

ADMINISTRATION AND SUPERVISION IN SOCIAL WORK

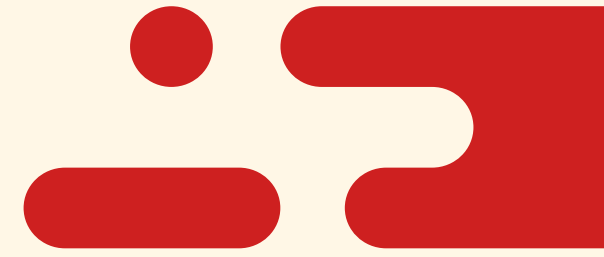


CARMY ERIKA BUMANLAG
LECTURER

Echelon Review and Training Center



Flow of Discussion



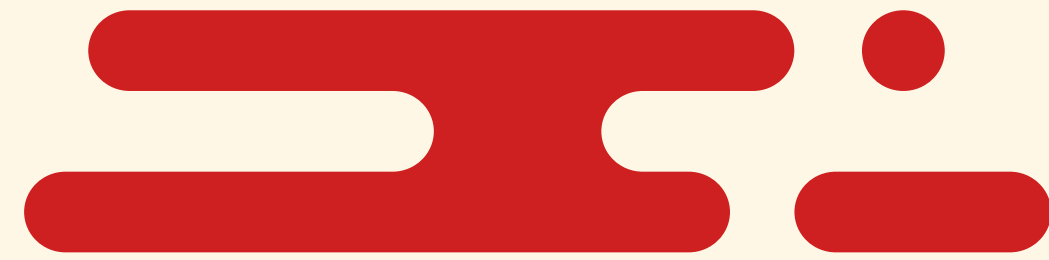
- ▶ **Checking in**
- ▶ **Administration and Social Work Administration**
 - ▶ **Characteristics and Aspects**
 - ▶ **Principles in Social Work Administration**
- ▶ **Social Work Administrator**
 - ▶ **Knowledge, Attitudes, and Ways to Act**
- ▶ **Administrative Functions**
- ▶ **Social Welfare Agency**
- ▶ **Management Theories and Applications**
- ▶ **Supervision in Social Work**
- ▶ **Issues related to Social Work Management**
- ▶ **Sharing of Experience**
- ▶ **Drill Processing**



Checking in

Which emoticon best describes your feeling at the moment?





ADMINISTRATION & Social Work Administration

WHAT IS ADMINISTRATION?

- Administration is the conscious direction of the internal relationships and activities of the enterprise toward the achievement of goals (Spencer, 1959).
- Administration is the process of defining and attaining the objectives of an organization through a system of coordinated and cooperative effort (Stein, 1965).

WHAT IS ADMINISTRATION?

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2 ELEMENTS OF ADMINISTRATION



Important Elements of Social Work Administration Definition

1. Administration is a **continuous, dynamic process**.
2. The process is set into motion in order to accomplish a **common purpose or goal**.
3. The **resources of people and material are harnessed** so that the common purpose or goal may be achieved.
4. **Coordination and cooperation** are the means by which the resources of people and material are harnessed.
5. Implicit in the definitions are the **elements of planning, organizing, and leadership**.



1. According to Trecker (1977), social work administration is the process of working with people in ways that release their energies so they utilize all available resources to achieve the purpose of providing needed community services and programs. Based on this definition, which of the following are recognized elements of social work administration?



- I. It is a continuous and dynamic process.
- II. It is undertaken to accomplish a common purpose or goal.
- III. Human and material resources are mobilized to achieve the organization's goals.
- IV. Coordination and cooperation serve as the means by which human and material resources are effectively utilized.
- V. It encompasses the essential administrative functions of planning, organizing, and leadership.

- a. I, III, and V only
- b. I, III, and IV only
- c. I, II, III, and IV only
- d. I, III, IV, and V only
- e. All of the above



Characteristics of Social Work Administration



Administration within social agencies is established to help them meet recognized needs within the community.

The services provided by these agencies may be classified as falling within three broad categories:

- a. Restoration of impaired social functioning**
- b. Provision of resources, social and individual, for more effective social functioning**
- c. Prevention of social dysfunction**

Activities undertaken

Study and Analyze the Community



Agency purpose as basis for clientele

Provide financial resources



Develop agency policies

Plan, Implement and record agency operation

Regular evaluation of programs

One of the distinctive characteristics of social work administration is the type of services they provide, and one of the primary categories fall on the restoration of impaired social functioning. Which of the following BEST describes this characteristic?

a. An agency that provides rehabilitation services, counseling, residential care, and case management to individuals experiencing social, emotional, or behavioral problems.

b. An agency that conducts parenting seminars, health education, and child abuse prevention programs to reduce the risk of future social problems before they occur.

- c. An agency that implements livelihood assistance, skills training, and community development programs to enhance individuals' capacities and promote self-reliance.
- d. An agency that develops leadership, civic engagement, and volunteerism among youth to strengthen their personal and social development.
- e. An agency that promotes the rights and welfare of vulnerable populations through advocacy, policy development, public education, and social awareness campaigns.



Characteristics of Social Work Administration



The typical social agency possesses a governing board that generally represents the community.

There is an enormous range and variety in the size, scope, structure, and type of programs of organizations in these agencies.

Ethics playing a significant role

Aspects of Social Work Administration



The diagram features three rounded rectangular boxes arranged horizontally. The first box is grey and contains the word 'function'. The second box is brown and contains the word 'structure'. The third box is red and contains the word 'process'. These boxes are set against a light grey background that has a large, stylized arrow shape pointing to the right. The entire graphic is on a cream-colored slide with a red semi-circle in the top right corner.

function

structure

process

Principles in Social Work Administration



The principle of social work values



The principle of community and client needs



Principles in Social Work Administration



The principle of cultural setting



The principle of purposeful relationship



Principles in Social Work Administration



The principle of professional responsibility



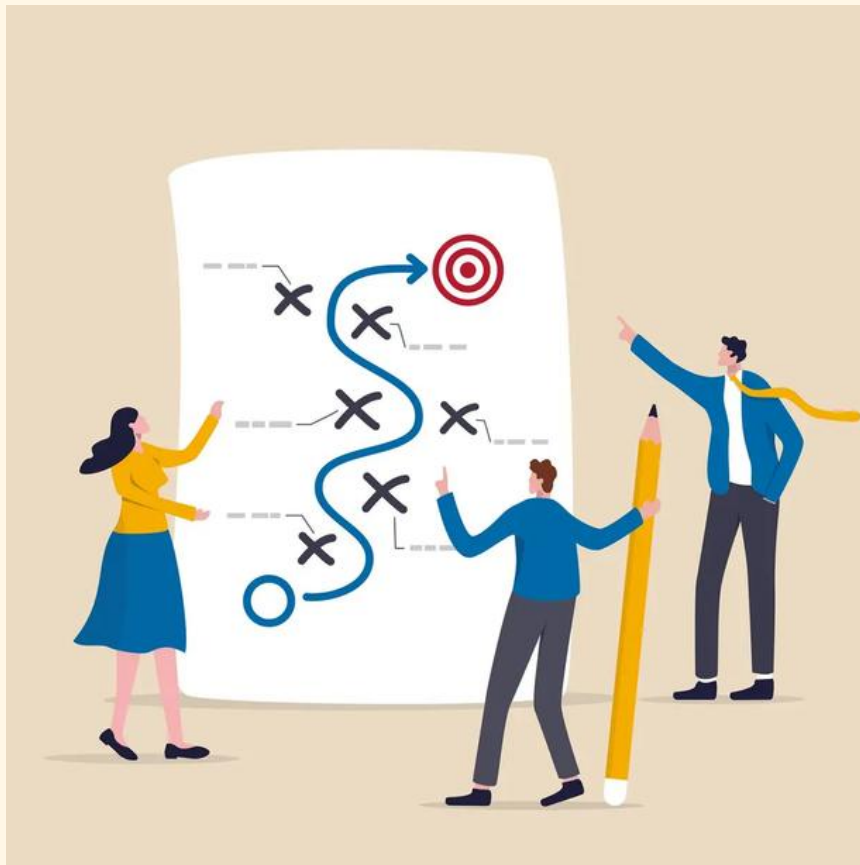
The principle of leadership



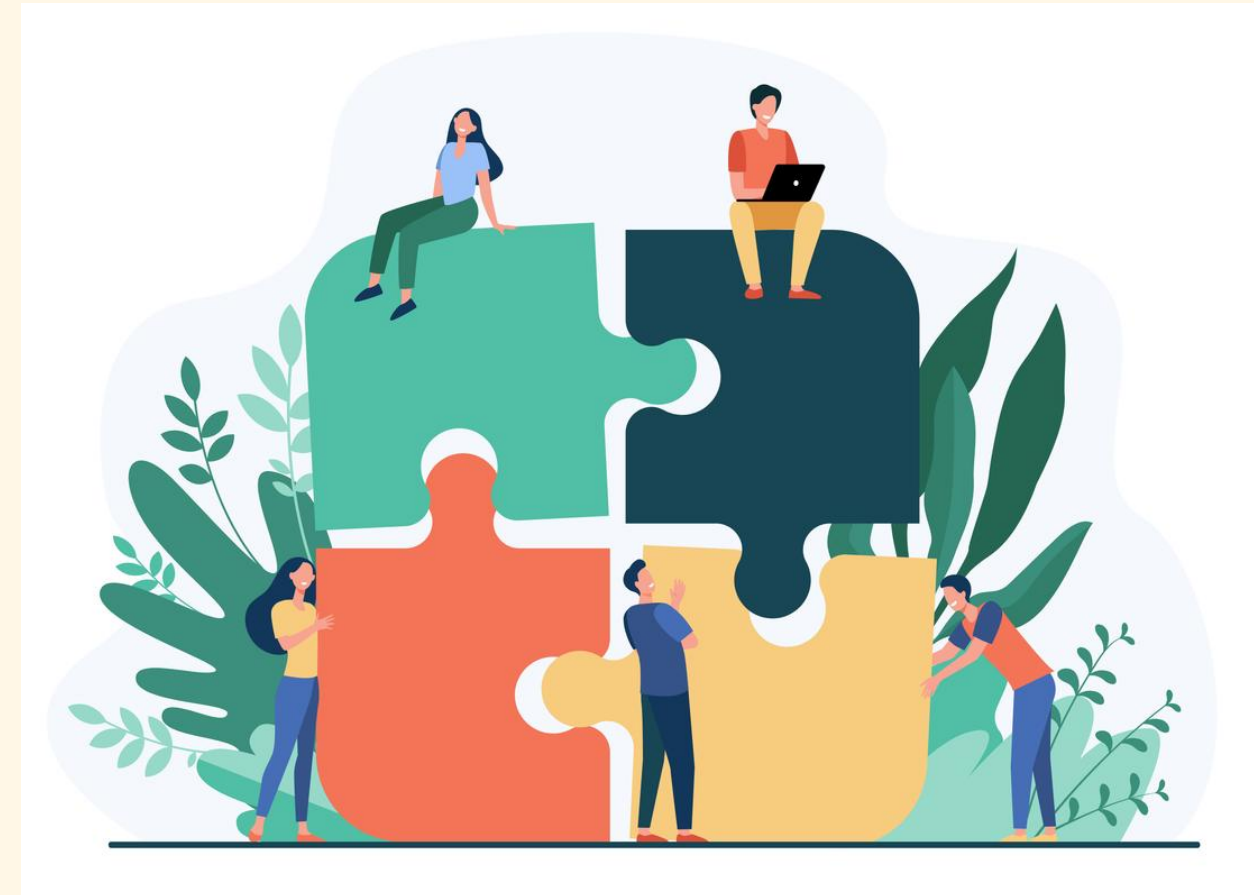
Principles in Social Work Administration



The principle of planning



The principle of organization



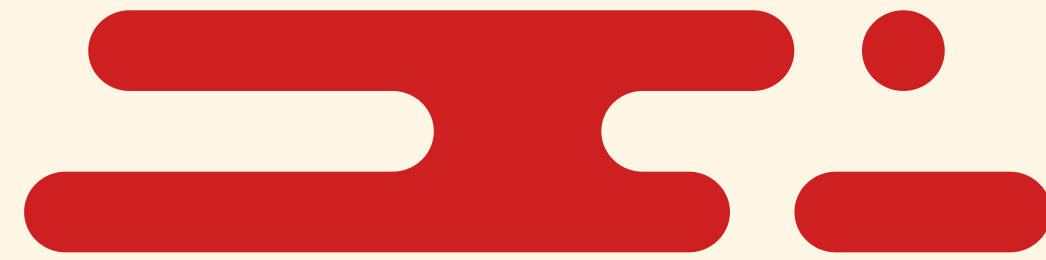
The following statements describe the fundamental principles of social work administration. Which of the following does NOT represent one of these principles?

- a. The values of the profession are the foundations upon which services are developed and made available to persons who need them.
- b. The needs of the community and the individuals within it are always the basis for the existence of social agencies and the provision of programs.



- c. Working relationships between the administrator, board, the staff, and constituency must be established through boundaries and limitation of duties.
- d. The social purpose of the agency must be clearly formulated, stated, understood, and utilized.
- e. The culture of the community must be understood in as much as it influences the way needs are expressed and the way services are authorized, supported, and utilized by people who need them.





SOCIAL WORK ADMINISTRATOR

Knowledge of the Social Work Administrator

1. The administrator knows the **agency's goals, policies, services, and resources.**
2. The administrator has a basic knowledge of the **dynamics of human behavior.**
3. The administrator has a comprehensive knowledge of **community resources, especially those related to his or her own agency.**



Knowledge of the Social Work Administrator

4. The administrator knows **management principles, processes, and techniques.**
5. The administrator is well acquainted with the **professional associations** in social work.
6. The administrator knows **evaluation processes.**



Attitude of a Social Work Administrator

1. The administrator **respects each staff** member as a **unique individual**.
2. The administrator wishes to provide a **physical setting and emotional climate** that will help bring out the best in each staff member.



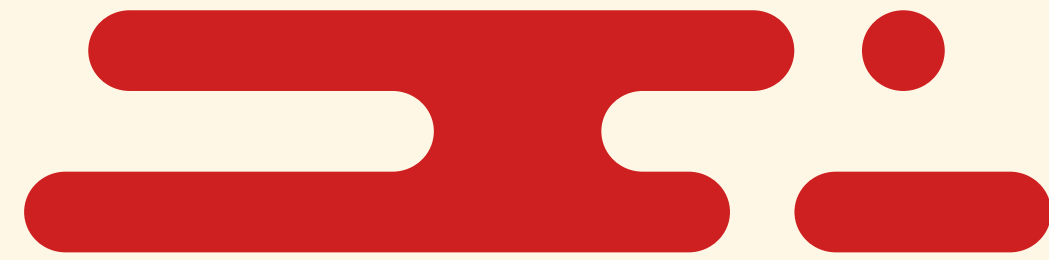
Attitude Social Work Administrator

3. The administrator has an open mind and is **receptive to new ideas and facts.**

4. The administrator recognizes that the **welfare of the agency** is more important than any worker, including the administrator.







ADMINISTRATIVE FUNCTIONS

POLICY FORMULATION



A **policy** is defined as a stated course of action, adopted, and followed by the organization in doing its work.

An **agency policy** is a written statement formally adopted by the board or legal authority and publicly made known to guide the provision of services.

e.g

Republic Act No. 5416, Sec. 2 Declaration of Policy-It is the responsibility of the government to provide comprehensive programs of social services designed to ameliorate the living conditions of distressed Filipinos

STAGES IN POLICY FORMULATION

Harry Specht



1. Identification of the problem and issue
2. Analysis of the problem
3. Informing the public about the problem
4. Developing of policy goals including the involvement of other agencies.

STAGES IN POLICY FORMULATION



- 5. Building of public support
- 6. Legislation or enunciation of policy
- 7. Implementation and administration
- 8. Assessment and evaluation.

Several child rights advocates and social welfare organizations opposed a proposed bill seeking to lower the Minimum Age of Criminal Responsibility. To strengthen their position, they conducted public forums, disseminated research findings on child development and juvenile justice, engaged with the media, mobilized support from educators, religious groups, and community organizations, and encouraged citizens to express their views to policymakers.

Which stage of the policy formulation process is depicted in the scenario above?



- a. Problem Identification and Analysis
- b. Informing the public
- c. Enunciation of policy
- d. Building Public Support
- e. Policy Evaluation



PLANNING AND PROGRAM



If you're not sure where you're going, you're liable to end up someplace else—and not even know it (Robert F. Mager)

PLANNING AND PROGRAM



- A plan is a **course of action** for reaching a goal beginning now or at any predetermined time in the future.
- Planning is the **process of anticipating goals** or targets and then preparing a plan for reaching them.
- Planning is a **process of mapping out** the agency's activities towards the accomplishment of goals and projecting the means or resources of achieving them.

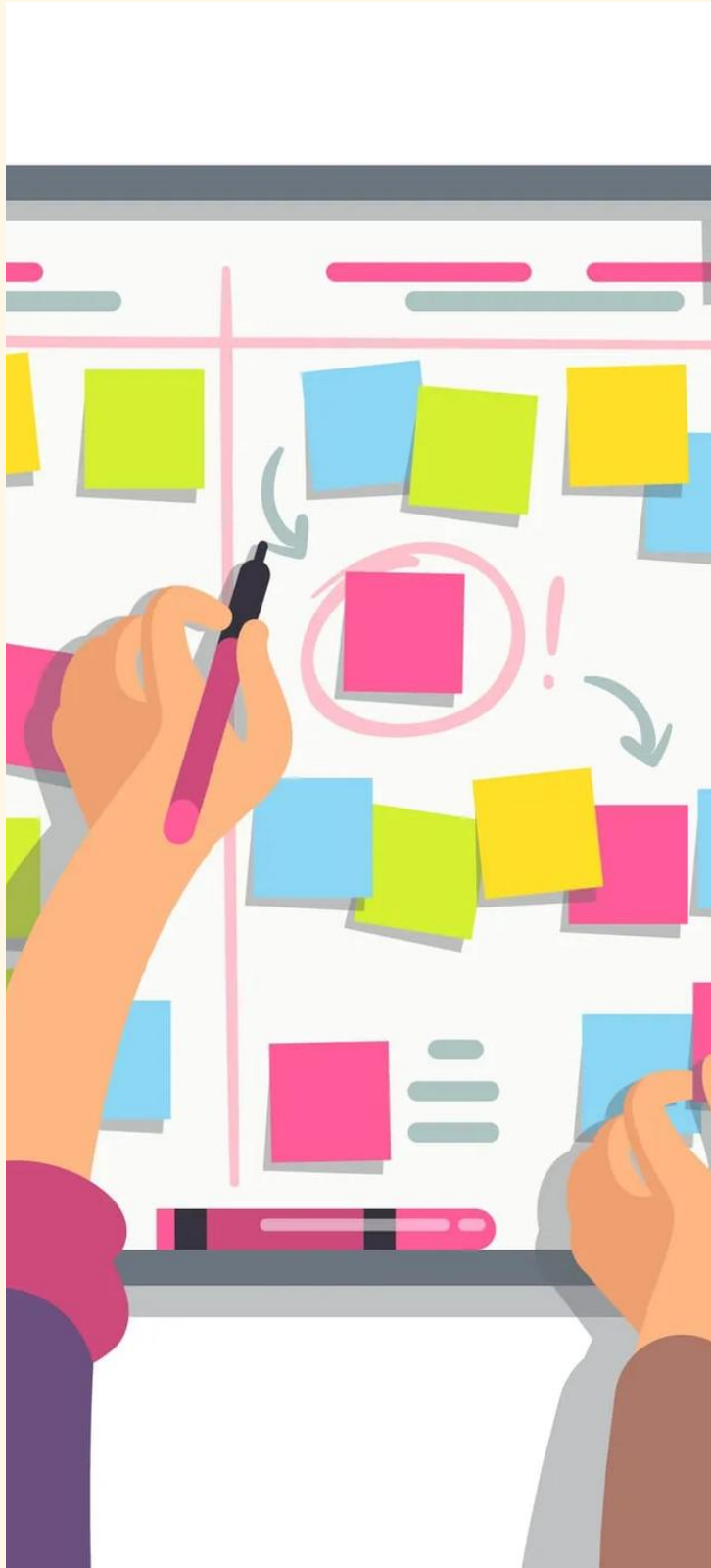
PLANNING AND PROGRAM



Planning is advocated in social work for several reasons:

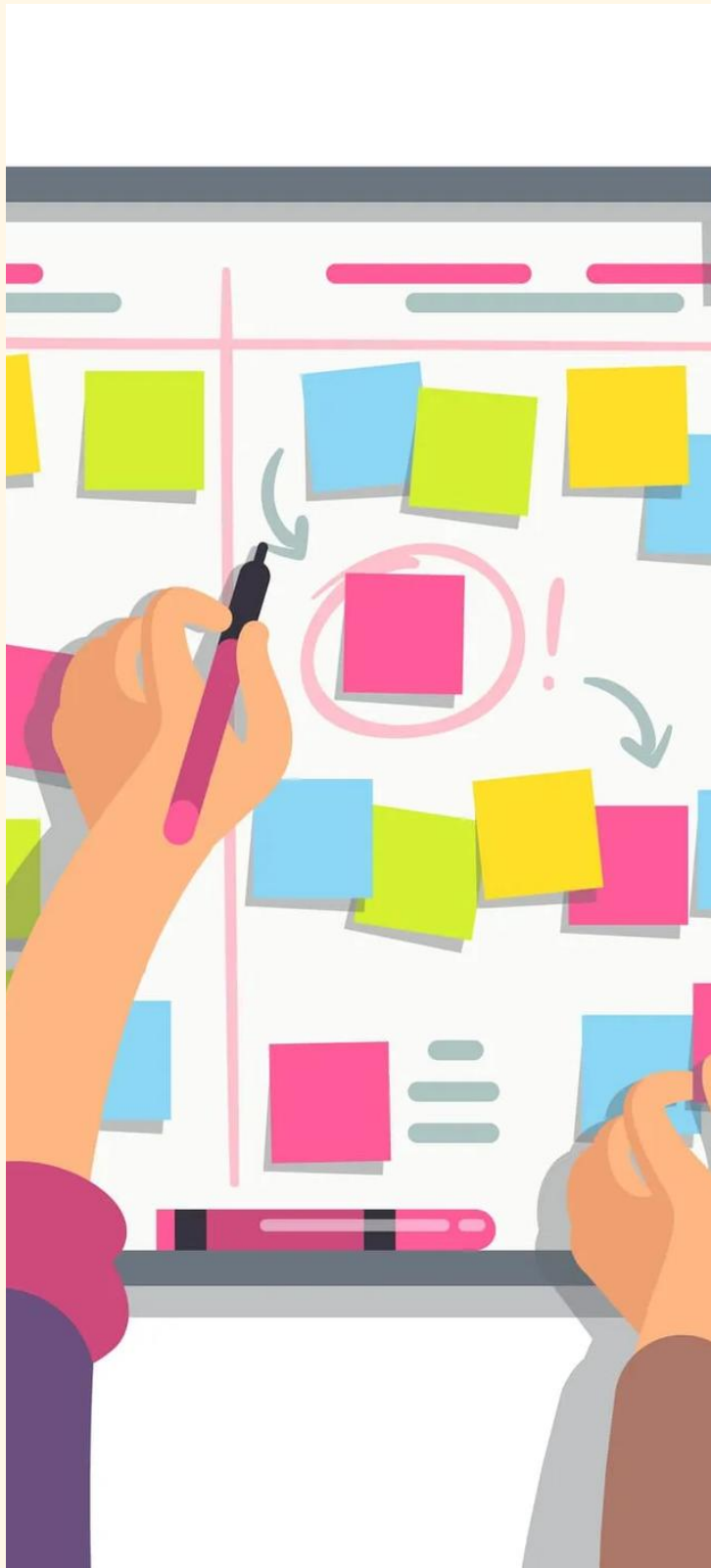
1. **Efficiency**
2. **Effectiveness**
3. **Accountability**
4. **Morale**

PLANNING PRINCIPLES



- Should grow based on the expressed interest and needs
- Those who will be affected by the result should have a share in the making of the plan
- Should have factual basis

PLANNING AND PROGRAM



- Requires professional leadership and volunteers or paraprofessionals, community leaders, etc.
- Documentation and recording are essential
- Should make use of existing plans rather than starting from scratch

PLANNING AND PROGRAM



**BASIC
PLANNING STEPS**

ORGANIZATION



Organizing as one of the process of an administration involves **action required to bring an agency into being, structurally and functionally.**

Organization has two major meanings:

1. The structure of an agency
2. The process of being or becoming organized

Both formal and informal organization are needed for effective administration in the delivery of social services.

ORGANIZATION



Formal organization is the recognizable structure of an agency, with the executive director, an assistant director, supervisors, and practitioners. One which is established by the law.

Informal organization refers to arrangements and operations outside of the observed, regular, charted, and planned structure of the agency. one established by spontaneous groupings of persons and consists of rules, sentiments, and customs.

FORMAL OF INFORMAL?



FORMAL OF INFORMAL?



FORMAL OF INFORMAL?



FORMAL OF INFORMAL?



FORMAL OF INFORMAL?



KINDS OF ORGANIZATION



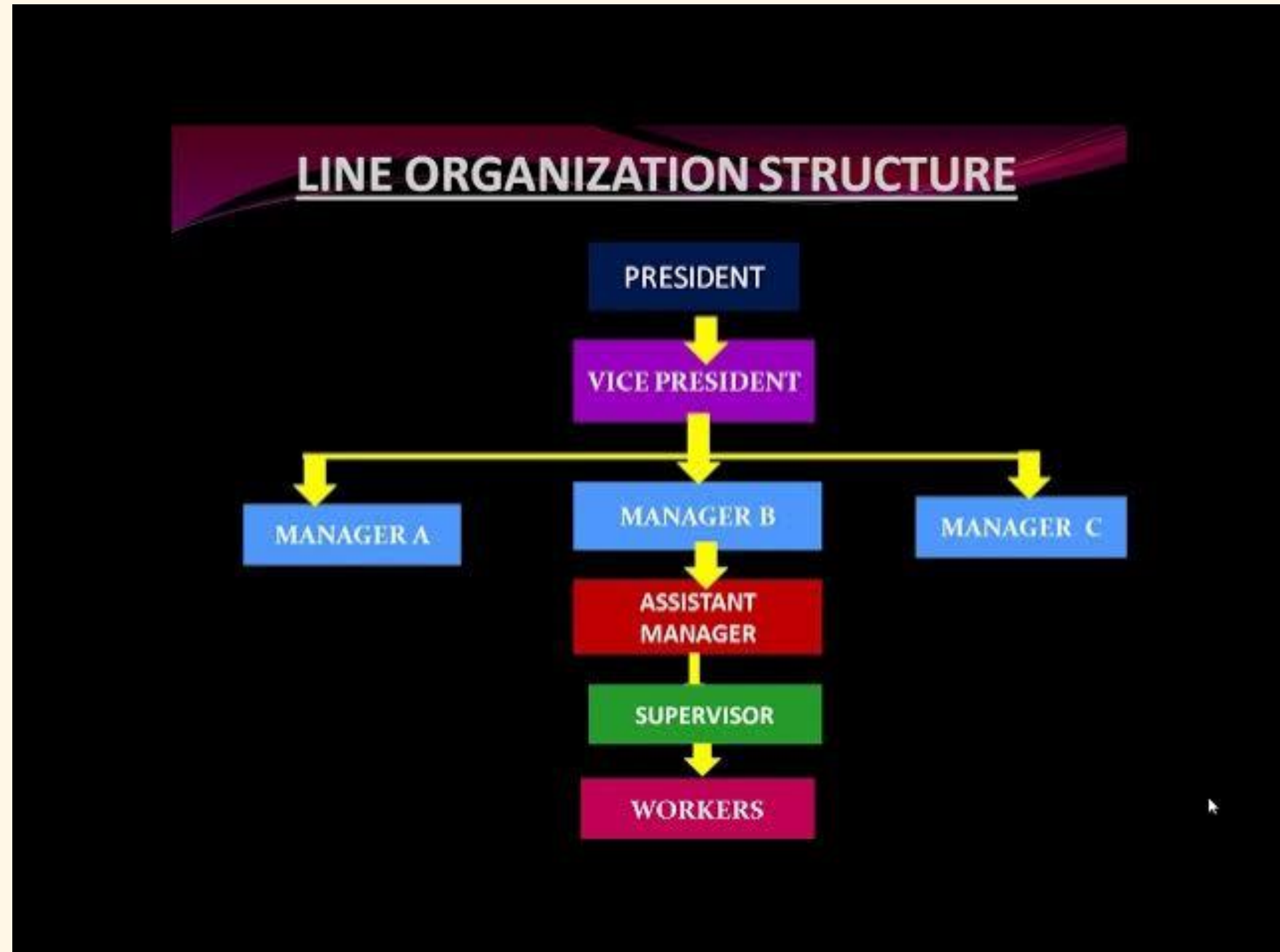
Line organization- top-to-bottom or the supervisor-subordinate relationship

Functional- there is a staff supervising the activities of single subordinate. Staff units have line authority

Line and staff- line and staff unit exerting authority over their own subordinates

Committee type- group of persons act as a body and perform functional, staff, or line duty.

KINDS OF ORGANIZATION



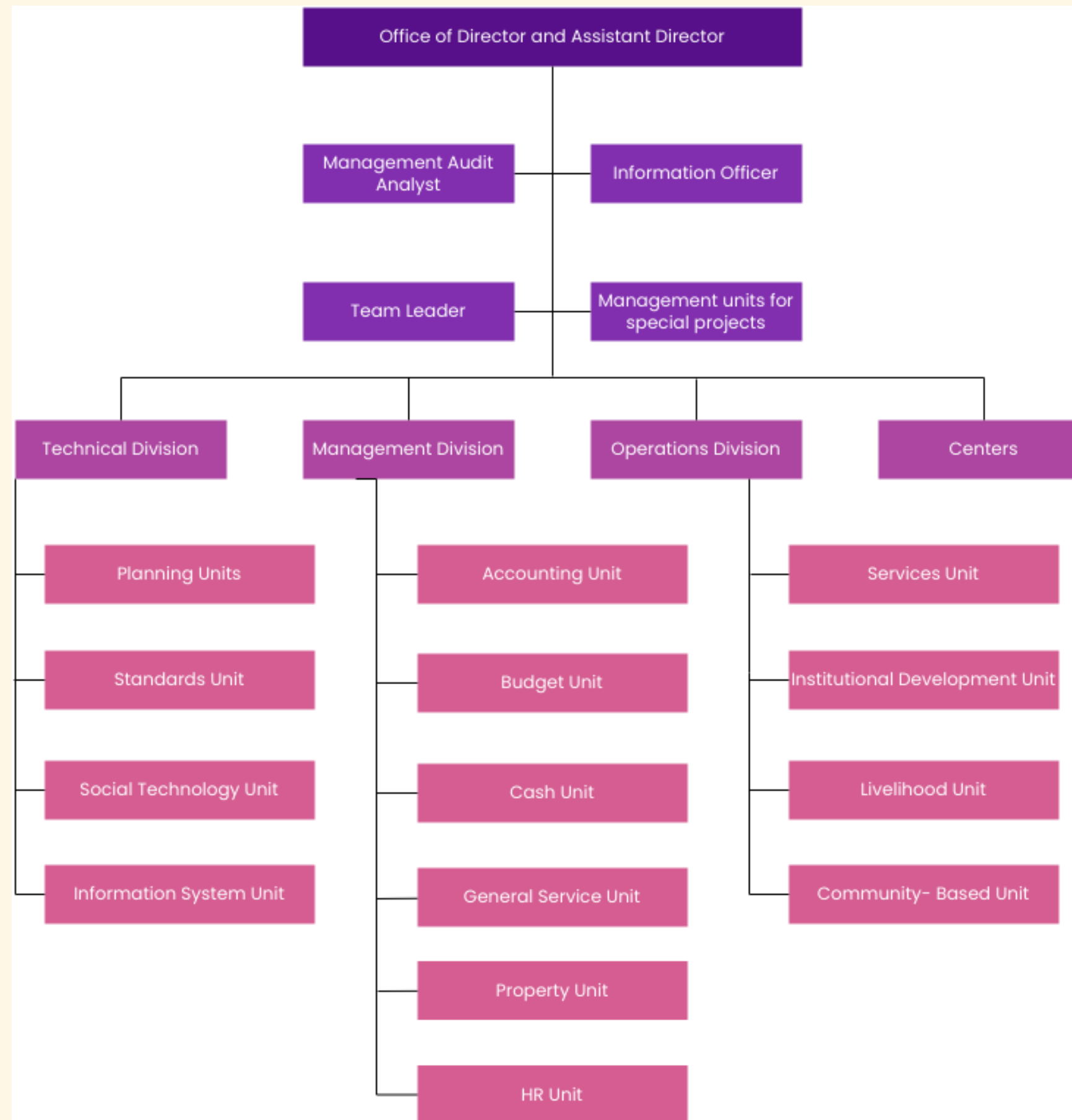
KINDS OF ORGANIZATION



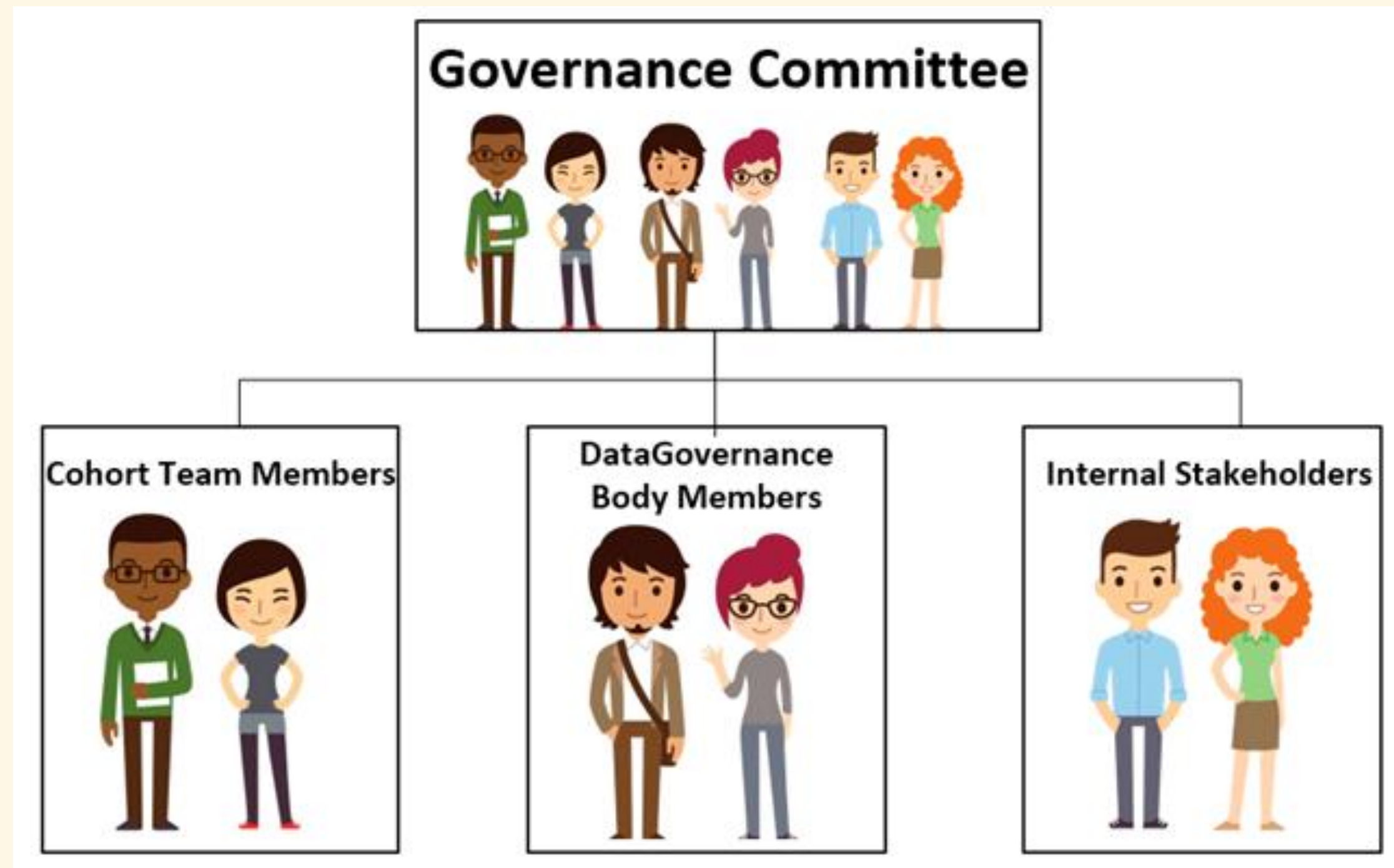
Functional Organizational Structure



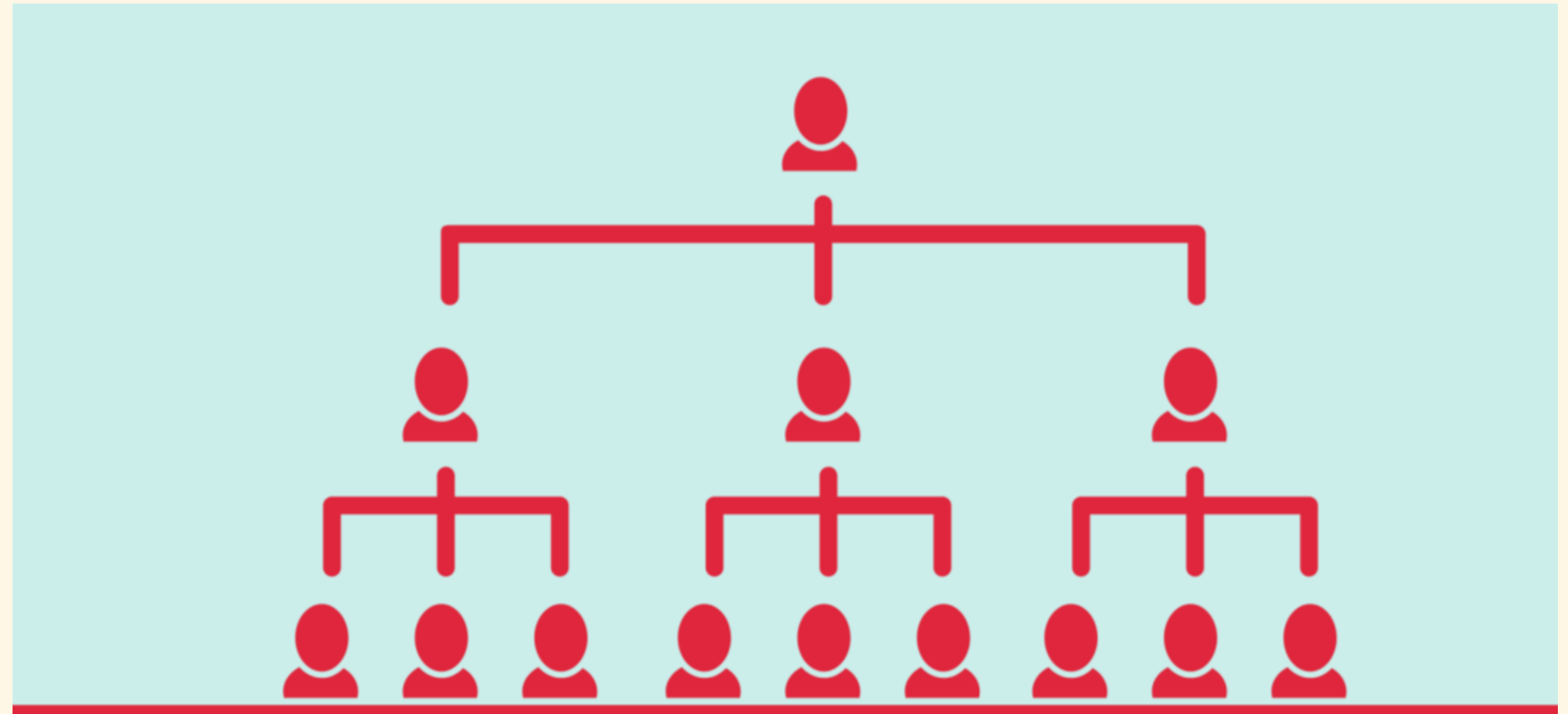
KINDS OF ORGANIZATION



KINDS OF ORGANIZATION



MODELS OF ORGANIZATION



Bureaucrati

KINDS OF ORGANIZATION

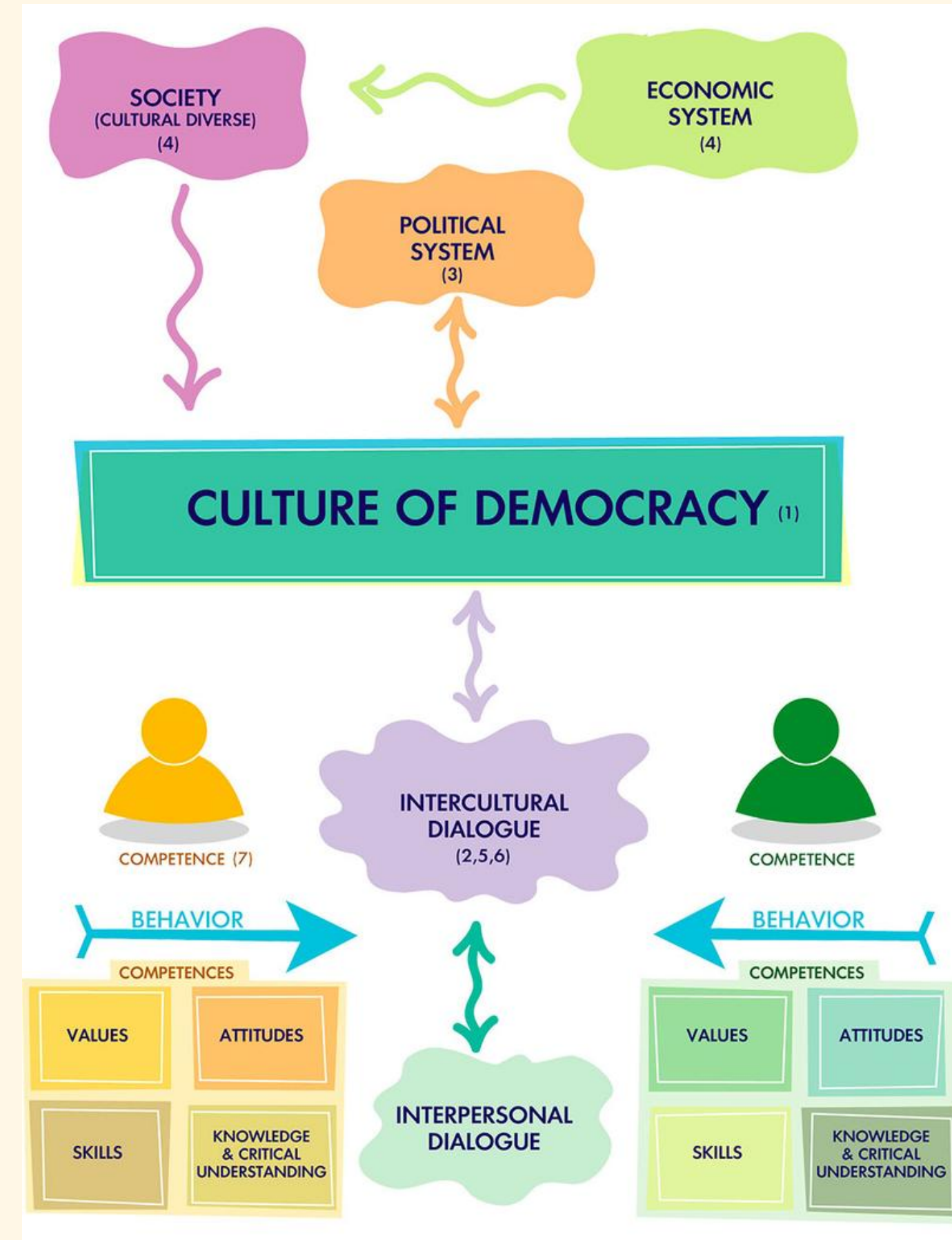


Bureaucratic

- Operates according to the body of laws
- Every official is subject to an impersonal order
- Each incumbent has specified sphere of competence
- Hierarchical
- The system serves a career ladder

MODELS OF ORGANIZATION

Democrati c



KINDS OF ORGANIZATION



Democratic

- Decisions are made by all concerned persons and their selected representatives
- Cooperation among the boards, staff, and committees
- There is a team spirit concept

MODELS OF ORGANIZATION

Adhocrac
y



KINDS OF ORGANIZATION



Adhocracy

- Highly decentralized, flexible, and short-term groups designed to handle specific, temporary tasks.
- Decision and service delivery are decentralized and shared
- The line of communication from top to bottom is shorter

MODELS OF ORGANIZATION

**Collegial or
Professional
Team**



KINDS OF ORGANIZATION



Collegial or Professional Team

- Group of professional colleagues organized
- Mutual trust among the members
- Clarity and delegation of responsibilities
- Recognition of Special resources
- Stress on personal growth

PRINCIPLES OF ORGANIZATION



Division of Work-tasks are divided
Unity of Command-every member should report to one supervisor

Span of control-limit on the people one can supervise (5-7)

Homogenous assignment-function must not overlap and within range of a person's assigned job

PRINCIPLES OF ORGANIZATION



Delegation of Authority-

responsibilities assigned must carry with corresponding authority for decision-making

Hierarchical/Scalar Principle- top to bottom level of authority

Line and Staff Principle- line people involves in implementation while the staff assists with their knowledge and skills.

PRINCIPLES OF ORGANIZATION



Division of Labor- only the qualified for the performance of a function should be assigned to the job

Short chain of command- few level of supervision between the top management and the rank and file.

Balance- in the size and decision-making of different departments

STAFFING



**To secure and develop
adequate personnel to
accomplish the goals of the
organization**

ELEMENTS OF STAFFING



- **Recruitment, selection, and hiring**
- **Placement**
- **Orientation, Induction, and Training**
- **Performance Appraisal and Rating**
- **Promotion**
- **Transfer**
- **Wage and Salary**
- **Discipline**

ELEMENTS OF STAFFING



Stages of The Recruitment and Selection Process					
	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<i>Organization</i>	Identify and attract applicants	Narrow pool to minimally qualified applicants	Further narrow pool to those who best fit the job	Further narrow pool to those who best fit job and organization	Decide whom to hire
<i>Individual</i>	Identify and attract organizations	Narrow pool to minimally acceptable organizations	Further narrow pool to those who best fit with needs/career goals	Further narrow pool to those who have desirable jobs and desirable cultures	Decide which job offer to accept

METHODS OF STAFF DEVELOPMENT



Lectures
Case presentation
Role playing
Self-development
program

METHODS OF STAFF DEVELOPMENT



Group actions

Game exercises

Continuing Professional Education

Exchanges

Three months after implementation, the CSWDO observed that several newly assigned social workers experienced difficulty handling diversion conferences. Many struggled to facilitate discussions between the child, the victim, and their families, resulting in ineffective communication and lack of confidence in managing emotionally charged situations. Although the workers were familiar with the provisions of the Juvenile Justice and Welfare Act, they needed opportunities to practice interviewing techniques and facilitation skills before independently conducting diversion proceedings.



41. Considering the concerns encountered by the newly assigned social workers during diversion conferences, which staff development method would be MOST appropriate to improve their competence before handling actual cases independently?



- a. Self-development program through reading journal articles on juvenile justice
- b. Lecture on the provisions of the Juvenile Justice and Welfare Act
- c. Role playing of diversion conferences with simulated clients and families
- d. Continuing Professional Education seminar on current social welfare policies
- e. Exchange program with another local government unit



DIRECTING



Function of constraining and regulating action by interpreting, explaining, and instructing subordinates about the requirements of a plan (Davis & Filley).

CONTROLLING



- Function of making action conform to standards that assure satisfactory accomplishment of the objectives of the plan.
- Methods include reporting, setting deadline, inspections, prior approval of project

COORDINATING



Process of interrelating the various parts of the work of an agency so that it functions as a whole.

CRITERIA FOR SUCCESSFUL COORDINATION

- Not forced by autocratic direction
- Timely and extends in a balanced organization
- Must have high levels of cooperative behavior between supervisor and subordinates
- Trust and confidence among themselves

Capacity to exert influence and create motivation

- Allow subordinates to perform tasks well

MAJOR PROCESSES ACCR. TO SKIDMORE



- **Communication**
- **Compromise**
- **Cooperation**
- **Coordination**
- **Consummation**

COMMUNICATION



Phase of the managerial process that transmits ideas from one person to another through signs, signals, and symbols for mutually understood language system.

5 C's in COMMUNICATION



- **Clarity**
- **Completeness**
- **Conciseness**
- **Concreteness**
- **Correctness**

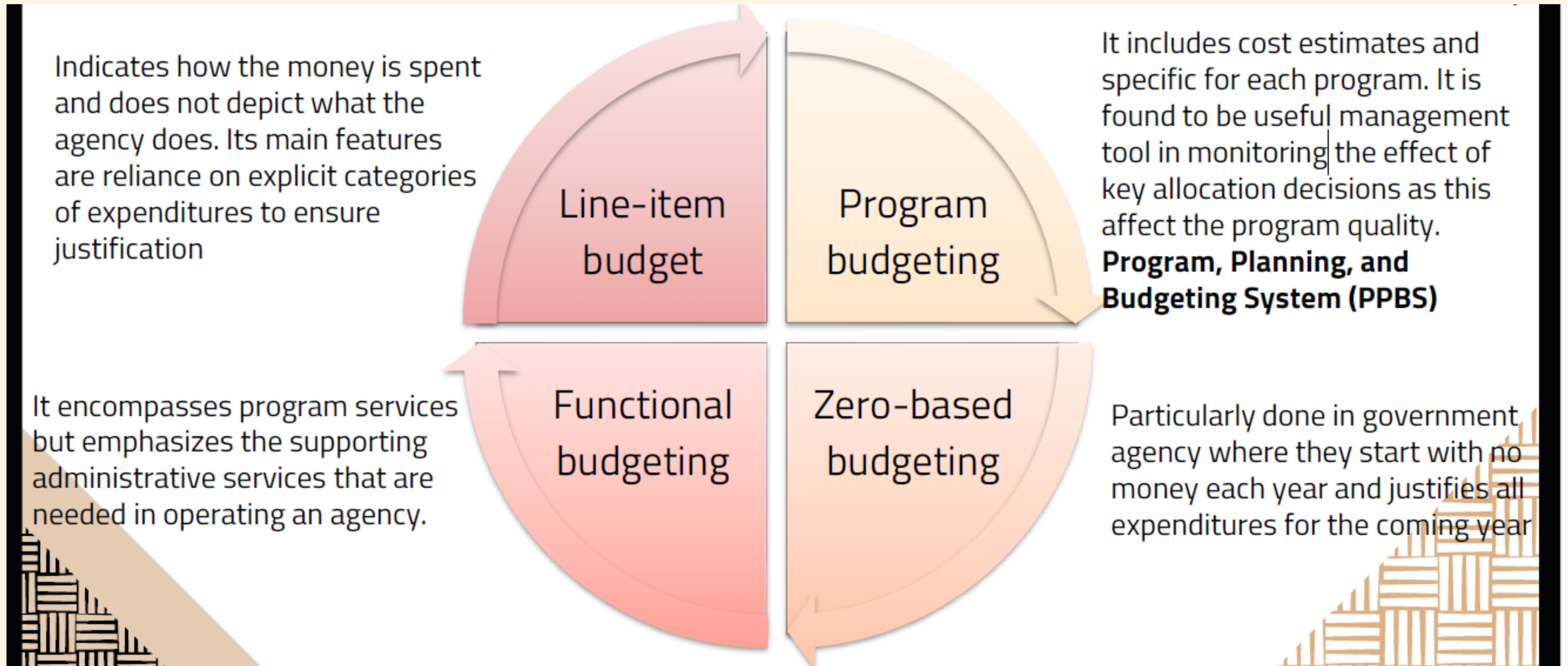
BUDGETING



Budget is an action plan

- **It is the organization's blueprint expressed in monetary terms**
- **Administrator concern is to secure funds, utilize in accordance with the programs, and maintain appropriate records**

TYPES OF BUDGET



FINANCING



Allocation of an organization's liquid assets to assure their most productive use. The limited supply of capital available must be used in the most good terms or for profitability.

- Financial Control-includes set of procedures for purchases is followed in addition to keeping a ledger book on expenses.

RECORDING AND REPORTING



Record- an account in written or other permanent form serving as a memorial or authentic evidence of a fact or event

Report- to make or give an account of, often formally. Based on accurate records, research, and investigation.

APPROACHES TO RECORD KEEPING



Tape Recording- through video or audio

Problem-Oriented Recording- mostly used in health and mental health cases; Subjective information, Objective information, Assessment, and Plan (SOAP) is used

Time series Recording- documentation of repeated measures of the specific behaviors, attitudes, or interactions that are focused on social work intervention

CLASSIFICATION OF REPORTS

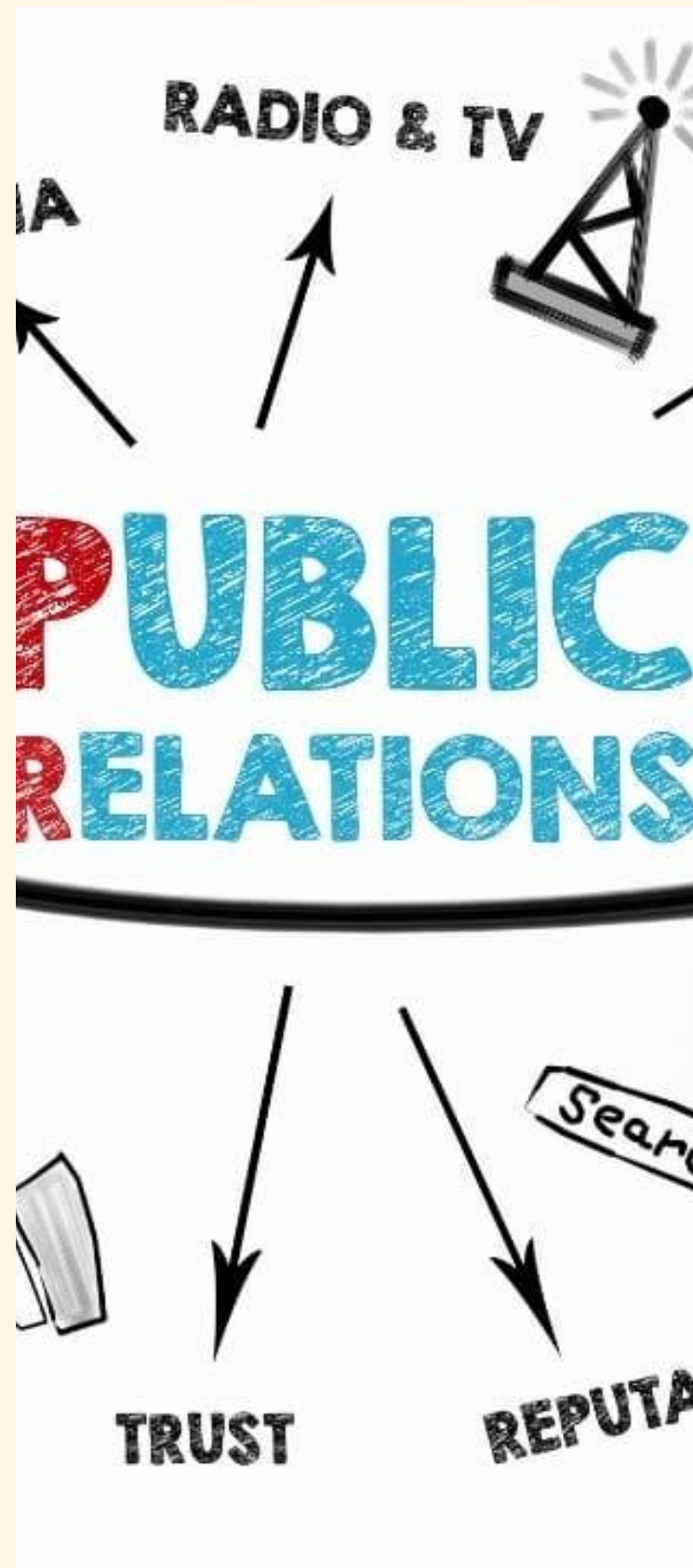


Subject matter report- client service report, program/services, personnel reports, and financial reports

Time interval reports- monthly, quarterly, annually...

Interim and Miscellaneous report- progress report, improvement report, recommendation reports

PUBLIC RELATIONS

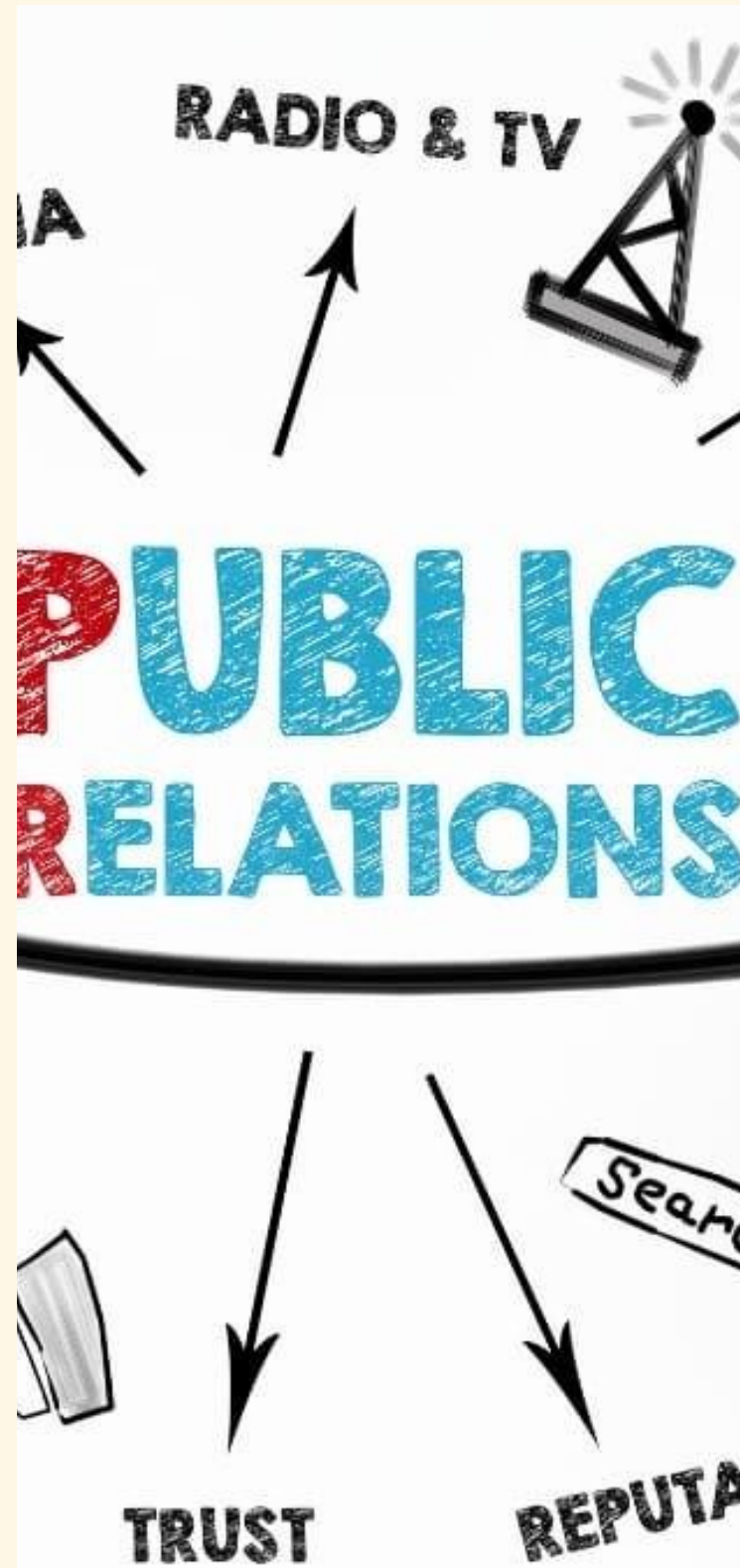


Continuing efforts to effect a harmonious adjustment between an institution and its public.

It evaluates public attitudes, identifies policies and procedures with the public interest to earn public understanding and acceptance.

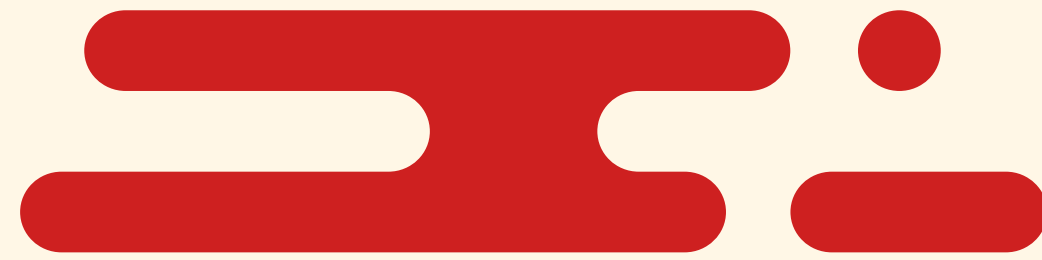
This can influence a good organization to work for or invest in

EVALUATION AND RESEARCH



Systematic process of collecting and analyzing data to determine whether the objectives were achieved; and to make decisions based on the data.

This is the activity that links the program operations to planning and programming, because the findings are used to modify current operations and future plans.



SOCIAL WELFARE AGENCY

SOCIAL WELFARE ADMINISTRATION

Supporting and and facilitating activities necessary and incidental to the giving of direct services by social agency.

Translate social mandates into operational policies, Design organizational structures and processes, Secure resources

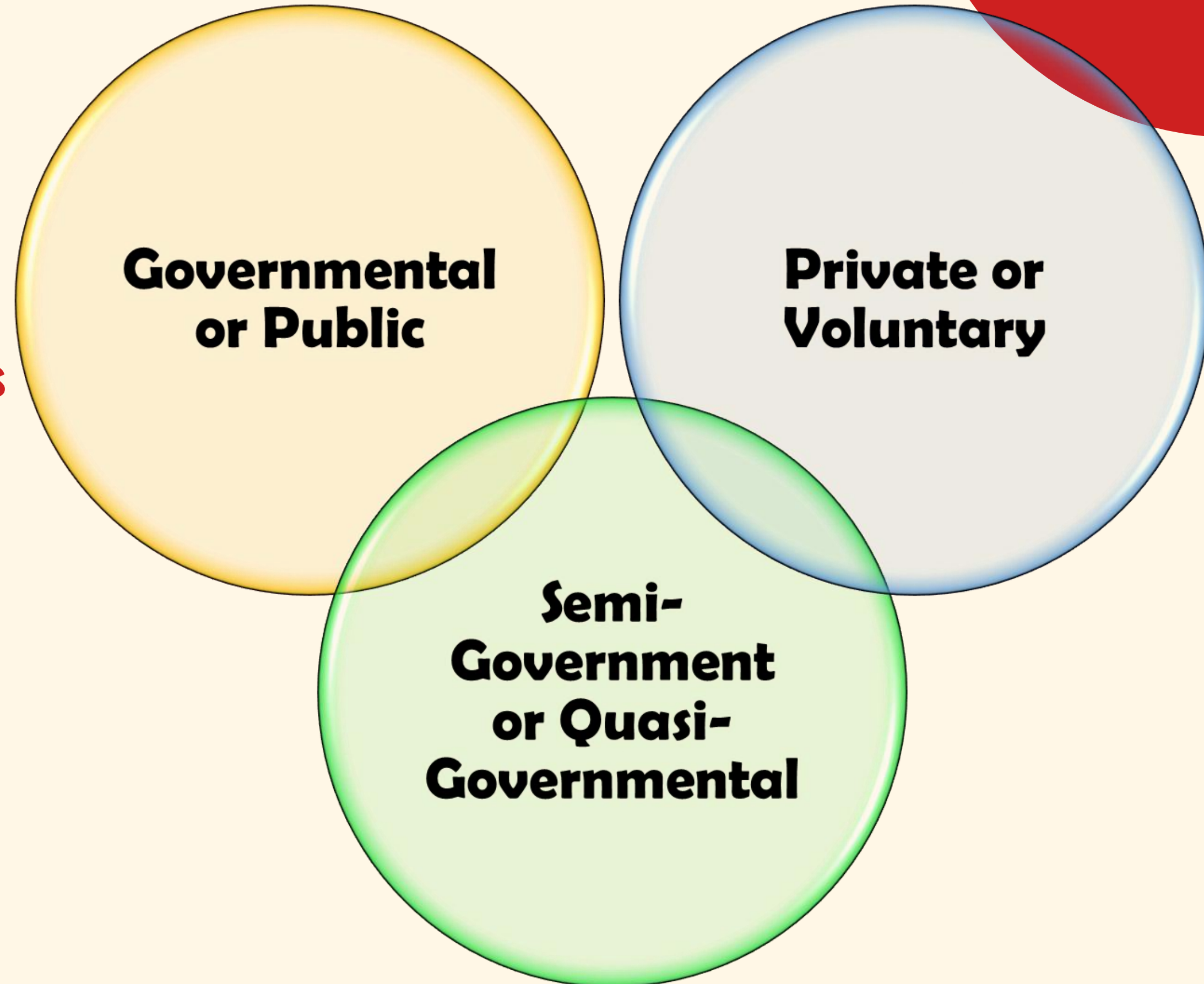
SOCIAL WELFARE AGENCIES

When the need of people are properly expressed, legislative bodies grant authorization to governmental or private agencies to provide services.

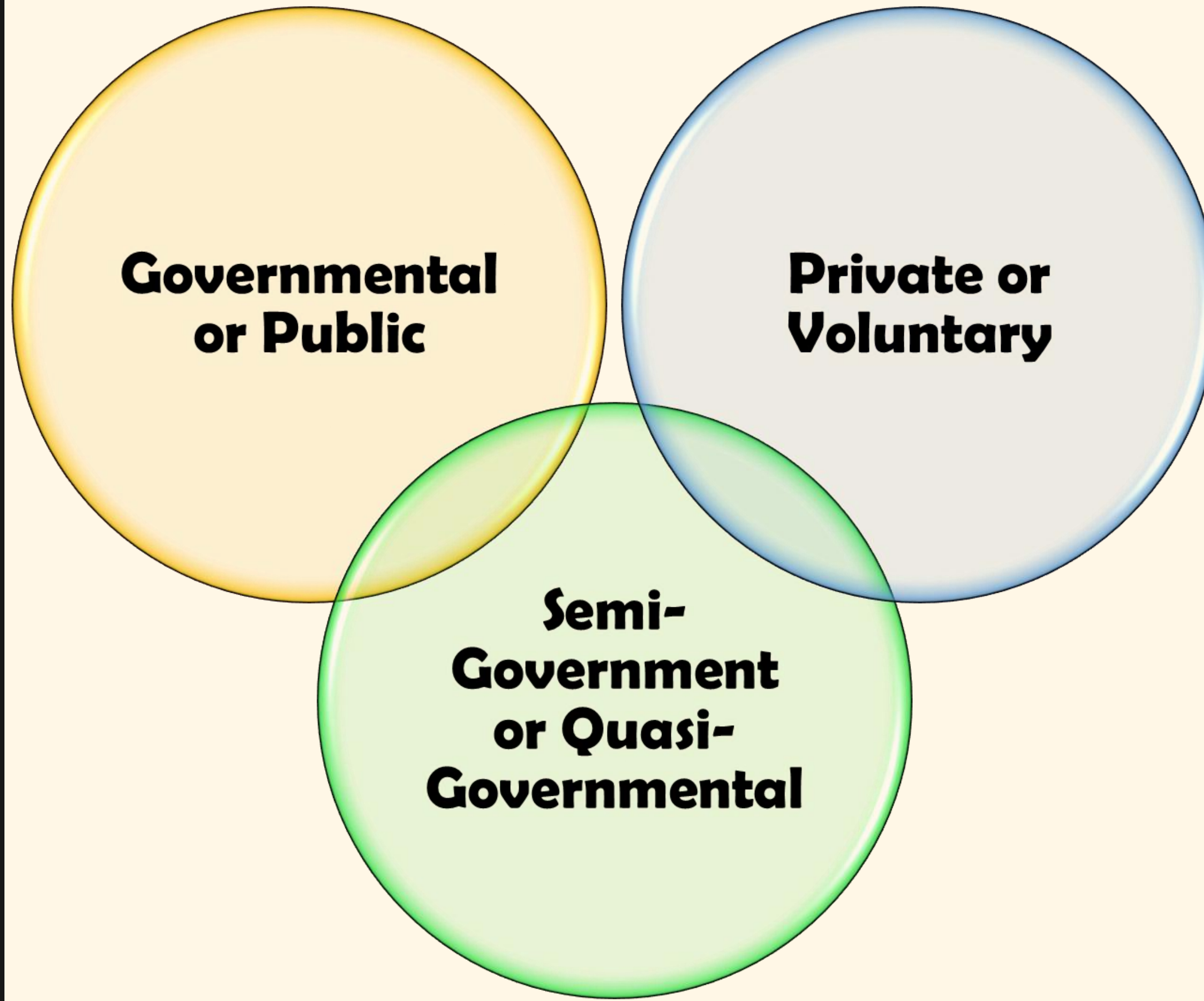
These agencies as social systems with purposes and organization are representative of what many communities offer.

TYPES OF AGENCIES

- **Created through constitutional mandate, EO, legislative act**
- **Functions and programs are created by the law**
- **Bureaucratic structure and less flexibility**
- **Conform with government procedure**

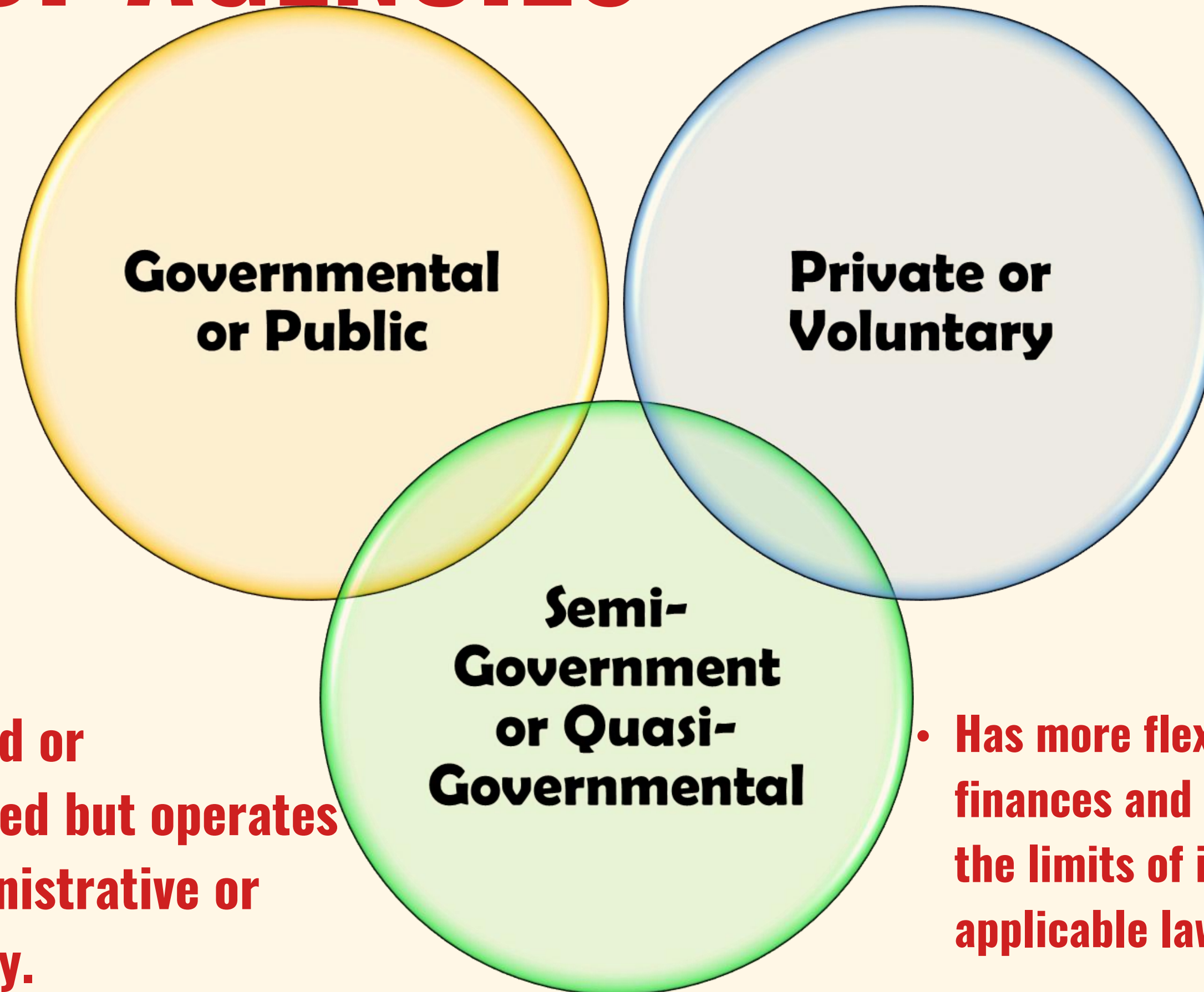


TYPES OF AGENCIES



- **Organize as a form of response**
- **May be international or national chapter**
- **Sectarian or non-sectarian**
- **Governed by own policies or Board**
- **Does not usually follow bureaucratic pattern**

TYPES OF AGENCIES



- **Government-owned or government-created but operates with greater administrative or financial autonomy.**

- **Has more flexibility in managing finances and operations, within the limits of its charter and applicable laws.**

TYPES OF AGENCIES



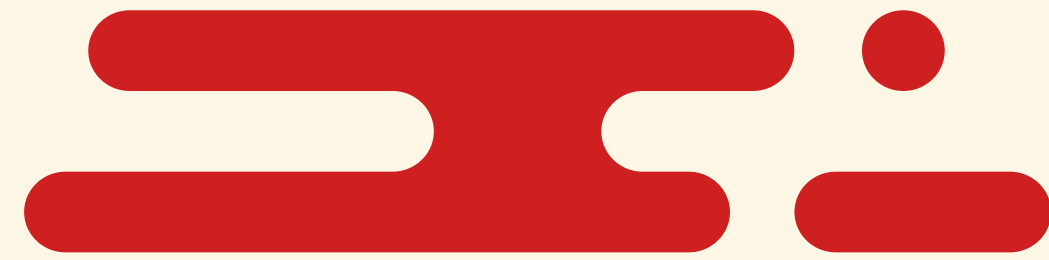
DSWD

TYPES OF AGENCIES



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MANAGEMENT THEORIES AND APPLICATION

MANAGEMENT

Koontz and O'Donnel defined managing as the **creation and maintenance of an internal environment** in an enterprise where individuals, working together in groups, can perform efficiently and effectively toward the attainment of group goals.

Managing is the **art of doing**.

Management is the body of organized knowledge which underlines the art.

Scientific Management Theories (Classical)

In 19th century, during the Industrial Revolution, Scientific Management emerged as a broad management philosophy that focuses on improving efficiency, productivity and organizational structure.

FREDERICK TAYLOR

Father of Scientific Management

- Attempted to systematically analyze human behavior
- Did **time-motion studies**: breaking down tasks into small, measurable units, and analyzed the most efficient way to do them.
- Organization adjunct to **machines**
- Provide **incentive** to perform jobs



Taylor's Pig Iron Experiment at Midvale Steel Company



- Select the right workers
- Introduce Scientific Instruction and Rest periods
- Breaking work into smaller tasks and Measuring time
- Increased efficiency

Application in Modern Workplace

- System of Remuneration(quotas/commission)
- New departments created, like personnel and quality control
- Massproduction
- Trade Unions/ Industrial Revolution-working class was left at the mercy of employers since industrial capitalists emerged. The supply of labor is more but the demand was less.



Frank and Lillian Gilbreth

- They followed the pioneering work in time and motion studies begun by Frederick Taylor, and on the other hand they developed the study of workplace psychology.
- They became involved in scientific research. They are most known for their work on **MOTION STUDIES**, provided the foundation for job simplification, meaningful work, and incentive wage plans.



Application in Modern Workplace

- More concerned with worker's welfare
- Tried to make the over-all process more efficient by reducing the motions involved
- The goal of increased efficiency is both increased profit and greater worker satisfaction.



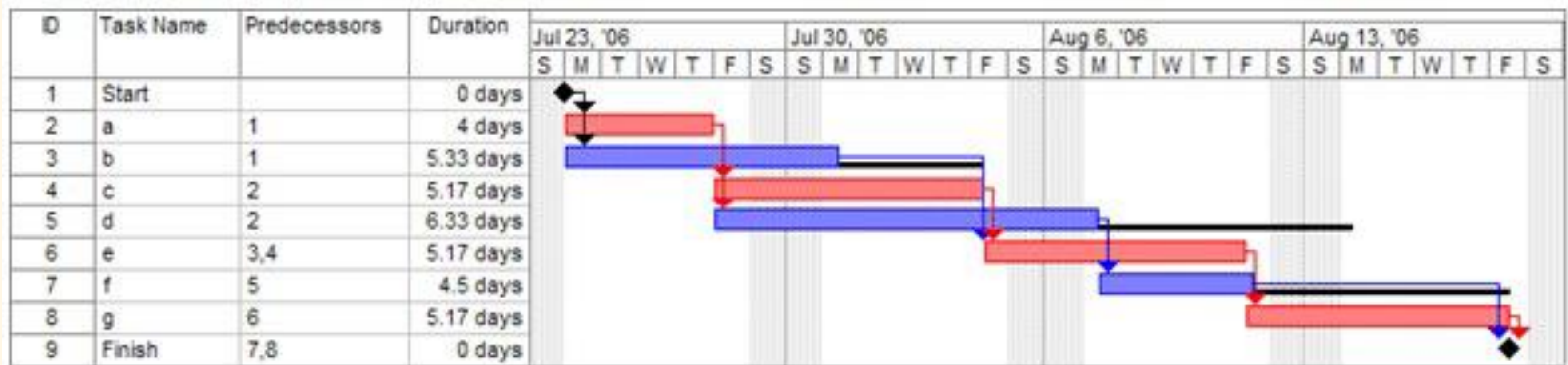
Henry Laurence Gantt

- He developed **Gantt chart** in the second decade of the 20th century as a visual tool to show scheduled and actual progress of projects.
- The **task and bonus system** Gantt's task and bonus wage system was introduced in 1901 as a variation on Taylor's differential piece-rate system.
- **Taylor penalized, Gantt system creates bonus** if job is completed within the day.



Henry Laurence Gantt

The Gantt Chart provided a graphic means of planning and controlling work and led to the development of PERT (Program Evaluation and Review Technique) diagrams.



Max Weber

Best Known For:

- **A founding figure of the field of sociology**
- Administrative Theory
- Ideas on **bureaucracy**



Max Weber

FIVE MAIN CHARACTERISTICS OF BUREACRACY

- Clear cut of Division of labor
- Distribution of duties through a formal hierarchy
- Prescribed system of rules and procedures
- Exclusion of personal considerations
- Salaried employment based on qualifications



Application in Modern Workplace

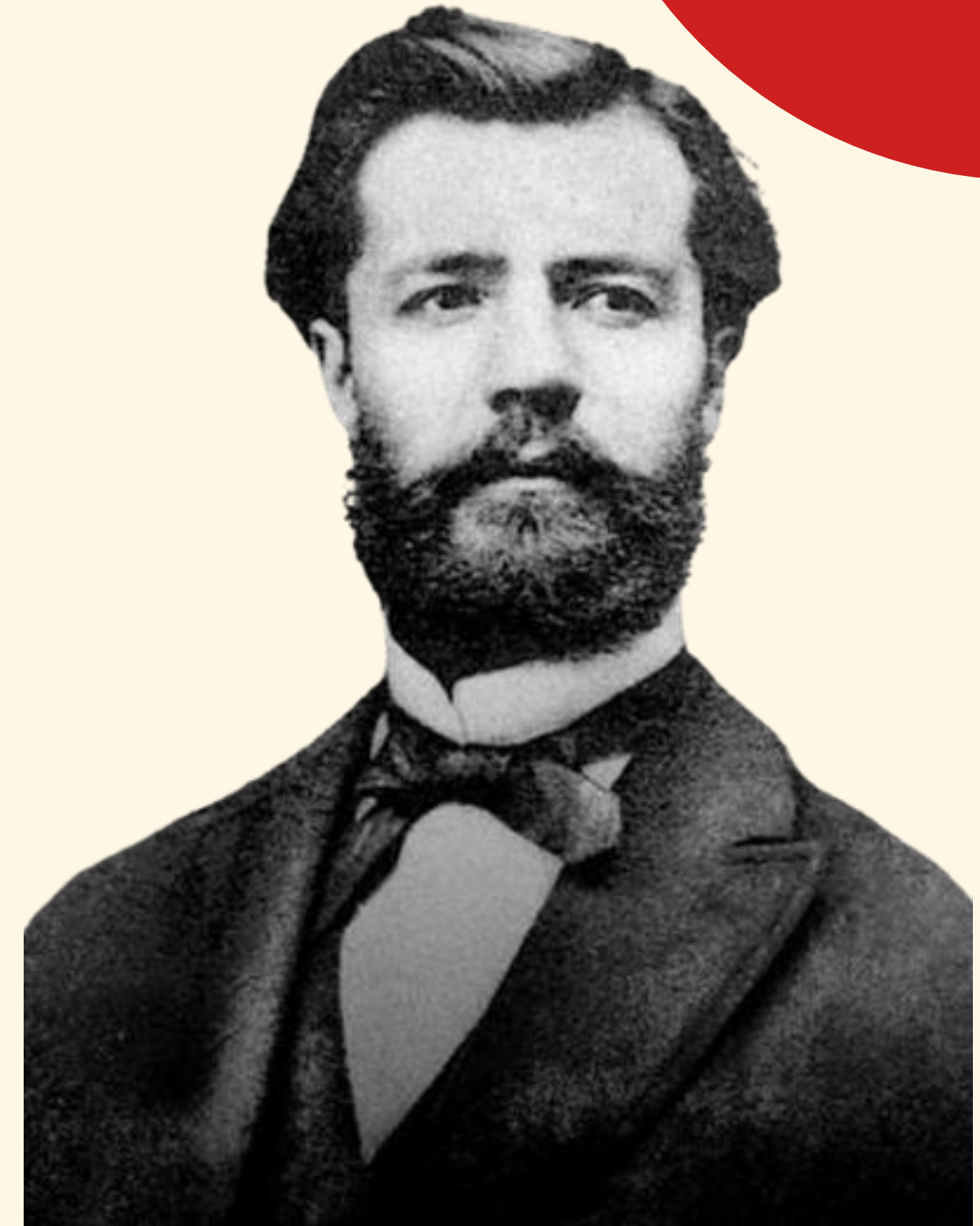
- Specified sphere of competence based on its divisions of labor
- Hierarchy - promotion based on seniority and merit; designated by supervisors
- Specialized Training– an all-encompassing system of directives which govern behavior: rules may require training to comprehend and manage



Henri Fayol

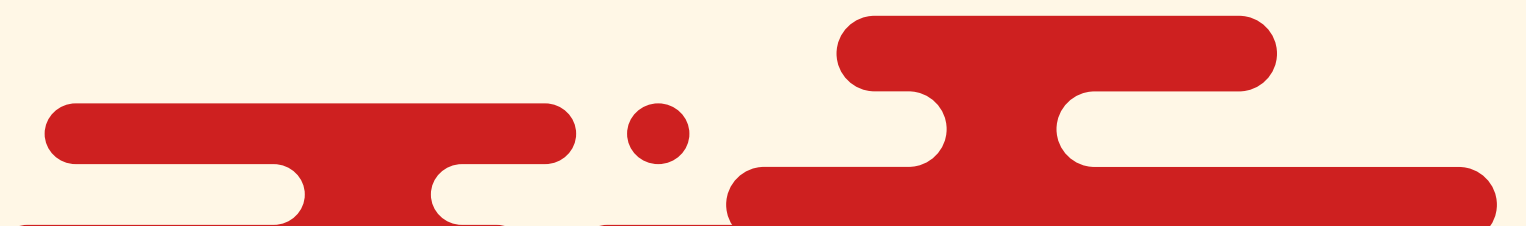
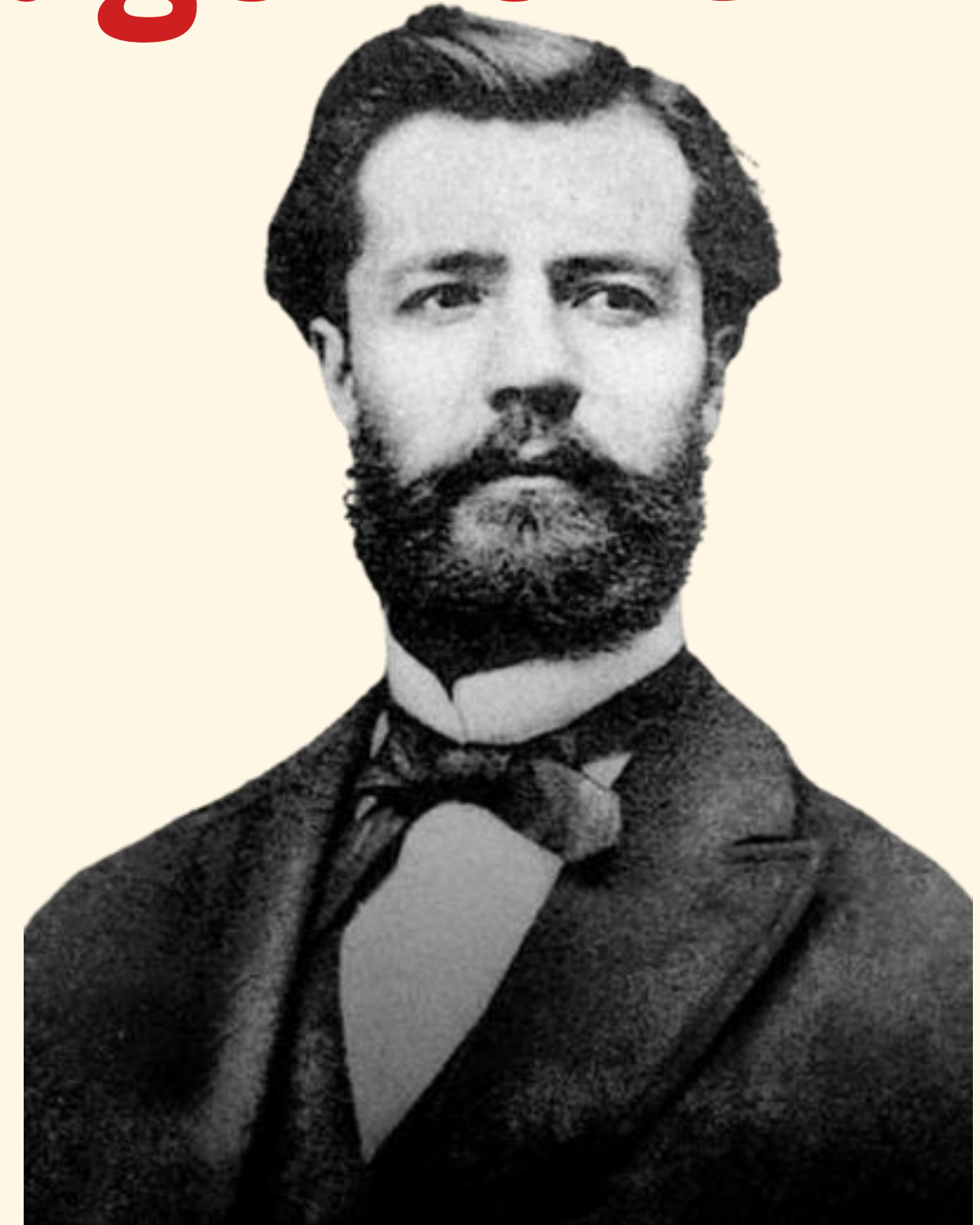
Principles and Elements of Management- how managers should accomplish their managerial duties

- More respect for worker than Taylor
- Equity in worker treatment
- More PRESCRIPTIVE
- Concern with the “human” and behavioral characteristics of employees and his focus on training management instead of individual worker efficiency



14 Principles of Management

1. **Division of work**- division of labor, specialization, increases output by making employees more efficient.
2. **Authority and Responsibility** – delegation of authority, must be able to give orders
3. **Discipline** - agreements and sanctions, employees must obey and respect the rules.
4. **Unity of Command** – receiving orders from only one superior

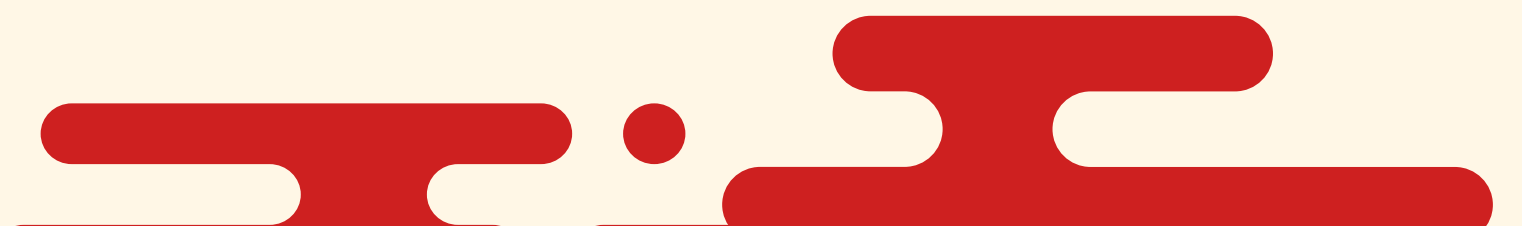
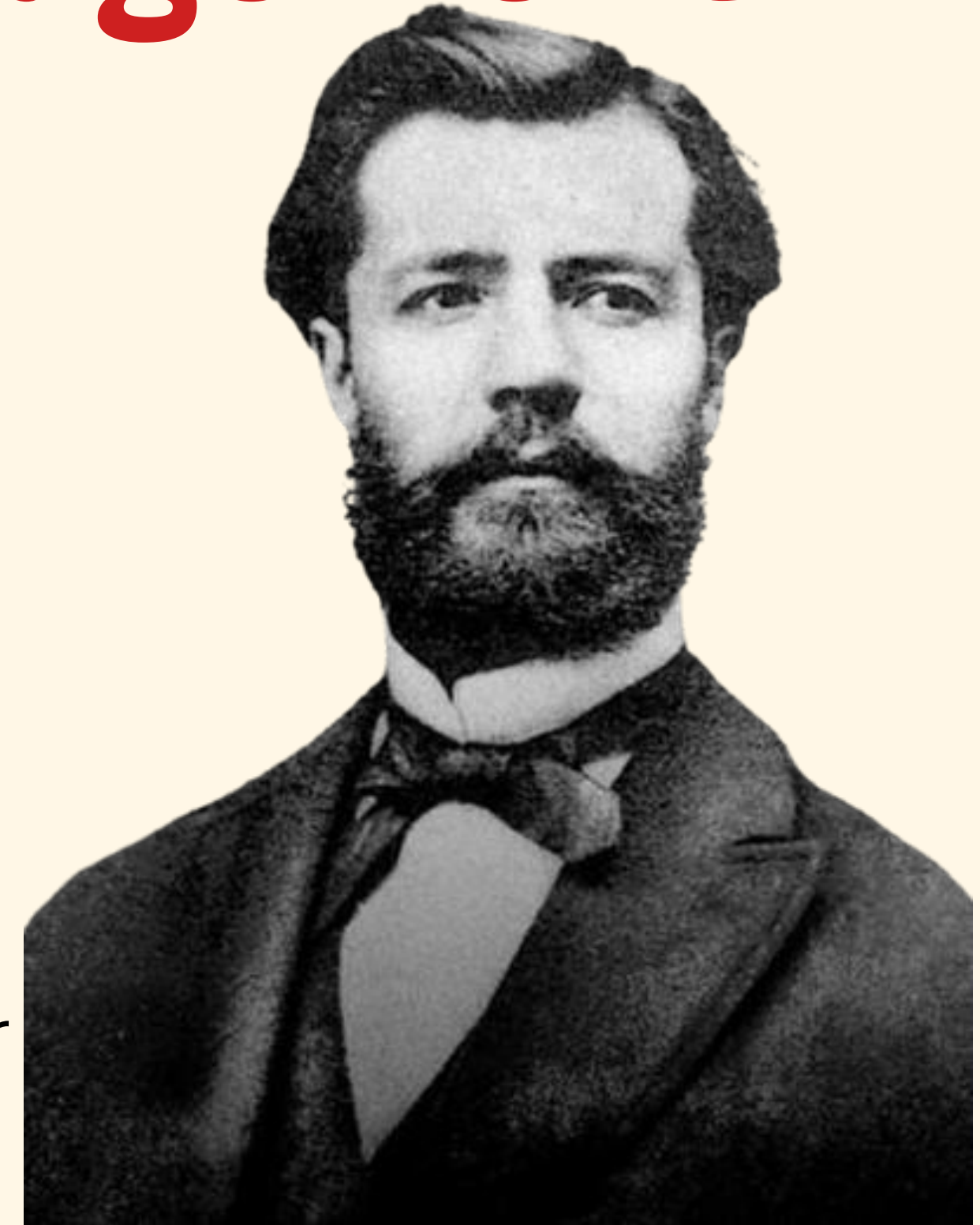


14 Principles of Management

5. **Unity of Direction** – activities that have the same objective should be directed by one manager using one plan

6. **Subordination of Individual Interests to General Interest**- the interest of any one employee should not take precedence over the interest of the organization as a whole

7. **Remuneration of Personnel** - fair price for services, compensation package



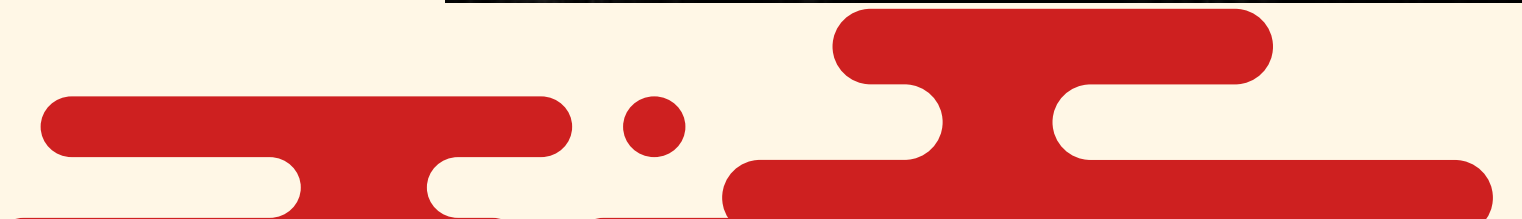
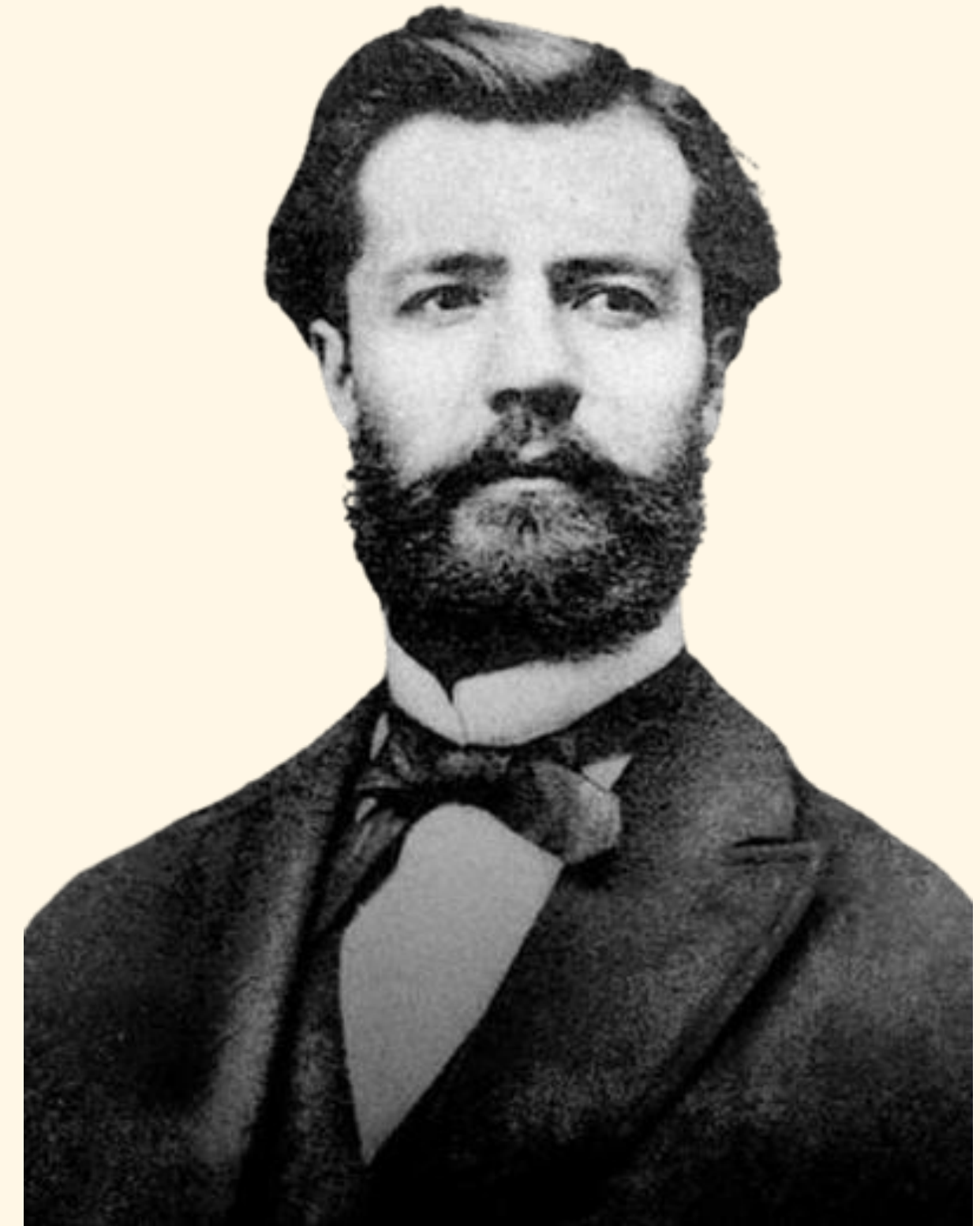
14 Principles of Management

8. Centralization – degree to which subordinates are involved in decision making, whether centralized or decentralized

9. Scalar Chain – line of authority from top management to the lowest ranks be kept informed.

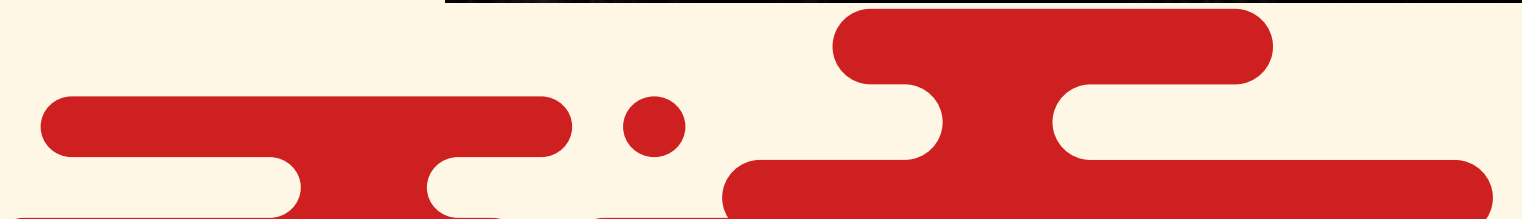
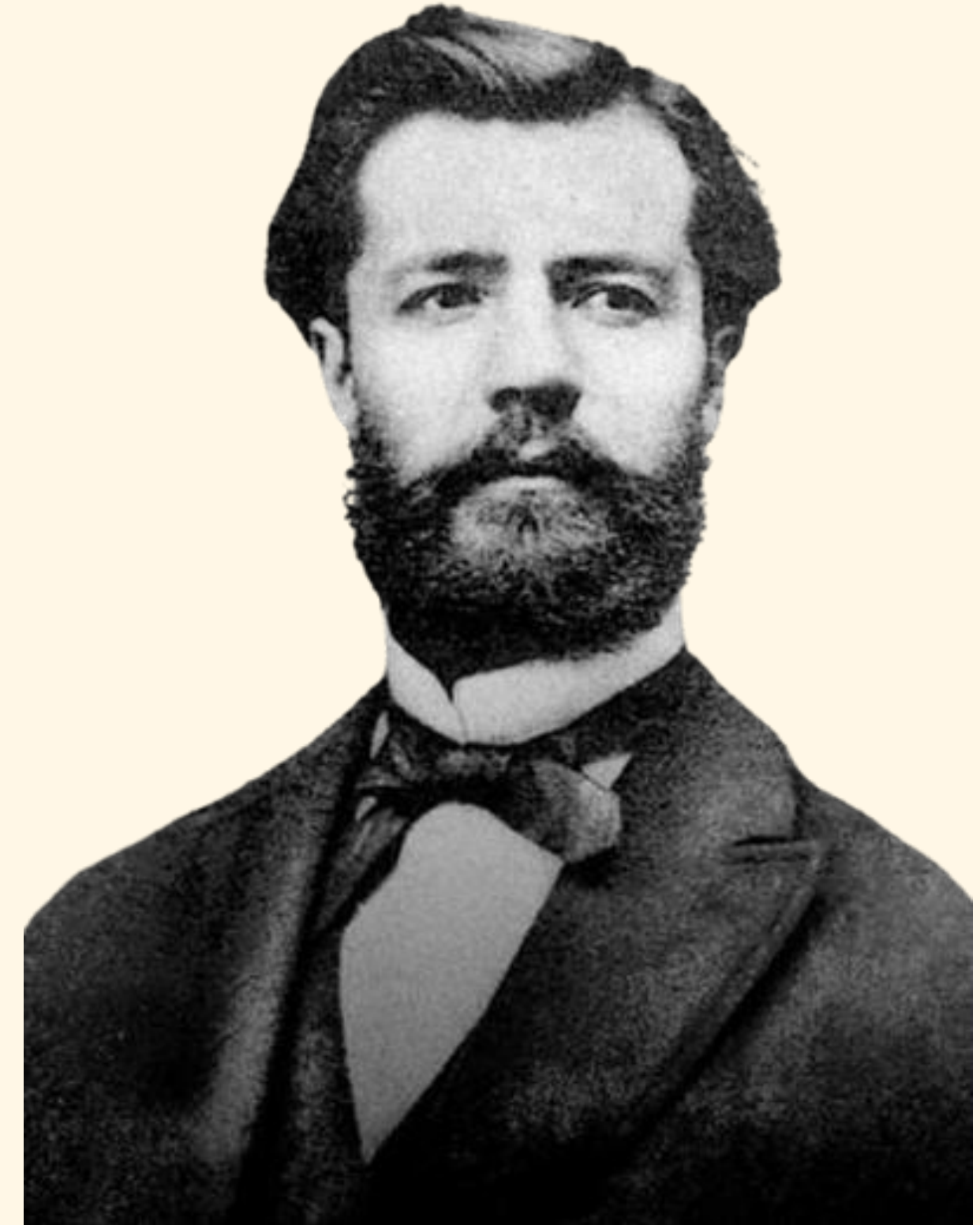
10. Order – people and materials should be in the right place at the right time.

11. Equity - kindness and justice by managers to subordinates.



14 Principles of Management

- 12. **Stability of Tenure of Personnel** – job guarantee (high employee turnover is inefficient)
- 13. **Initiative** – employees who are allowed to originate and carry out plans will exert high levels of effort
- 14. **Team spirit / Esprit de Corps** - “union is strength”, promoting team spirit will build harmony and unity within the organization



Mary Parker Follet

Mother of modern /scientific management

- American social worker, management consultant and pioneer in the fields of organizational theory and organizational behavior.



Application in Modern Workplace

- 1. Conflict resolution through integration.**
- 2. Genuine power is not "coercive" ("power over") but "coactive" ("power with").**
- 3. True leaders create group power, rather than expressing personal power."**



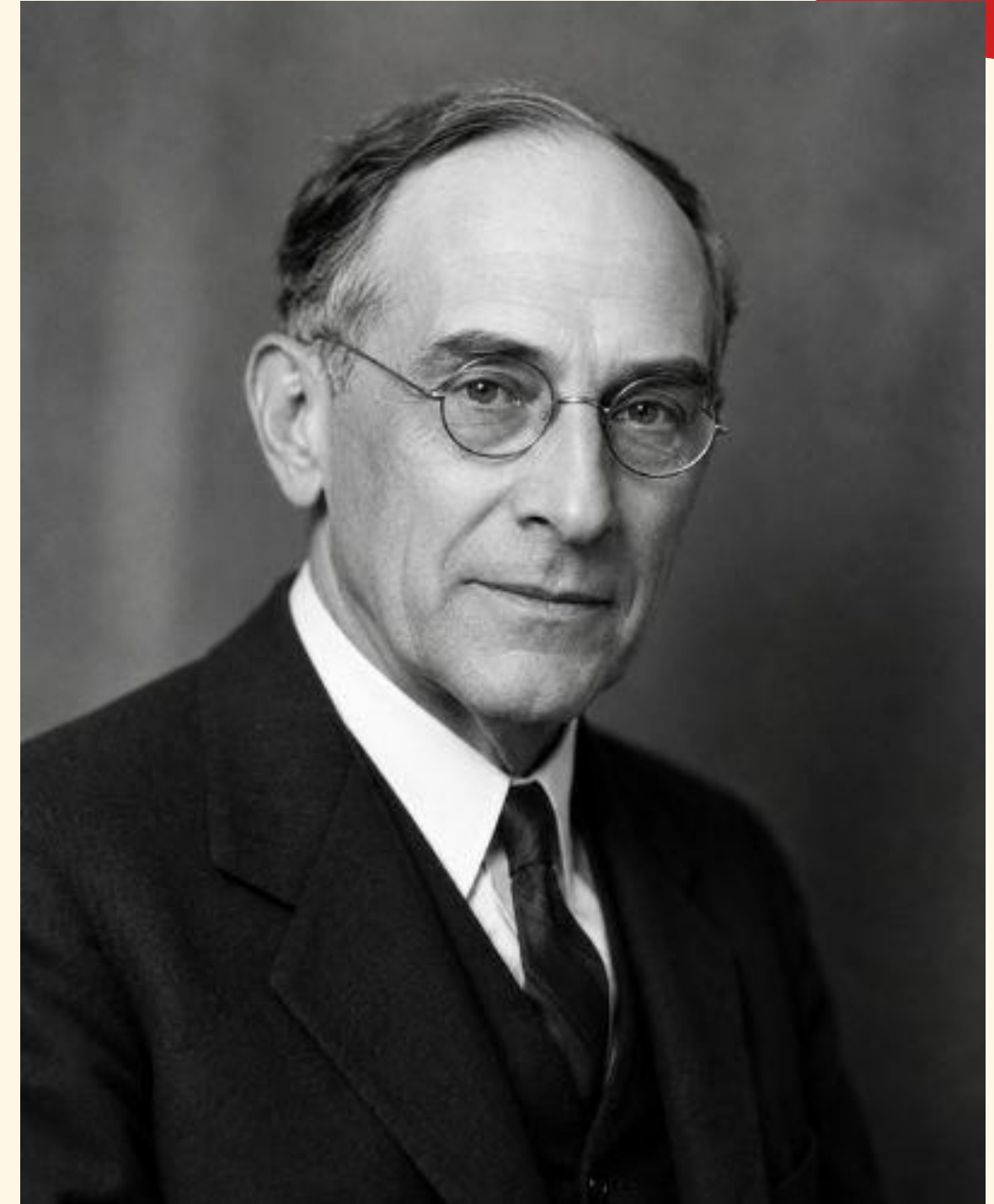
Human Relations Theory Neoclassical Period

- **Focuses on people and relationships**
- **Workers are also motivated by social needs and recognition**
- **Supportive leadership and participation**
- **Formal and informal groups are important**

ELTON MAYO

Father of human relations theory

- Conducted **Hawthorne Studies**-series of experiments conducted between 1924 and 1932 at the Hawthorne Works plant in Illinois, aimed at understanding the factors that influence worker productivity.
- Illumination Experiment
- Relay Assembly Experiment
- Bank Wiring Experiment



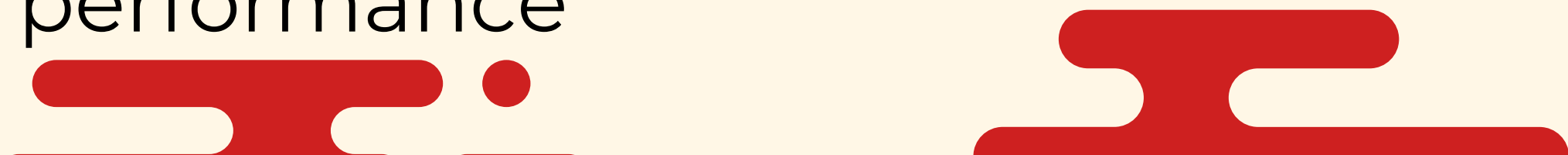
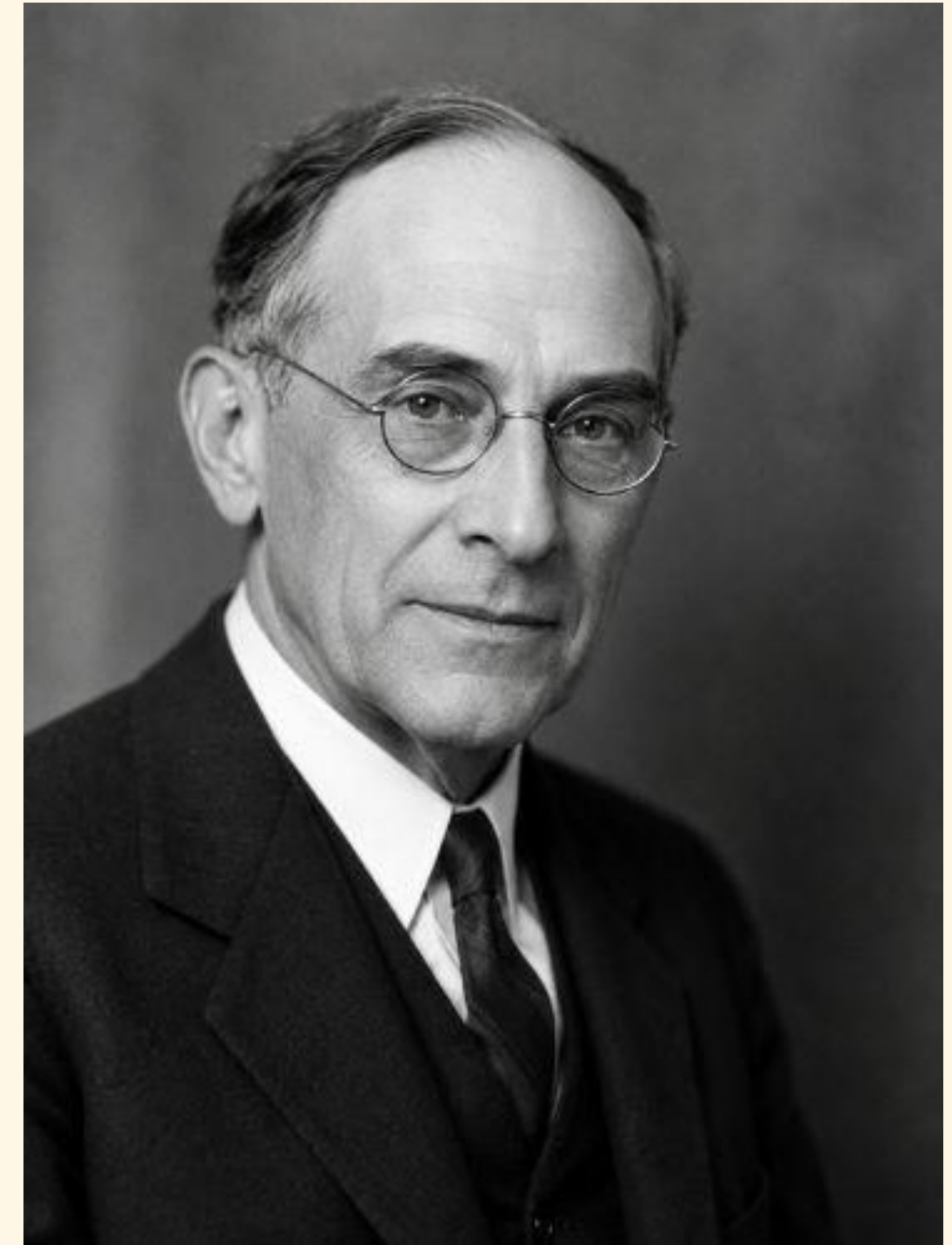
Application in Modern Workplace

When employees are **treated with respect and dignity**, their performance will improve.

Social and psychological needs must also be satisfied in order to increase productivity.

Good communication between the superiors and subordinates can improve the relations and the productivity

Special attention and **freedom to express their views** will improve the performance of the workers.



DOUGLAS MCGREGOR

Proposed two theories by which to view employee motivation.

Theory X (authoritarian management style): threat of punishment is the drive and reinforcement

Theory Y (participative management style): people apply self-control and self-direction without threat of punishment



ASSUMPTION THEORY X

Theory X assumes that the average person:

- dislikes work and attempts to avoid it.
- wants no responsibility.
- would rather follow than lead.
- is self centered and therefore does not care about organizational goals.
- resists change.
- is gullible and not particularly intelligent.
- works only for money and security.



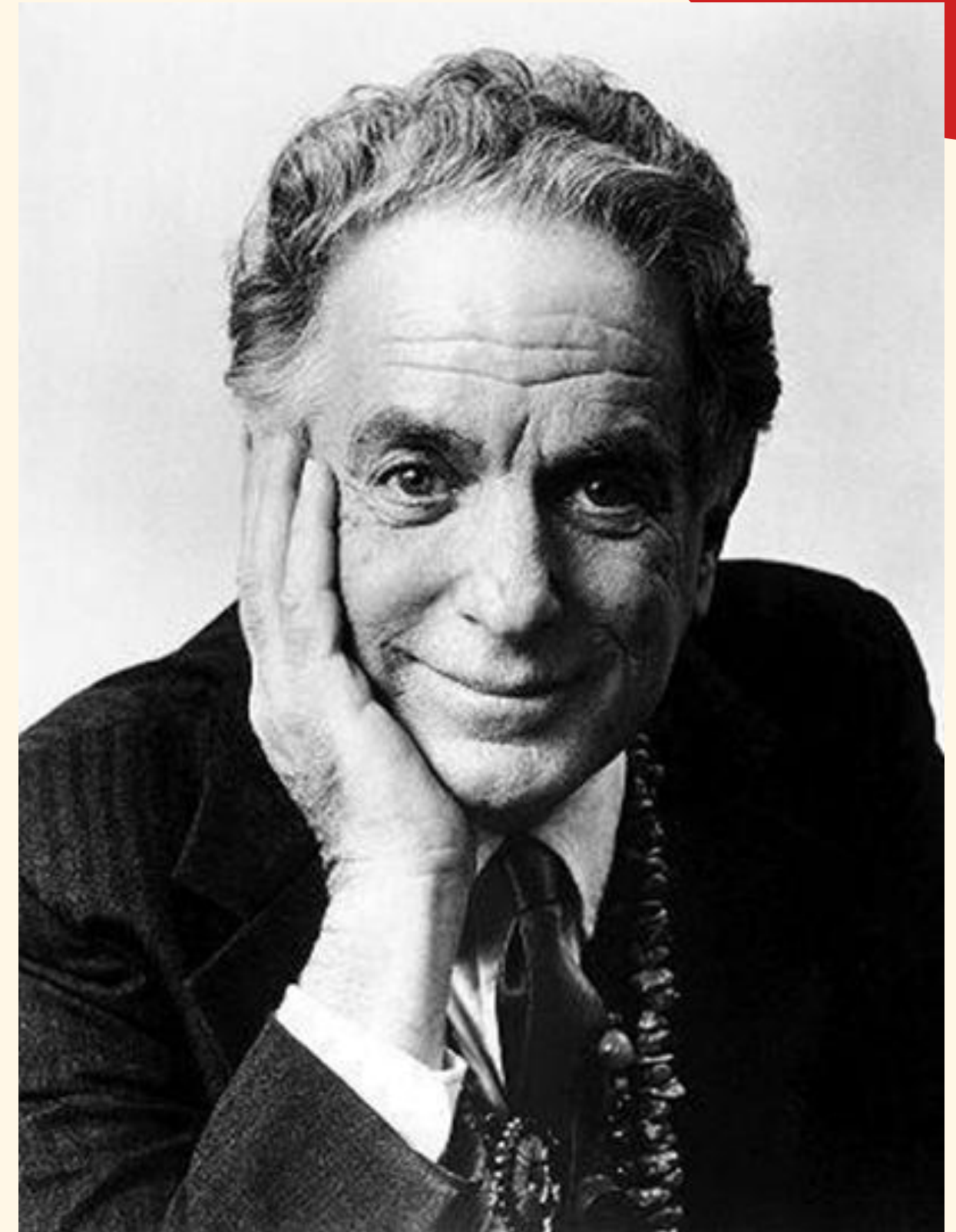
ASSUMPTION THEORY Y

- Work is as natural an activity as rest or play, thus people do not necessarily have to be forced to do it.
- Workers will commit to organizational goals if they are able to meet their own needs in so doing.
- Workers will accept responsibility for meeting goals that are congruent with their needs.
- Organizational tasks should be structured to allow workers to exercise creativity and imagination in fulfilling these responsibilities.



Frederick Herzberg

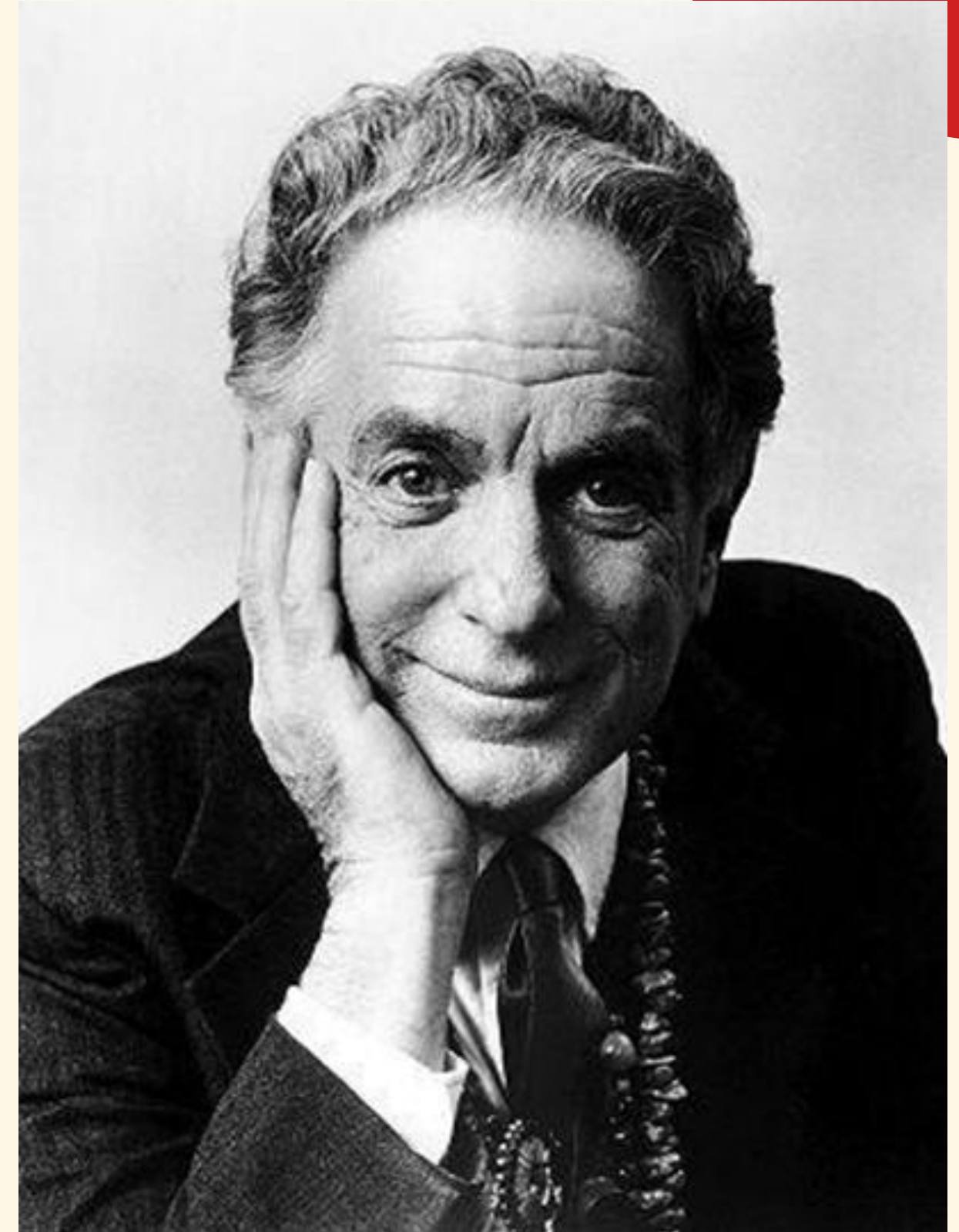
- **Developed the Two-factor theory of Motivation**
- **Hygiene Factor**- prevent dissatisfaction, but don't motivate
- **Motivation factor**- truly increases job satisfaction and motivation



Frederick Herzberg

Hygiene factors: When in place, it results to general satisfaction and prevention of dissatisfaction

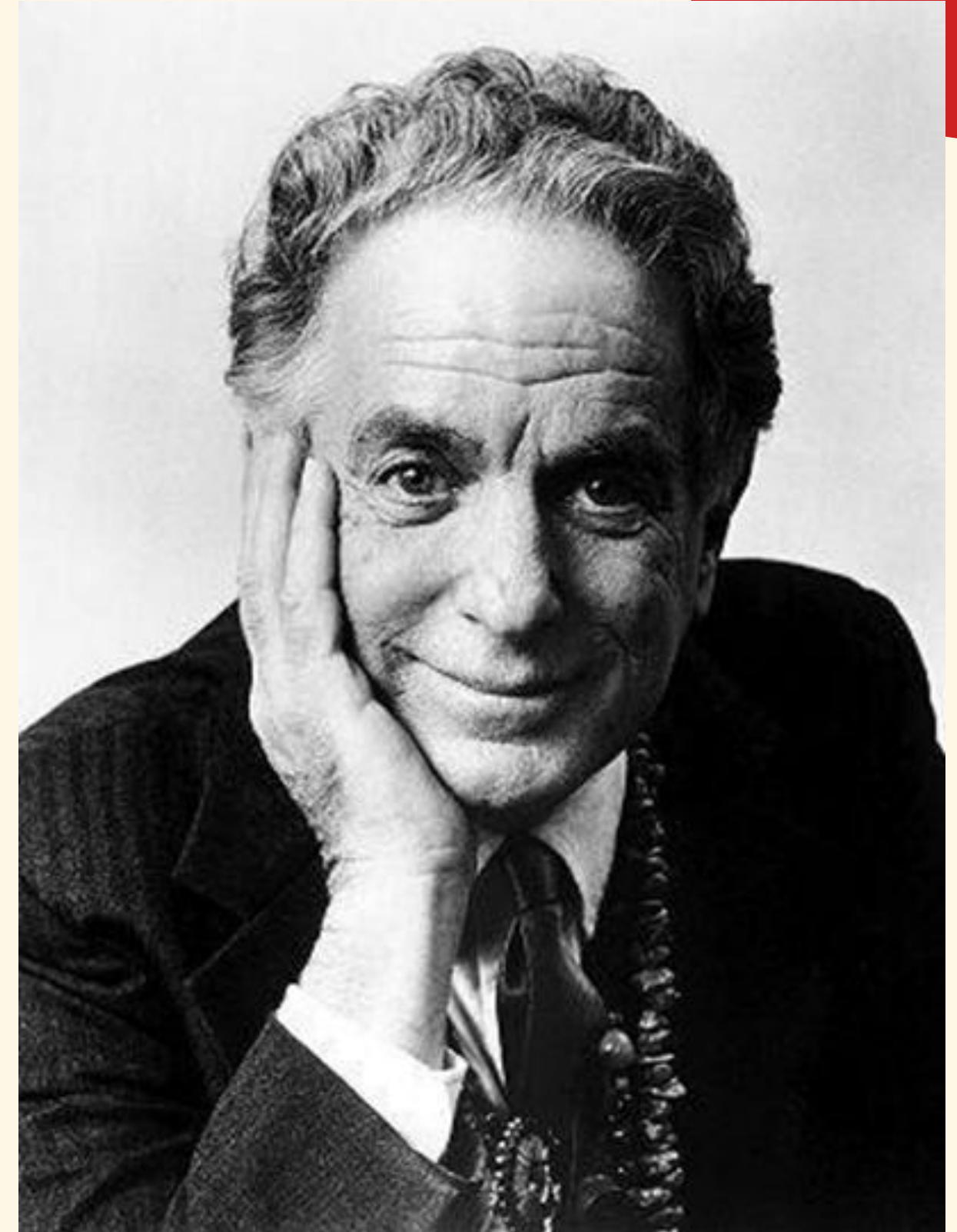
- Salary, wages, other benefits
- Company policy and administration
- Interpersonal relationship
- Working condition
- Work–life balance



Frederick Herzberg

Motivator factors: When in place, it results in high motivation, high satisfaction, strong commitment

- Sense of personal achievement
- Status
- Recognition
- Responsibility
- Opportunity for advancement
- Promotion and Growth



RENSIS LIKERT

- Dr. Rensis Likert has conducted much research on human behavior within organizations, particularly in the industrial situation.
- He has examined different types of organizations and leadership styles, and he asserts that to achieve maximum profitability, good labor relations and high productivity, every organization must make optimum use of their human assets.



4 MANAGEMENT STYLES

1. **The exploitive - authoritative system**

where decisions are imposed on subordinates,

- where motivation is characterized by threats,
- where high levels of management have great responsibilities, but lower levels have virtually none,
- where there is very little communication and no joint teamwork.



4 MANAGEMENT STYLES

2. The benevolent - authoritative

system- where leadership is by a condescending form of master-servant trust

- where motivation is mainly by rewards,
- where managerial personnel feel responsibility, but lower levels do not,
- where there is little communication and relatively little teamwork.



4 MANAGEMENT STYLES

3. The consultative system- where leadership is by superiors who have substantial but not complete trust in their subordinates,

- where motivation is by rewards and some involvement,
- where a high proportion of personnel, especially those at the higher levels feel responsibility for achieving organization goals,
- where motivation is mainly by rewards,
- where there is little communication and relatively little teamwork.



4 MANAGEMENT STYLES

4. The participative - group system- which is the optimum solution, where leadership is by superiors who have; complete confidence in their subordinates,

- where motivation is by economic rewards based on goals which have been set in participation,
- where personnel at all levels feel real responsibility for the organizational goals,
- where there is much communication, and a substantial amount of
- cooperative teamwork.

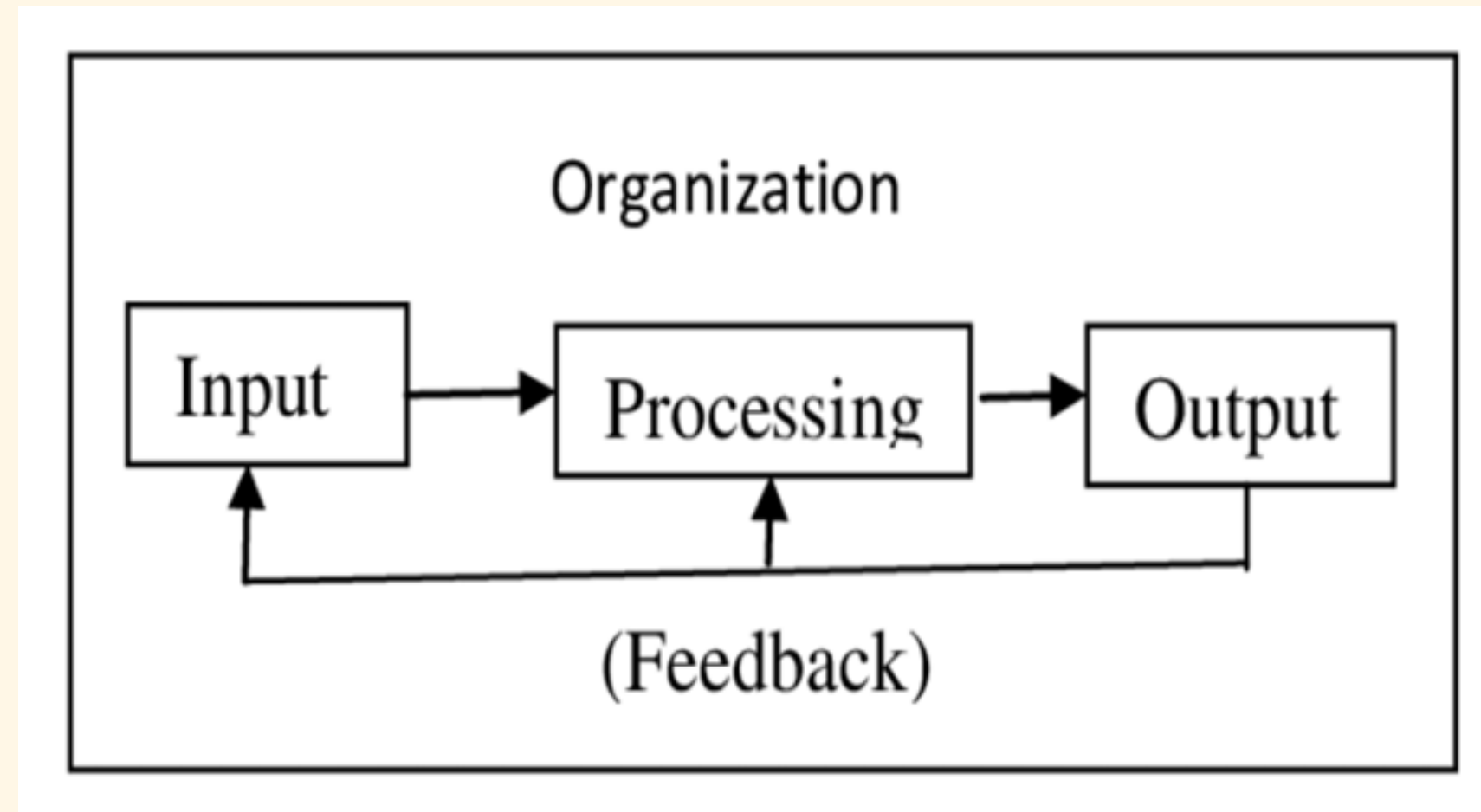


SYSTEMS THEORY MODERN APPROACHES

- **Closed system-** systems that take the environment for granted; environments are predictable and stable
- **Open system-** systems that interact with other environment; assumed to be unpredictable and affects other system
- **Synergy-** in the systems approach, synergy happens when different units, individuals, or programs work together effectively, producing better outcomes than if they operated separately.
- **Entropy-** is the tendency of a system to move toward disorder, decline, or breakdown if it is not maintained or responsive to change.

SYSTEMS THEORY

MODERN APPROACHES



- **Input:** People, Resources, Supplies, Time
- **Throughput (Process):** Tasks, Technology, Purpose, People, Structure
- **Output:** Products & Services

10. The administrator of a residential care facility encouraged supervisors to recognize employees' contributions, strengthen interpersonal relationships, and involve staff in solving workplace concerns. These changes were based on the belief that social and psychological factors significantly influence employee motivation and productivity.



Which management theorist is most closely associated with the management approach illustrated in the scenario above?

- a. Henri Fayol
- b. Frederick W. Taylor
- c. Max Weber
- d. Frederick Herzberg
- e. Elton Mayo



22. Who is the classical theorist who perceived bureaucracy as the most efficient form of organization in modern society because of its clear hierarchy, structured rules, division of labor, impersonal relationships, and merit-based selection and promotion?



- a. Mary Parker Follett
- b. Max Weber
- c. Henri Fayol
- d. Frederick Winslow Taylor
- e. Elton Mayo



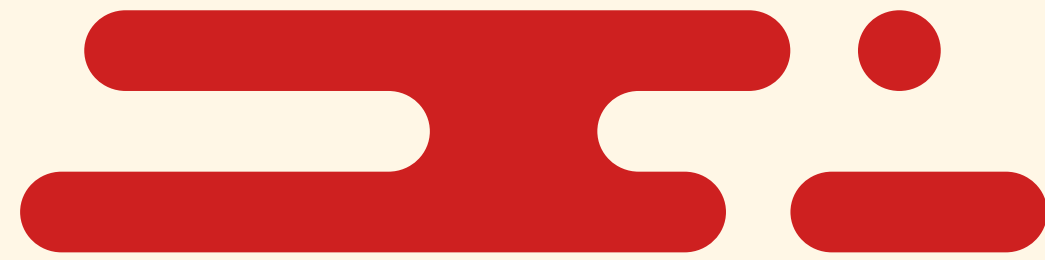
29. A faith-based organization under a religious denomination had long been recognized for its ministries on community development, disaster response, and child welfare. Over the years, however, the organization continued implementing the same programs despite changing community needs. Staff and volunteers were rarely provided with training, program evaluations were no longer conducted, and feedback from local churches and partner communities was seldom considered in planning. As participation among volunteers declined, fewer churches became involved in the ministry, donor support gradually decreased, and several outreach programs were eventually discontinued. Despite these challenges, organizational leaders made little effort to review existing strategies or adapt to emerging social concerns.



Which concept in Systems Theory is BEST illustrated in the situation above?

- a. Open System
- b. Closed System
- c. Synergy
- d. Equifinality
- e. Entropy





SUPERVISION IN SOCIAL WORK

SUPERVISION IN SOCIAL WORK

Dynamic enabling process by which workers who have direct responsibility for carrying out the tasks are helped by the designated staff to make the best of their abilities to do the job more effectively and with increasing satisfaction.

ADMINISTRATIVE FUNCTION IN SUPERVISION

- Holding the workers accountable for a certain quality and quantity of production**
- Ensuring that service to client is adequately rendered with agency regulation and procedures carried out**
- Enabling the worker to follow rules**

TEACHING FUNCTION IN SUPERVISION

- It is carried out through planning of the supervisor for the student to have an opportunity to learn
- Involves the feeling and intellectual level of teaching
- It starts from simple to complex, it is done in progression, and learning by increasing motivation and opportunities for correction.

HELPING FUNCTION IN SUPERVISION

- It is done through supporting and sustaining the worker through stressful situation
- Ensure that they have healthy working relationship with their colleagues
- Help identify and modify feelings and obstacles that can hamper progress

SUPERVISORY APPROACHES

Coaching

The following features are common across a range of coaching models (Ives, 2008):

- a) An individualised, tailor-made approach to enhance work performance**
- b) Based on developing awareness and taking responsibility**
- c) Reliant on skill sets to adopt new practices for self and social work organization**
- d) Designed to access the inner resourcefulness of the client**
- e) Focused on the achievement of a clear stated goal.**

SUPERVISORY APPROACHES

Mentoring

- a) Facilitating the exploration of ambition and goals, as well as clarifying developmental needs;**
- b) Using a range of skills particularly questioning, listening, challenge and support to facilitate the mentee's thinking and maturation;**
- c) Support to set goals and develop plans, networks, relationships and approaches to achieve these;**
- d) Passing on experience and knowledge to accelerate development**
- 5) Achieved certain objectives**

FOUNDATIONS OF EFFECTIVE SUPERVISION



Structured- should follow a clear path

Regular- should occur consistently

Consistent- predictable and logical decision-making pattern

Case-oriented- relate to actual case material

Evaluated- should have feedback, performance review, ongoing improvement

BEGINNING FAMILY THERAPY

**Practice modality grounded in
Systems theory**

- Requires didactic learning
- Clinical practice with families
- Regular supervision

SEES FRAMEWORK

analyse family interaction through:

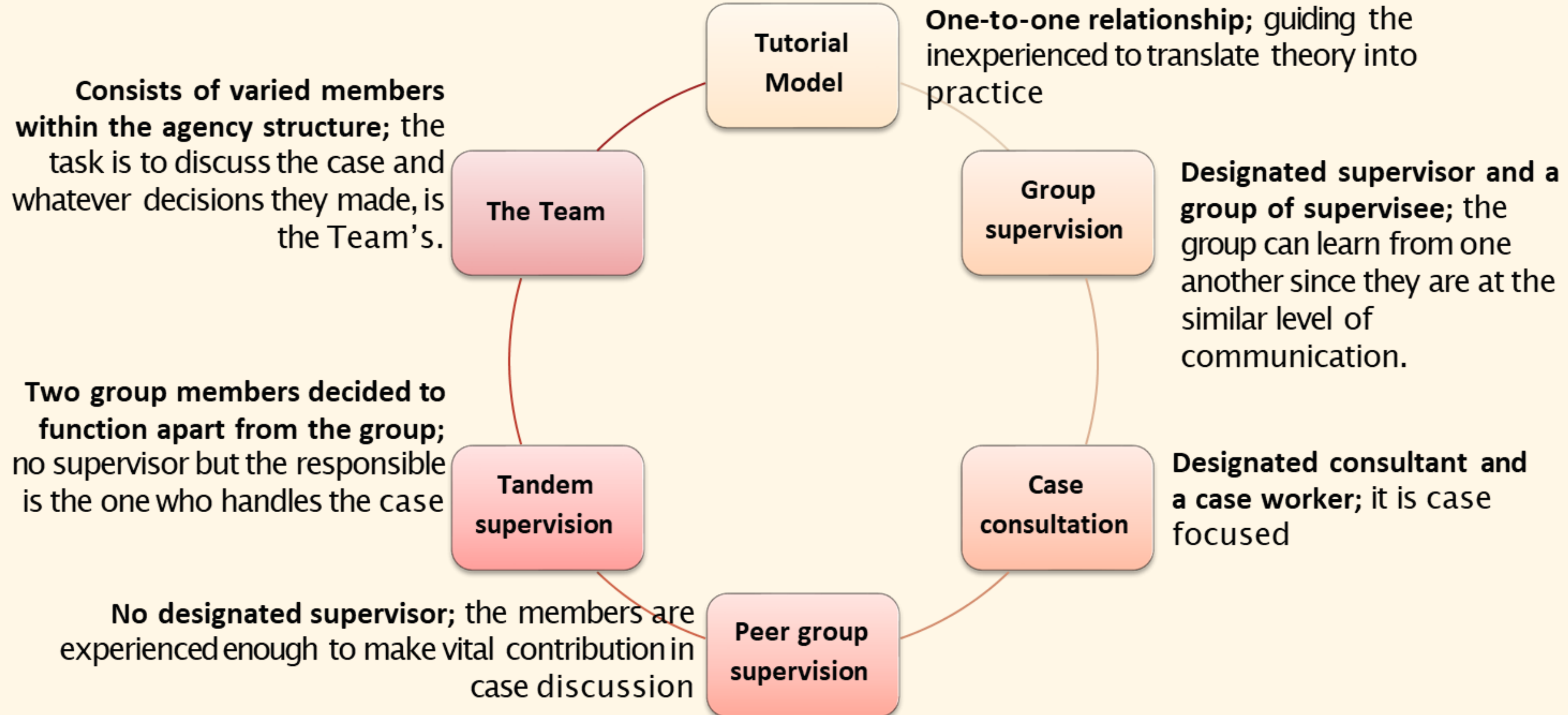
- **Style of Relating**
- **Enabling**
- **Encountering**
- **Shifting Dysfunction**

SOCIAL WORK ROLE IN MENTAL HEALTH



- **Theory Explosion**
- **Limited Supervision Training**
- **Stress and Burnout prevention**
- **Ethical and Legal issues**
- **Complex External Professional requirement**

TYPES OF SUPERVISION



SUPERVISION OF PARAPROFESSIONALS



Paraprofessionals

- People who are highly motivated and committed to sharing their knowledge and skills for a humanitarian cause and civic efficiency**
- They can be college graduates under social sciences working as welfare aide, assisting social work activities**
- Community workers, indigenous peoples, residential aides without college degrees.**

MANAGEMENT AND CULTURE



Social Acceptance- accepting families, kin, out of pakikisama

Family orientedness- blood is thicker than water

Authority value- belief that a family will be strong if someone takes authority

Personalism- giving importance to personal factors in relationships

Debt of gratitude- utang na loob

MANAGEMENT AND FILIPINO STYLE

Management by Kayod- Valuing hard work

Management by Lusot- capitalizing on a loophole to avoid work or cover failure

Management by Libro- by the book

Management by oido- Plaing it by ear and gut feeling

Management by ugnayan- putting emphasis on relationships

GENDER AND MANAGEMENT



- **Representation and Leadership Opportunities**
- **Compensation Gap**
- **Work-Life Balance and Expectations**
- **Organizational Culture**
- **Recruitment and Promotion Bias**
- **Legal and Ethical Considerations**

HEALTH CRISIS AND MANAGEMENT

Shift to Remote and Hybrid Work- Managers had to quickly adapt to leading remote teams, often with little preparation.

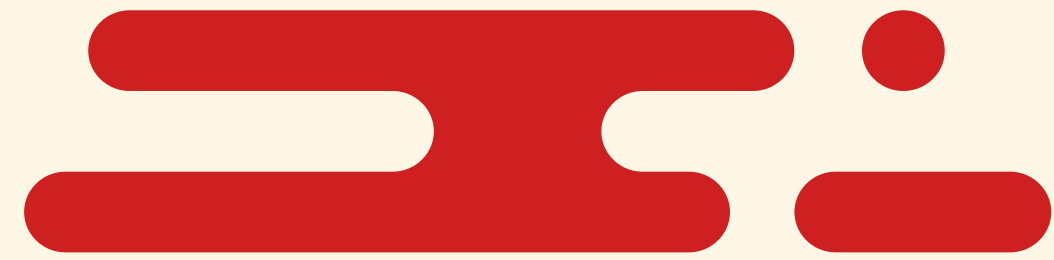
Crisis and Risk Management- emergency planning and protocols, health and safety regulations, financial restructuring and cost-cutting

Human Resource- expand health benefits and support system, empathy and emotional intelligence in leadership.

**‘Success is the sum of small
efforts,
repeated day in and day out’**

-Robert Collier

PADAYON, FUTURE RSWs!!



DRILL PROCESSING