (SWD) of the Filipinos warranting that no one is left behind. These services and programs also aim to empower and provide various sectors with valuable opportunities to enable them to strengthen their social functioning and capacities to live a life of security and dignity.

Recognizing the priorities of the government on the protection and promotion of people's welfare, a profession entirely dedicated to this endeavor was legally recognized with the passage of Republic Act No. 4373 in 1965 – which signaled the formalization and recognition of social workers in the country. This is further supported by the International Federation of Social Workers which defined social work as the profession mainly involved in a wide array of aspects in society from a micro to a macro perspective, taking a transformative approach in dealing with inequalities, crises, and disturbances that aggravate one's status of well-being, as explained below.

Social work is a practice-based profession and an academic discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people. Principles of social justice, human rights, collective responsibility and respect for diversities are central to social work. Underpinned by theories of social work, social sciences, humanities and indigenous knowledges, social work engages people and structures to address life challenges and enhance wellbeing. (2014, IFSW General Meeting)

Social workers are trained professionals committed to helping individuals, families, groups and communities work through the challenges and risks they face in life. In the DSWD setting, the social workers play critical roles in ensuring that the services and programs developed and being implemented address the needs of those that the Department is committed to serve. Professionalization of social work provided the standardization of education, practice, norms, ethics and competencies

required to effectively and efficiently perform their roles and responsibilities. The enactment of RA 4373 and other related legislations further created important and better opportunities for social workers to advance social work as a profession and elevate its status as an occupation focused on the empowerment, promotion of social change, development and uplifting of quality of life. It is therefore expected to develop and nurture component, virtuous, productive, and well-rounded Social Workers whose standards of practice and service shall be excellent, qualitative, world-class, and globally competitive through inviolable, honest, effective and credible licensure examinations and through regulatory measures, programs, and activities that foster their professional growth. This is consistent with the Philippines' endeavors to be at par with global standards on the practice and education of social work.

At the regional level, recognizing the essential role of social workers in realizing people-centered, people-oriented and inclusive community that enhances the well-being and quality of life of individuals, groups and communities, the ASEAN initiated development and eventual adoption of the ASEAN Leaders of the Hanoi Declaration on Strengthening Social Work towards Cohesive and Responsive ASEAN Community during the ASEAN Summit in 2020. The ASEAN Roadmap on the Implementation of the Hanoi Declaration on Social Work further outlined the collective efforts and commitments of the ASEAN Member States in the promotion and advancement of social work as essential part of social welfare and development including its key role in: poverty eradication; mitigating the impact of economic, political and social crises; reducing the risks and vulnerabilities and increasing the resilience of individuals,

households and communities; and promoting human rights.

As part of the important commitment to the ASEAN Declaration, various regional guidance on strengthening the role of social workers in allied sectors such as in health, education, justice, disaster, social protection are being developed warranting holistic approach in the delivery of services, intervention and support protecting those in difficult and vulnerable situations, and providing valuable opportunities to uplift their quality of life.

Noting the catalytic role of social workers, and their influence affecting the social welfare and development landscapes, progressive strengthening of social work and wider recognition of social work as a helping profession is a must. There is a need to boost development and career opportunities for social workers that will also in turn increase their level of competencies, quality of performance and professionalism. Maintaining its leadership along social welfare and development, the DSWD needs to maximize the gains and benefits of professional social workers in accomplishing its mandates towards the realization of its vision for the Filipino people.

OBJECTIVES

Generally, this paper intends to understand and enhance the social work landscape by looking into the career opportunities provided by the Department of Social Welfare and Development, as the authority of the Philippine government on SWD, to its social workers.

Specifically, the policy analysis paper aims to:

1. Examine the fulfilled roles, retention, and career opportunities and

progression of social workers in the DSWD;

2. Identify the gaps and challenges experienced by social work practitioners in the fulfillment of their roles and respective career paths; and,
3. Provide policy recommendations in response to the determined gaps and challenges.

In view of these objectives, this paper is only limited to exploring the capacity of and opportunities for social work professionals in the Department. This paper considered a review of works that center on the pieces of legislation on social work in the Philippines; the practice of social work in the country, along with its standards of practice that complements the western and ASEAN scope; and, public perceptions on social work to further understand the topic at a greater extent.

STATEMENT OF THE PROBLEM

Social workers, with their science-based interventions to individuals, families, groups, and communities, are vital to ensure social functioning of clientele is attained, if not maintained, through primary and secondary settings. This highlights the importance of the profession in the social welfare and development landscape as it deals with facilitating the meeting of needs of clientele and contributes to addressing root causes of inequality. However, despite the crucial roles being carried out by social workers, the prioritization of their career progression and employment retention in the DSWD is yet to be defined.

Retention of social workers remains a challenge.

The social work profession in the Philippines can be identified in either direct or indirect practices. The DSWD Memorandum Circular No. 05, series of 2022 provides the extent of work under each category:

- Direct Practice is when [a] social worker works directly with an individual, family, or group of people through the use of basic social work methods such as social work practice with individuals and families, groups and organizations and communities.
- Indirect Practice or macro practice social work is when the social worker is involved in activities that consist of facilitating change through programs and policies. The social worker's functions are administration and management, policy and program development, research, and capacity building. This type of practice requires the use of specific knowledge and skills on social work philosophy, functions, and has the primary focus on the helping process in determining outcomes for the population being served. (Section 3)

Under the direct practice, which may be considered a more distinguishable setting for social workers, the helping relationship is emphasized. This pertains to the application of the problem-solving process (as first introduced by Mary Richmond) while involving the participation of the client. In the helping process, the steps (assessment, planning, intervention or plan implementation, monitoring and evaluation, and termination) – best illustrated in a spiral – depict the sequential arrangement of its application

as the worker may be able to go back and forth to fully identify, modify, and change the interventions (Lee-Mendoza, 2008).

The helping process highlights the following social work principles to facilitate the attainment of objectives and purpose of the engagement:

1. Acceptance of people as they are
2. Participation of the client in problem-solving
3. Self-determination as the right of the client
4. Individualization of clients
5. Confidentiality
6. Worker self-awareness
7. Client-worker relationship

Generally, workers directly interact with clients through case management, groupwork, or community organizing. As this setting deals with a variety of issues and concerns presented by clients, **Annex A** captures the different models of interventions adopted by social workers lifted from accounts of Engelbrecht (1999), Lee-Mendoza (2008) and Flores-Pasos (2015). Social workers in the DSWD are considered the primary helping profession in the administration of social services. The profession's prominent contribution in the direct practice, especially during the COVID-19 pandemic and disaster response, is already being highlighted given the function of social workers in the assessment of clients for the identification of appropriate interventions.

The indirect practice, on the other hand, pertains to the involvement of the worker in activities that facilitate change through programs and policies (Ferris State University, 2017). According to Chin & May (n.d.), policies and legislation, research and evaluation, and leadership practice are often covered under this category. Johnson (1999) adds that this setting deals

with the modification of the environment by the social worker, and is – more often than not – considered an uncelebrated strength of the profession.

As this field of practice looks into establishing, maintaining, and the enhancement of a facilitative and enabling environment for positive change, it is imperative that the practitioner be able to comprehensively cover and consider implications of policy and program design changes. At the same time, the contribution of practitioners in this arena is a key asset in the overall social welfare system as this complements the efforts of social workers in the direct setting. To name a few, **Annex B** provides some of the roles fulfilled by a social worker in this practice, referencing Johnson (1999).

These provisions highlight the crucial position of the profession in the SWD arena considering the experience, perspectives, theories, and knowledge of practitioners in the context of sociocultural, economic, environmental realities faced by clientele and the country. As the profession delves into social functioning – the matching of a person's or group's relation to their social situation – the expertise of social workers not only on establishing and maintaining helping relationships – emphasizing the client's role throughout the whole problem-solving process – but also on managing and administering appropriate and responsive measures are accentuated.

However, although this is the case, based on the April 2022 data of the DSWD-Human Resource Management and Development Service, only 12.2% of the total social workers are holding permanent positions. Some 58.17% are contractual workers, 29.47% are contract of service, 0.11% are job order workers, and 0.05% are casual workers. This is on top of the

limited social work plantilla positions in the Department and lack of deeper appreciation in maximizing the role and contribution of the social work profession in the development and delivery of social welfare services.

With these figures, the fast-paced turnover of work may occur given that the security of tenure is not provided to the employees. The opportunities in allowing employees to gain the technical know-how of activities both in the direct and indirect practice may also not be fully maximized. At the same time, the organizational effectiveness of the Department is negatively affected due to the continuous need to train new employees. The retention of practitioners who already acquired the knowledge, if not expertise, of service delivery and are familiar with the culture and dynamics of the DSWD must be prioritized as part of the primary factors in ensuring the adequate supply of program implementation of the Department.

Looking into the enactment of laws on social work, it is identified that a provision specifically detailing the allocation of Undersecretary positions, particularly Undersecretary for Program and Undersecretary for Operation and Administration, for social work professionals was previously provided in Republic Act No. 5416. However, its amendment through the aforementioned Executive Orders¹ no longer includes the same conditions. This change in the set-up of the administration blurs the professional ladder for social workers in the Department. Although it may be argued that third-level positions are entirely political in nature, it is still imperative that placing basic requirements of having social work professionals in the management level, especially for offices concerned with administration of social

¹Executive Order No. 15, series of 1998 and Executive Order No. 221, series of 2003

services, is necessary.

As a result, the DSWD experienced internal challenges where the need to accelerate the professional development of social work practitioners is a reality. Currently, the DSWD Management has around 31 registered Social Workers holding third-level positions. Of which, four (4) officials at the Executive Committee level, eleven (11) officials at the Management Committee level, and twenty (20) Regional and Assistant Regional Directors. These figures include personnel who are designated as officers-in-charge of certain offices. It may be identified that there is already a significant increase in the number of social workers in the DSWD management. However, considering the total 94 third-level positions of the Department, this only entails 33% of the management positions.

Specific career pathing for social workers is yet to be established.

Given the crucial roles social workers play in the social welfare and development arena, initiatives to promote and recognize the importance of the profession in the workplace, at an organizational development level and perspective, have undoubtedly been pursued. A comprehensive framework which lays down possible avenues for accelerating career progression and retention for social workers had been explored.

In Singapore, for instance, a Career Development Guide for Social Workers is issued in providing possible tracks of social work along with the paths for career development in both direct and indirect practices. The document may be used in any organization to capture the usual work opportunities of the profession.

A majority of organizations and

institutions in the United Kingdom, on the other hand, subscribe to a framework in place for career progression where based on a study around 85% of councils have a prevailing mechanism to identify requirements for practitioners to be elevated in the workplace (Wiseman and Davies, 2013). The existing Continuing Professional Development (CPD) Pathway of social workers in their country allows for the retention and, in a way, linked to promotion as it aims to provide capability-building opportunities for practitioners.

As such, according to the British Association of Social Workers (2018), the Pathway highlights possible roles that may be performed, depending on the acquired learnings and capacities as provided. It specifically mentions that the purpose of the Pathway is to increase consistency and success in recruiting, developing and retaining social workers whose work improves the experiences and outcomes for older people, their carers, families, networks and communities. The Pathway also highlights the importance of recognising social work expertise. This will contribute to social workers being and feeling valued, to higher morale and retention, and therefore to better services for older people and their families (British Association of Social Workers, 2018, p. 3).

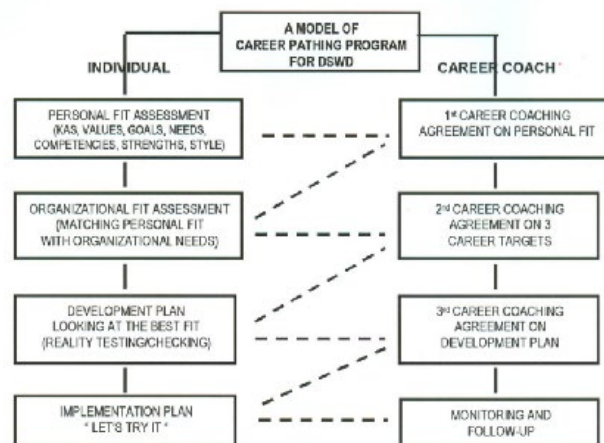
In the Philippines, similar efforts have been executed. The CPD in the Philippines is recognized as one of the primary requirements to be retained in a specific profession that are generally with licensure board examinations. The Republic Act No. 10847 mandates all social workers to provide proof of earning forty-five (45) units of CPD for the renewal of their respective licenses. The Professional Regulation Commission, through Resolution No. 4, series of 2018, supports this policy by providing the necessary

guidelines for the implementation of the CPD unit requirement. Although the CPD is primarily used for the retention of professionals, its linking for career progression is not necessarily visible. A policy which directly connects the provision of capability-building opportunities to the requirements needed for promotion has not been issued and the identification of learning needs is hugely dependent on the individual and the organization.

Particularly in the DSWD, a Career Development and Management System (CDMS) was previously adopted, which is an organized, formalized, planned process of striking a healthy balance between individual career needs and organizational workforce requirements. This paved the way for the issuance of Memorandum Circular No. 06, series of 2004, that articulates the Leadership Competencies that are required for a third-level position. In 2007, the Memorandum Circular No. 05 was issued focusing on the Career Pathing Program for DSWD employees in support of the CDMS. In this policy, a dynamic process consisting of career coaches – who are usually assumed by DSWD officials or personnel trained in coaching and mentoring – to assist employees in determining the necessary training and learning needs to satisfy both the personal and professional growth of the worker and at the same time respond to the needs of the organization. Lifted from the said Memorandum Circular, the picture below presents the steps that were observed in the implementation of career pathing:

The implementation of both policy issuances, however, was discontinued given the different thrusts and priorities of succeeding managements. Presently, competency-based mechanisms are utilized for the development needs of

employees. An Organizational Training Needs Assessment is being conducted with Development Partners of the Department to distinguish the three-year learning and development plan of the organization. Results of this study are yet to be finalized and shared with the members of the agency.



Picture 1. Model of Career Pathing Program for DSWD based on Memorandum Circular No. 05, series of 2007

Notably to date, a career progression mechanism – specifically catering to social workers – has not been put in place. A system that would determine the necessary capability training needs in congruence with the desired career path of practitioners for the actual promotion of workers from one position to a higher rank was identified as a need among social workers (personal communication, 20 September 2022).

Indeed, the primary mission of the profession is to enhance the well-being and help meet both the basic and complex needs of those who are poor, oppressed, and vulnerable. Social workers go beyond the internal concerns dealing with the external factors that impact the person's condition – the person and their environment, and then based on scientific assessments create opportunities for interventions to help individuals, groups

and communities effectively cope, build resilience and regain social functioning.

As such, there is a constant need to update and continuously improve core competencies of the social workers to be able to effectively respond to the needs of the clientele as well as for social workers to be able to perform their expected roles. Society and the environment is transforming at a rapid pace and social workers must also adapt to these changes to best support those they are committed to serve. Science, experiences, realities, values and principles must all blend together and constantly evolve to ensure that positive change and lasting impact that actually makes a good difference to people's lives and well-being are achieved. Hence, continuing professional development and appropriate learning interventions are to be provided to social workers to ensure that they remain responsive and effective as practitioners and as important human resources to the organization.

Taking into account the mandate and functions of the DSWD, it can be considered that the agency is the primary home for social work practitioners. It is only imperative then that the DSWD lead the advocacy, exemplify how to continuously enhance the competencies and capacities of the social workers, and support the wider recognition of the profession complementing the expected undertakings and accomplishment of Department's goals. However, a policy for this endeavor in the current context is yet to be issued.

Public perception on the roles of social workers is not clearly visible.

With the numerous responsibilities performed, the notion of the public on

social workers is looked into as this further emphasizes the placement and presence of the profession in society. As such, public perception carries a powerful social charge, striking an image on the symbols and stereotypes associated with social work (Webb, 2017). This goes hand-in-hand with the complexity of establishing its professional identity, having to deal with the competing theoretical perspectives on what constitutes a profession.

Lee-Mendoza (2008) argues that social work has already established its status as a profession by the presence of the following traits: (1) systemic body of theory; (2) professional authority; (3) community sanction; (4) regulative code of ethics; and, (5) professional culture. This focuses on the existing elements of social work, giving emphasis to the scientific knowledge, community and State acceptance, established rules and regulations, formal and informal networks, and "know-how" of the profession.

Even if this is the case, Dent (2017) admits that, though with public recognition and legal standing, social workers enjoy limited settlement of jurisdiction. This entails the autonomy the profession holds to cover a particular expertise, which is relatively lower compared to that of professions in law and medicine arenas. Throughout the whole process of practicing the profession, social work perspectives and theories are utilized to comprehensively understand the client and his/her environment. This includes concepts from other social sciences, such as psychology, sociology, economics, and the like, to holistically plan, implement, monitor and evaluate interventions that are effective and responsive to the problem of the client from micro to macro levels. Particularly, the person-in-environment perspective considers the systems that operate within

the political, economic, social, cultural, and context that may contribute to the living conditions of the client.

These perspectives also are the foundation of social workers in the indirect setting. The capacity to influence the basis for the creation, adoption, and implementation of programs at a macro level. Understanding the purposive process and impacts of service delivery on the status of well-being through participatory approaches sets social workers apart from other professionals.

Thus, it may be identified that this does not denote a semi-profession status of social work but highlights the actual status of its placement in the hierarchy it is confined to. Moreover, the profession will “never attain a dominant position within the system of profession without either some relative weakening in the power of the profession with full jurisdiction or changes in state regulation that directly impacts on the particular work arena” (Dent, 2017, p. 21). Lee-Mendoza (2008) adds that the position of social work in the scale of profession needs to be worked on considering that “in the context of the Philippine situation where a good portion of society still does not appreciate the meaning of professional social work, and continues to equate it with charity or philanthropy” persists (p. 88).

This, in a way, contributes to the associations of the public on the profession. In fact, social workers in the Philippines are being attributed to “dole out” and “disaster response” (as cited in Price & Artaraz, 2013). The general public, decision-makers and even other professions still often view social work as charitable endeavor rather than a professional work. The bounded view on practitioners may generally inform

the areas where the social work practice is predominantly seen as it is true that profession provides interventions in times of calamities and distress. However, the need to recognize the overall role and functions of the social work practice still remains.

In addition, an added layer of discussion among social workers exists as Price & Artaraz (2013) further stresses that:

Tensions include those around public perception and professional prestige, between specialist and generic practice and between individualized and community-oriented approaches. Social workers uniformly describe their practice as being anti-poverty work (with many providing direct support to slum-dwellers, poor fishing communities, street children and so on) and the profession is often conceptualized in terms of development objectives.

On top of all these, the appreciation and representation of the profession in the indirect practice is yet to be emphasized. Although it is true that the primary contribution of social work is particularly distinguished in the worker’s engagement with clients to assess and address their presented problems, the practitioners’ contributions in standards setting, research, policy development, administration and management, to name a few, must be looked into.

Due to the limited exposure on the actual scope of responsibilities and opportunities brought about by the perspectives, lens, and values imbibed by social workers, they are mostly associated with disaster response, and, the emerging role due to the COVID-19 pandemic, Special Disbursing Officers in the provision of cash assistance. Additionally, more often than

not, the work being performed by social work practitioners are being categorized as charity work.

The need to strengthen and broaden the understanding of the actual roles and duties of social workers, particularly in leadership roles, is a reality. Its confinement to direct practice must be enhanced, capturing the work being done by practitioners in other settings. In a way, this visualized change in social behavior will not only further recognize the importance of the profession but also provide a platform to widen work opportunities for social workers as well as retention of social workers at all levels.

Promoting positive public perception and addressing negative perceptions of social work will also provide opportunities to gain more support and provision of much needed resources for the continued professional development opportunities, capacity building, as well as strengthening of mechanisms to provide for the well-being and self-care of practitioners.

POLICY GOALS AND MULTI-GOAL ANALYSIS

Looking into the challenges and the existing efforts to advance the promotion of social work and social workers as essential workforce in the DSWD, it may be highlighted that a focus on the employment retention and career pathing for social work practitioners is necessary. Hence, this policy analysis paper considers the following policy goals – (a) Organizational Effectiveness; (b) Employee Welfare; and (c) Organizational Efficiency – in the discussion of this matter at hand.

Organizational Effectiveness

As previously emphasized, it is reiterated that social workers have a central role in the overall fulfillment of the Department's mandate. Given the knowledge and expertise of practitioners on the whole gamut of social service delivery, highlighting their role in administration, the contribution of the profession cannot be undermined. Moreover, taking into account the position of the Department as the lead agency in SWD and social protection, it can be stressed that prioritizing the needed organizational support to ensure the effective provision of interventions to clientele is a primary concern.

As social workers in rank-in-file, leader and administrator positions, a commitment to pursue the realization of the profession's principles and values, anchored on the goals of social justice and social welfare is possessed and imbibed by the workers in any function being assigned or delegated to the practitioner. In particular, it may be noted that leadership and the management play a vital role in the organization. The social work lens and framework are essential considerations in social welfare service delivery taking into account the impact of these interventions to target clientele, as well as the functions, mechanisms and structures to be in place to maximize the social service workforce. Having social workers across all levels present a purposeful application of the knowledge, skills and values in the attainment of the Department's strategies objectives and priorities.

Therefore, effectiveness provides for the responsiveness and applicability of organizational support to enable career development of workers. The training opportunities were able to enhance knowledge, skills, and attitude

of practitioners for their chosen fields. In a nutshell, it is the acquisition of desired or intended employment positions, appropriately matching the required competencies of a particular job placement or functions.

Employee Welfare

The employee is deemed as the backbone of the organization, being equipped with essential perspectives and skills to add to the operationalization of an agency's roles for the attainments of its mission and vision. Given the crucial contribution of an organization's employees, it is only imperative that their welfare be prioritized.

In this paper's context, the promotion of employee welfare is through the possible career development opportunities, giving them the chance to hone and enhance their skills and knowledge for their personal and professional growth. Coaching generally provides clarity to social workers and insights on the career direction they can potentially take in the organization taking into account the core competencies that they need to build and the areas they need to gain more knowledge and skills on. DSWD MC No. 05 Series of 2007 particularly describes career coaching as a helping approach that entails a one-on-one close interaction of employees to supervisors focusing on career goals as it relates to organizational goals, job skills, level of competencies as well as what barriers and concerns need to be addressed, both personal and work-related, that could potentially affect the performance of the employees.

Promotion improves employee retention. It inspires employees to work harder, be more productive and have the opportunity to contribute and make use of their skills and gained experience not only for their

own personal growth but also for the growth of the organization. Promotions go a long way of boosting the morale of employees, and providing appropriate incentives and benefits that promote employee empowerment ultimately entails employee welfare. As a national government agency, the Department is required by law to provide certain benefits for the welfare of employees, particularly for social workers given the provisions stipulated under RA 9433 as expounded in the above sections of this paper. Noting how the employees are working under stressful or even in risky conditions while performing the duties and responsibilities, promoting professional growth and opportunities for career progression will put value to the work they do, recognition of their contributions, boost their morale, and give them a chance to elevate their economic stability among others.

Hence, employee's welfare also pertains to seeking out appropriate professional development and retention opportunities that will foster the personnel's growth. Considering the various roles of offices, bureaus, and services — which mostly contribute to the mandate of the Department, the needed proportion for practitioners to carry out the functions required of a social worker, whether direct or indirect, is adequate through the proper distribution and sustained employment of workers.

Organizational Efficiency

Figuring out how the organization can be more effective by maximizing limited resources to achieve its goal and objectives pertains to organizational efficiency. With the necessary support to be provided to employees in connection with the pursuit of the above goals, it is imperative that learning interventions are

adequately and appropriately administered to the Department's workforce.

The awareness of the workflow processes in congruence with set goals of the organization and how the human resource can be maximized to achieve these goals are essential parts of achieving organizational efficiency. Establishing a framework of competencies, skills required and plans for the professional growth and career development of social workers as part of this workforce will help increase productivity and improve performance.

Efficiency in the organization can also be achieved through understanding the different professionals that comprise the workforce and how they can be maximized in the achievement of organizational goals based on their unique skills, knowledge and background.

Thus, in table 3, efficiency pertains to having available and accessible learning opportunities that would support the desired career path of social workers that would entail the advancement of the profession in the Department. This also means the maximum use of resources to guarantee that the capability building activities to be facilitated or accessed by the Department is truly needed by the personnel and that of the organization.

With the three goals in mind, a multi-goal analysis is used given that three or more goals are relevant (Weimer & Vining, 2017). This is also applicable when one of two goals cannot be quantified. Hence, it should be the assumed approach until the explicit conditions set out for one of the other methods are confirmed. Table 3 encapsulates the use of Probability Scale Scoring as discussed by Patton and Sawicky.

Table 3. Grid Analysis of Policy Alternatives.

GOALS	CRITERIA	POLICY OPTIONS		
		1 Retain competency-based mechanism for hiring and training needs for all DSWD employees	2 Issue a Policy on Career Pathing and Employee Retention Program for DSWD Social Workers	2 Recalibrate the establishment of Social Welfare and Development Learning Institute with the inclusion of career progression program for DSWD social workers
Employee Welfare	Presence of career path options for professional growth of DSWD social workers	No career path options; with IDP but no follow through (Score = 1)	With a career guide, including mentoring and coaching. (Score = 3)	With no career guide, but has standardized training is required for career development (Score = 2)

GOALS	CRITERIA	POLICY OPTIONS		
		1 Maintain existing strategies for children with disabilities- no specific disability allowance	2 Introduce a disability allowance	2 Employ a combination of schemes to cover disability related costs
Organizational Efficiency	Appropriate trainings and capacity building activities are provided and accessed by DSWD for internal social workers to build their competencies	Training options are dependent on the interest of and identified by employees; no regular training needs assessment of employees (Score = 1)	Includes training needs assessment of employees and considers learning interventions for the desired career track of employees (Score = 2)	With standardized training opportunities for employees (Score = 3)
	Level of core, functional, managerial/ leadership competencies attained by internal social workers in relation to their length of service in current position	The length of service or experience as among the Qualification Standards to be considered (Score = 1)	Contain the inventory of competencies to enable employees perform the task (Score = 3)	Conduct of learning and development activities is established as part of the professional development regardless of employees competencies. (Score = 2)
Organizational Effectiveness	Presence of a system for career progression from one position to a higher position.	Only notifies next-in-rank employees who may be qualified for promotion, based on minimum requirements of the next position (Score = 1)	With a career guide to complement and consider preferred career track of employee and needs of the organization (Score = 2)	With a structured framework for learning and training opportunities for social work employees and is formally recognized as a requirement to be considered for promotion (Score = 3)
	Presence of functional job-matching mechanism for career progression vis-a-vis the desired career/ field/specialization of internal social workers in DSWD	Only notifies next-in-rank employees who may be qualified for promotion, based on minimum requirements of the next position (Score = 1)	With a career guide, including mentoring and coaching, and considers preference of employees (Score = 3)	With no career guide, but has standardized training is required for career development (Score = 2)
TOTAL		5	13	12

1=Low, 2=Moderate, 3=High

Based on the results, Policy Alternative 2 garnered the highest result with 13 points. Discussion on the policy alternatives are further elaborated below.

Discussion on Policy Alternative 1

This pertains to the status quo where the use of competency-based mechanisms is retained. Based on the Competency Cards shared by the Human Resource Management and Development Service, competency is defined as “a combination of motives, traits, self-concepts, attitudes or values, content knowledge, cognitive and behavioral skills”. According to the same document, the job competencies of the Department is structured into three types: Core Competency (which relates to the institution's values, mission and culture possessed by all employees, regardless of function); Managerial/Leadership Competency (which pertains to the skills, knowledge and behaviors needed to perform managerial work and processes, usually dealing with interactions between individuals or groups); and, Functional Competency (which refers to specific bodies of knowledge and skills required to perform defined activities or functions in a job) (DSWD Human Resource Management and Development Service, n.d.).

With these, the relevance of this system is particularly seen in the application of training opportunities in the Department, being captured by the Individual Development Plan (IDP). It is ideal that the IDP is provided during the start of the calendar year to guide both the employee and the supervisor in the necessary capability development enhancement for the staff to adequately perform their current function. However, in reality, this is only supplemented as a requirement to avail of a particular training accessed

by the DSWD. The possibility of tweaking the IDP in order to meet the requirements of the learning opportunity is likely given the treatment of employees on the said document. Monitoring of the contents of the IDP and follow through of the indicated development plans has also yet to be strengthened.

At the same time, the IDP only intends to consider the present job functions of an employee without considering the preferred track or career path of the staff member. This observation, in no way, disregards the efforts of the management to support its workforce to effectively carry out their responsibilities. However, this somehow limits the opportunity of the employees to aim for higher positions or explore other possible ventures that warrant a more focused career development.

Discussion on Policy Alternative 2

The proposed policy on Career Pathing and Employee Retention Program for Social Workers considers the intended tracks of practitioners in the Department by maximizing the prevailing mentoring and coaching mechanism in the bureaucracy. Capitalizing on dialogue and feedback approaches, establishing a system where the envisioned role of social workers in the Department, especially in the long-run, is accounted for. At the same time, this pushes for the retention of social workers in the Department by providing a structured framework on career progression.

Referencing to the Department's Memorandum Circular No. 05, series of 2007, proactively promoting the career development of social workers is essential given how the DSWD is mainly involved in the administration of social services

and in capacitating social welfare and development agencies and intermediaries. The involvement of social workers in this manner is vital given the expertise of practitioners in the said subject area. Taking off from the said Circular, an enhanced policy outlining a program for its internal social work practitioners which identifies processes on the determination of needed skills enhancement to attain desired roles, with the guidance and support of direct supervisors, is necessary to hone the future leaders of the Department. In addition, it is proposed that a Competency Dictionary for Social Workers to aid in improving core competency areas and levels relevant to the functions being delivered and potential promotion opportunities be provided in support of the personal fit assessment component of the career pathing and employment retention program. This would provide a basis for distinguishing the necessary learning interventions to pursue the desired career track of the worker and with the guidance of a supervisor.

In addition, specific training and learning opportunities in order to attain specialization on sectoral concerns or particular areas of expertise may be provided. This would facilitate the identification of distinct career paths by employees within the organization. Specialization will also allow social workers to gain more knowledge, experience and specific skills set in their field of interests, increasing their chances for employment, retention and promotion. Given the multifaceted issues along SWD, the shift in allowing professionals to focus on certain areas would also assist the Department in looking into potential solutions and recommendations that are purposive and targeted to specific concerns.

Further, this policy alternative will complement the ASEAN commitment to the Hanoi Declaration to accelerate the retention of social workers through the promotion of continuous capacity building, and establishment and strengthening of systems for quality supervision and support for social workers. It is envisioned that social work professionals would be given the opportunity for knowledge- and experience-sharing in the ASEAN region for the overall enhancement of the profession. And, if applied in the DSWD setting, specific learning opportunities to meet requirements for the desired level positions – including the application for Career Executive Service Officer – would be facilitated and supported by the management. Through this manner, retention of employees in the public sector is aimed to be amplified.

Hence, it is imperative that the overall welfare of social workers be considered as a prime concern acknowledging the roles and contributions being performed by the practitioners. It is envisioned that, at a certain point, a list of potential social workers who may take third-level positions be identified for approval of the management, prioritizing internal social workers who have dedicated their respective careers working for the Department in the process.

Discussion on Policy Alternative 3

The Social Welfare and Development Learning Institute (SWDLI), as established through the DSWD Administrative Order No. 14, series of 2020, provides continuing professional development programs on SWD to DSWD employees, partners, intermediaries and other stakeholders. The SWDLI showcases the more than seven decades of knowledge, experience, and skills of the Department by providing a

leverage and standard on SWD policies, programs, projects, and activities. This is in connection with the Department's commitments at the ASEAN level for establishing partnerships through learning institutions. As of writing, despite its formal creation, efforts to pursue the realization of the intended purpose of the policy is yet to be prioritized.

In line with this, the linking and connection of the Learning Institute towards career progression of internal employees is not explicitly mentioned. It may be considered that the SWDLI, once established, in this particular alternative, will be the primary source of standardized training for social workers in order to achieve the next higher

level of employment. Having the SWDLI as the formally recognized institution of the Department for SWD learning shall not only provide learning opportunities for employees but also ensure that the gained competencies are appropriate to the functions of the DSWD and for the personnel's job advancement.

Through this, a streamlined process would be available to guarantee that employees can maximize the various knowledge products and learning invitations of the Department and, at the same time, accelerate the professional growth of social workers. This, however, entails budgetary and human resources to operationalize the functions of the SWDLI.

RECOMMENDATIONS

Given the discussions on the policy alternatives above, Policy Alternative #2 – the issuance of a policy of a Career Pathing and Employee Retention Program for DSWD Social Workers – is recommended. Given the existing resources and present structure of the organization, setting a program that would guide the social workers in the advancement of their respective careers within the Department is crucial to ensure that perspectives, knowledge, and experiences on social welfare and development emanate from rank-and-file to management positions. This, to a greater extent, would benefit the organization in the performance of its mandates and its expected role as the lead agency in social welfare and development.

The second alternative also directly addresses the issue of retention given that the program would cover the identification of requirements, skills enhancements and processes to assist internal social workers in applying for permanent positions, recognizing the limited available positions. Having more social workers retained with the Department will also increase people's awareness about the profession and, even, contribute to the positive perception internally and externally on the roles and responsibilities being performed by practitioners.

Further, the following are additional recommendations to support the proposed adoption of mentioned policy alternative:

For the Department of Social Welfare and Development

- ***Human Resource Management and Development Service (HRMDS) to have a pool of experts on Organizational Development.*** In order to facilitate the envisioned career pathing of social workers, the support of the HRMDS is necessary by providing guidance to the employees and supervisors as well in the identification of learning interventions to both meet the goals of the personnel and the needs of the organization.

- **Designate a representative who is a social worker from the Executive Committee for the reactivation of the Social Work Management and Consultative Council (SWMCC).** RA 9433, specifically Sections 6 and 7, provides the establishment of the Social Work Management and Consultative Council to “prepare a uniform career and personnel development plan applicable to public social workers. Such career and personnel development plan shall include provision on merit promotion, performance evaluation, in-service training grants, job rotation, incentive awards system and other policies that govern the social security of the social workers”. As the Chairperson in this Council, its urgent reactivation must be prioritized.
- **Lobby for the conversion to or creation of Permanent Positions for Social Workers.** As provided in the review of related literature, only a small percentage of social workers enjoy employee benefits and security of tenure. Given the huge role of practitioners in the delivery of services – both in the direct and indirect practices – providing plantilla positions for social workers is vital.
- **Lobby for enhancements in the implementation of the Magna Carta for Public Social Workers.** In order to invigorate the profession, continued lobbying for the provision of additional benefits and coverage at the state legislation level through revisiting the existing magna carta for social workers. The DSWD to evaluate existing procedures in facilitating the hiring of employees, specifically social workers to consider the career pathing and ensure that quality of life of social workers while performing the function of the profession were given appropriate mandatory benefits and privileges (e.g. flexible working arrangements, insurance and health coverage, mental health support mechanisms or care for carers).
- **Revisit pieces of legislation concerning Social Workers.** To adhere to the provisions in the law in appointing Undersecretary for Operation and Administration, as per Republic Act No. 5416, there is a need to revisit the implementation of mentioned legislations. In relation to this, while the issuance of the DSWD Memorandum Circular No. 5, series of 2022 or the Guidelines in Determining when a Government Personnel may be Considered as Public Social Worker provides the processes to grant the provision of Magna Carta for Social Workers, the application of such has not materialized. It may be noted that in 2018, the provision of Magna Carta for Social Workers was suspended; however, the management did not provide any official statement or reason for such suspension.

As part of the Philippine commitment to the Ha Noi Declaration on Strengthening Social Work Towards Cohesive and Responsive ASEAN Community, the development and strengthening legislations and policies on social work to address professional practice gaps, enhancing professionalization and competencies, promoting standards and accountability, increasing efficiency and effectiveness is recommended.

For the Philippine Regulation Board on Social Work

- **Link Continuing Professional Development to Career Progression.** Granting that a unified career pathing guide is provided by the SWMCC, the Philippine Regulation Board on Social Work has to consider identifying the basic/minimum Continuing

Professional Development requirements in conjunction with the development plan. This will harmonize the efforts of all institutions in determining the necessary training requirements for the advancement of the profession.

For the Academe

- ***Advocate the Social Work Profession during Career Guidance for Senior High and College Students.*** In order to address the low number of social worker graduates, this must be resolved at the Senior High / College level. The DSWD could partner with State Universities, Colleges, and other learning institutions to promote social work profession and showcase milestones in Philippine Social Welfare and Development, inculcate the guiding principles of social work to young students, and highlight the importance, fulfillment, and benefits (magna carta for social workers) of being a social worker. At the same time, dialogues with academic institutions are necessary to bridge learning gaps and provide employment opportunities for new social work graduates. Also, the academe may explore to develop, standardize and strengthen quality education for social work professionals and paraprofessionals, and other professionals to produce social work graduates in various fields in order to fulfill the demand, and ensure responsiveness to national priorities, and alignment with international standards.
- ***Continuously Review and Recalibrate the curriculum for Social Work.*** With the emerging new issues and realities along the social welfare and development arena, the academe should continuously review and recalibrate the contents of the social work curriculum. The need to bridge the gap between the demand and supply for employment opportunities with specific focus on certain areas of concerns and/or sectors may be resolved through looking into the provision of courses with detailed focus on such scopes. In a way, this would facilitate the specialization of social workers-to-be and assist students in determining which career path they would like to pursue as a professional. This is also to complement the efforts at the regional level specifically in establishing Minimum Standard and Core Curriculum for Social Workers providing opportunities for acquiring core social work knowledge, theory and practice recognized among the ten ASEAN Member States while acknowledging their respective realities and unique social conditions.

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ANNEXES

Annex A	Models of Intervention and Roles Performed by Social Workers in the Direct Practice
Annex B	Roles of Social Workers in Indirect Practice
Annex C	Stakeholders' Analysis
Annex D	Proposed Advocacy Plan

Annex A. Models of Intervention and Roles Performed by Social Workers in the Direct Practice

MODEL OF INTERVENTION	DESCRIPTION	ROLES AND FUNCTIONS OF SOCIAL WORKERS
Direct Provision Model	Enhancement of social functioning through direct provision of material aid useful in eliminating or reducing situational deficiencies	<p>Direct administrator of existing programs/material aid; Resource Provider</p> <p><i>Involves any or all of the following activities:</i></p> <ol style="list-style-type: none"> 1. Case-by-case involvement of client in the study and evaluation process 2. Determination of eligibility within the administering agency's terms of reference 3. Judgment that the provision of the service or benefit will promote the client's best interest 4. Recruiting, selecting, training, supporting, collaborating with personnel offering direct care
Intercession-Mediation Model	<p>The process of negotiating the "service jungle" for clients, whether singly or in groups</p> <p>Connects the clients to need services in the system until he/she has availed of them</p>	<p>Social Broker</p> <p><i>Helping clients and potential clients to identify and locate available community resources as well as bringing together various segments of community in order to promote mutual interests</i></p> <p>Intercessor-mediator</p> <p><i>To mediate between service demand and service supply and, where appropriate, assist the agency to provide more adequate and responsive services to clients</i></p>

MODEL OF INTERVENTION	DESCRIPTION	ROLES AND FUNCTIONS OF SOCIAL WORKERS
Crisis Intervention Approach	Process for actively influencing the psychosocial functioning of individuals and groups, during a period of acute disequilibrium	Conduct activities to: 1. Provide relief of symptoms 2. Restore the optimal pre-crisis level of functioning 3. Identify remedial measures that can be taken by the client and the family or that are available through community resources
Problem-Solving Model	<p>Primary goal of the model is to help a person cope as effectively as possible with problems in carrying on social tasks and relationships which are perceived, felt as stressful, and found insuperable without outside help</p> <p>A person who is beset by a problem seeks help with that problem from a place and is offered such help by a professional social worker who uses a process.</p>	<p>Together with the client, the worker:</p> <ol style="list-style-type: none"> 1. Begin where the client is 2. Ask only necessary questions 3. Help client acknowledge difficulty 4. Assist client in understanding the meaning of the situation 5. Aid client in making decision to change
Task-Centered Model	<p>A technology for alleviating specific target problems perceived by clients, that is, particular problems clients recognize, understand, acknowledge and want to attend to</p> <p>Consists of a set of procedures for alleviating the specific target problem, which by agreement of the worker and the client, will be the focus of their work.</p>	Worker helps client solve problems through the formulation and accomplishment of tasks
Psychosocial Approach	<p>A systems theory approach where concern is placed both on the inner realities of human beings and the social context in which they live</p> <p>The person being helped or treated is seen in the context of interactions or transactions with the external world and effort is taken to understand the segment of external world with which he person is in close interaction</p>	<p>Counselor</p> <p><i>To guide the client, by means of interviewing, towards insight with a view to modifying behavior, empowerment and the acquisition of skills to cope with problem situations</i></p>

MODEL OF INTERVENTION	DESCRIPTION	ROLES AND FUNCTIONS OF SOCIAL WORKERS
Functional Approach	"Use of agency" concept where social work is viewed as a helping process through which an agency's service is made available	<p>Representative of the agency <i>Speaks and acts for some part of the agency's function, and the case worker represents the agency in its individualized problem-solving help</i></p> <ul style="list-style-type: none"> • Caseworker not an independent professional practitioner • Caseworker speaks and acts for the agency • Psychologically identified with its purpose and policies • Case worker while representing his agency is first and foremost a representative of his profession. He/she must know and be committed with feeling to the philosophy that guides the practice of the social work profession.
Behavior Modification	<p>Approach intended to improve social function of clientele by helping them learn new behaviors and eliminating problematic ways of behaving</p> <p>The theory is that because behavior is shaped and patterned by its consequences, then the client's immediate environment can be modified so that desired behaviors result and are rewarded while dysfunctional ones are eliminated</p>	<p>Direct modifier <i>Worker directly used a technique to modify the target behavior</i></p> <p>Behavioral instigator <i>Worker arranges or influences a situation so that behavior will be modified</i></p> <p>Teacher <i>Worker teaches behavioral modification techniques to clients, parents, related professionals and other professionals</i></p>
Family Intervention	<p>There are two forms of family intervention: family therapy and family-focused work</p> <p>Family therapy relies heavily on psychoanalytic personality theory and systems theory. It is a clinical approach designed to modify or change elements of the family relationship system that are interfering with the management of the life tasks of the family and its members.</p> <p>Family-focused work with an individual client or family-focused treatment is undertaken with focus on the individual family member, with the family members being involved in the helping process.</p>	<p>Negotiator <i>To negotiate with people in conflict situations by sharing differences, talking about it, resolving it and by coming to some or other solution or compromise that is acceptable to everyone</i></p>

MODEL OF INTERVENTION	DESCRIPTION	ROLES AND FUNCTIONS OF SOCIAL WORKERS
Developmental Approach	<p>People are not seen as being sick or healthy, but on a scale ranging from socially functional to dysfunctional to eufunctional.</p> <p>Primarily used in group work, it recognizes the human being as the main resource to be utilized, and interpersonal relationships, and more specifically social role performance, as the focus of concern.</p>	<p>Mediator <i>To mediate the process through which the individual and society reach out to each other through a mutual need for self fulfillment</i></p>
Interactionist Approach	<p>The job assignment of social work in society for which it is held accountable is to mediate the process through which the individual and society reach out to each other through a mutual need for self-fulfillment</p> <p>Focus of concern is the person-situation interaction to direct efforts of the practitioner on the relationship between the person and situation.</p>	<p>Mediator <i>To mediate transactions between people and the various systems through which they carry on their relationship with society</i></p>
Remedial Approach	<p>Generally used in group work, it focuses on the use of guided group processes in treating and rehabilitating individuals whose behavior is disapproved of or who have been disadvantaged by society.</p> <p>The group is conceived as a small social system whose influences can be guided on planned ways to modify client behavior</p>	<p>Worker as a central person - object of identification and drives <i>Worker is a major source of influence because of his/her preeminence in the treatment group, both because of his/her position in the structure and because of his/her psychological effect on the members.</i></p> <p>Worker as symbol and spokesman - agent of legitimate norms and values <i>Worker personifies these values and norms. Worker speaks for them and sometimes creates them especially for newly formed groups in which group standards often have to be established.</i></p> <p>Worker as motivator and stimulator - definer of individual goals and tasks <i>Practitioner to motivate and stimulate individual members toward specific ends or activities.</i></p> <p>Worker as executive-controller of member's roles <i>Worker directly interacts with the members and the group to modify the individual's role or position within the group's structure based on treatment objectives.</i></p>

MODEL OF INTERVENTION	DESCRIPTION	ROLES AND FUNCTIONS OF SOCIAL WORKERS
Three Models of Community Organizing	<p>Locality Development</p> <p>Presupposes that community change may be pursue optimally through broad participation of a wide spectrum of people at the local community level in goal determination and action</p>	<p>Enabler <i>Facilitating a process of problem-solving and includes such actions as helping people express their discontent</i></p> <p>Encourager <i>Practitioner encourages organization, nourishing good interpersonal relationships and emphasizing common objectives</i></p>
	<p>Social Planning</p> <p>Presupposes that change in a complex industrial environment requires expert planners who, through the exercise of technical abilities, including the ability to manipulate large bureaucratic organizations, can skillfully guide complex change processes.</p>	<p>Expert <i>Lean towards technical roles, covering components of community diagnosis, research skills, information about other communities, advice on methods of organization and procedure, technical information, evaluation</i></p> <p><i>Practitioner gears herself to the manipulation of formal organizations and to data collections and analysis</i></p>
	<p>Social Action</p> <p>Presupposes a disadvantaged segment of the population that needs to be organized, perhaps in alliance with others in order to make adequate demands on the larger community for increased resources or treatment more in accordance with social justice or democracy.</p>	<p>Advocate and Activist <i>A partisan in a social conflict and his/her expertise is available exclusively to serve client interests</i></p>

Source: Compiled by authors

Annex B. Roles of Social Workers in Indirect Practice

Manager	To plan, organize, activate and control by means of decision making, coordination and communication, in accordance with policy
Leader	To act as a guide, foregoer, leader and accompanist together with different systems during intervention <i>(The term “leader” must be understood in terms of the full context of the word, it implies “together with” and must not be interpreted as distanced from the other systems)</i>
Researcher	To scientifically determine the extent of problems, needs and phenomena and identify possible solutions, by analyzing related factors
Educator	To develop the skills of systems by providing relevant information, giving advice, identifying and modeling alternative behavior patterns and their consequences, teaching problem-solving techniques and clarifying perceptions
Advocate	To champion the rights of the individual, groups, and communities
Resource Manager	To establish partnerships and building networks for specific social welfare and development causes and projects
Policy Analyst	To develop, assess, and review policies in enabling and facilitating positive social change for the betterment of clients and service delivery along social welfare and development landscape

Source: Compiled by authors

Annex C. Stakeholders' Analysis

The conduct of the stakeholders' analysis will be able to gauge the interests of all stakeholders who may affect or be affected by the policy and can determine the potential conflicts or risks that could compromise the initiative. Further, this can identify individuals or groups that should be encouraged to participate in the advocacy and provide appropriate strategies and approaches for stakeholder engagement.

Major Players	Opportunities for change/ political feasibility	Obstacles to change/ political feasibility
DSWD Executive and Management Committees	Executive and Management Committee Members who are RSWs can champion, influence and support the advocacy of strengthening the career pathing program of the Department	<ul style="list-style-type: none"> No appreciation of the SW profession of some ExeCom. They perceived SWs as a competitor or threat.
DSWD Employees	The presence of some Social Workers in SWEAP can reinforce the importance of SWs in the Department by taking advantage of the role of the organization in lobbying.	This may imply red tagging for the employees who continue the advocacy.
DSWD Social Workers	The Association of Department Social Workers Inc. (ADSWI's) support in lobbying and negotiating to the management as an organization of social workers.	Different priorities among the ADSWI's officials and members, and planned initiatives that the ADSWI as an association will undertake is another consideration.
DSWD-Social Work Management and Consultative Committee (SWMCC)	The members of the SWMCC in the Department can be the champion for advocacy.	No official designated Chairperson of the Committee.
DSWD-HRMDS	The HRMDS can make use of the available resources to revive the implementation of the MC No. 05, series of 2022 on the Career Pathing Program of the Department.	The directive and prioritization of the new DSWD management shall be another consideration of the Bureau.
Philippine Social Work Consortium and other Social Work Professional Associations	Having members who also lead the various social work organizations in the Philippines, they have the influence to assist in lobbying for the retention and career development social work profession.	Different priorities of members may have to be considered.
Development Partners	As part of the agency Workplan and commitment with the partners, the DSWD is obligated to execute initiatives contributing to social work and social welfare strengthening	Different priorities may have to be considered.

Annex D. Proposed Advocacy Plan

Targeted Stakeholders	Message	Advocacy Strategy	Timeframe
DSWD Executive Committee	Social Workers play an important role in the Department in the attainment of its mandate. Recognition of Social workers in the DSWD contributes to the attainment of the Department's mission, vision and objectives thus, strengthening the profession through the management's support to the advocacy of career pathing is important.	<p>Consultation meeting with Executive Members to discuss the following</p> <ul style="list-style-type: none"> a. Proposed implementation of the DSWD's Career Pathing Program b. Implementation of the Magna Carta for Public SWs per MC No. 05, series of 2022 c. DSWDs compliance to the Republic Act An Act Providing for Comprehensive Social Services for Individuals and Groups in Need of Assistance, Creating for This Purpose a Department of Social Welfare d. Draft Memorandum Circular on the DSWD Roadmap for the Hanoi Declaration on Strengthening Social Work Implementation e. SW Laws (RA No. 4373, RA No. 5416, RA 9433) 	4th quarter 2022-2nd quarter 2023
DSWD Management Committee	Social Workers play an important role in the Department in the attainment of its mandate. Recognition of Social workers in the DSWD contributes to the attainment of the Department's mission, vision and objectives thus, strengthening the profession through the management's support to the advocacy of career pathing is important.	<p>Consultation meeting with Management Committee Members to discuss the following</p> <ul style="list-style-type: none"> a. Reviving the implementation of the Career Pathing Program b. Implementation of the Magna Carta for SWs c. Draft Memorandum Circular on the DSWD Roadmap for the Hanoi Declaration on Strengthening Social Work Implementation d. SW Laws (RA No. 4373, RA No. 5416, RA 9433) 	October 2022-1st quarter 2023

Targeted Stakeholders	Message	Advocacy Strategy	Timeframe
DSWD Employees, Association and Organization	As representatives of social workers of the DSWD, they have the ability to influence champions at the management level to consider prioritizing career progression of social workers.	Conduct of Forum and consultation meetings. Continuously encourage participation and involvement in the existing incentive mechanisms for Social Workers (e.g. PRAISE Awards, Social Workers' Day Celebration and Recognition).	4th quarter 2022 onwards