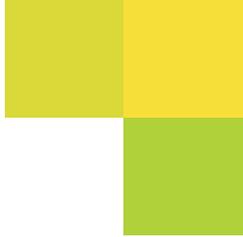
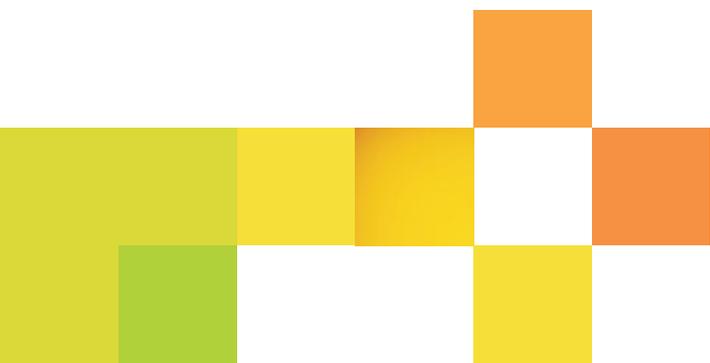


**NATIONAL
YOUTH WORK
COMPETENCY
FRAMEWORK**



Contents

- Foreword
- Introduction
- Youth Services Landscape
- Career Progression
- Key Responsibility Areas
- Technical Competencies
- Generic Competencies
- Acknowledgements



Foreword

“But the best teams I’ve encountered have one important thing in common: their team structure and processes cover a full range of distinct competencies necessary for success.”

Jesse James Garrett

Over and above being driven by passion and a desire to transform lives, a competent youth worker needs sufficient knowledge and skills to act in a wide variety of situations. Developing specialised competencies has become increasingly important with the rising demand for quality services. This will ensure effective engagement of the new generation of youths and a heightened recognition of the important role of youth work in Singapore.

To this end, the National Youth Work Competency Framework was conceptualised and initiated. The development of the framework was jointly led by the Ministry of Social and Family Development and the National Council of Social Service.

The National Youth Work Competency Framework has taken reference from the Development framework for Youth Workers, the National Social Work Competency Framework and international youth work literature. Extensive consultation was made with youth workers, policy makers, academics and other subject matter experts in the course of developing the framework. We are grateful to them for their inputs.

The framework is a key resource and national reference to guide recruitment needs and capability building in the youth work sector. It will be used to shape and influence the future of youth work, ensuring sector professionals remain relevant and adaptive to new and emerging needs of youth. With successful adoption of the framework, youth workers will have clear career development pathways and opportunities to upgrade themselves.

We continue to journey with the sector towards serving youths better. While there are existing training courses that cover the competencies charted in the framework, training programmes will be enhanced and additional modules will be developed to meet identified training gaps. We are committed to support the development of training programmes in the years ahead.

Ms Elaine Loo

Director

Central Youth Guidance Office

Director

Operations and Service Capability Branch,
Rehabilitation & Protection Group

Ministry of Social and Family Development

Mr Anjan Ghosh

Director

Service Planning & Development Group

National Council of Social Service

“The National Youth Work Competency Framework has the tremendous potential of providing a strong anchor for the youth sector in Singapore. For youth serving organisations, it provides a benchmark tool for the planning of training, assessment and development of their youth work staff. For youth workers, while it similarly spells out what competencies are expected of them, it also lays out the potential career pathing for their professional growth.

It is in the best interest of youth that the adults serving them can be depended upon to have the high levels of integrity, ethical practice and competencies one would expect of a skilled professional. Professionalisation of youth work also bears the promise of facilitating a rewarding and impactful career path for those who want to touch the lives of youth and young people.”

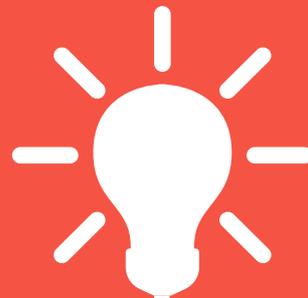
**Dr John Tan
President**

Youth Work Association (Singapore)
Executive Director
CARE Singapore

Introduction

In 2016, a steering committee comprising of senior professionals from the social service sector was formed to develop the National Youth Work Competency Framework (NYWCF). It sets out to articulate the technical and generic competencies required of youth workers.

The objectives of the NYWCF



- ✓ **Define** the knowledge and skills required by youth workers to effectively perform their jobs
- ✓ **Establish** competency-based training to develop youth workers
- ✓ **Guide** career progression based on competencies and job roles

This NYWCF booklet contains:

Key responsibility areas (KRAs)

Job responsibilities of youth workers in relation to their roles

Technical competencies

Knowledge and skills requirements of youth workers to effectively perform their key responsibility areas in each role

Generic competencies

Attitude and traits that youth workers need to excel in each role

The development of this NYWCF will benefit:



Youth Workers - the NYWCF will be a resource for development

- Standards of excellence for current roles and potential future roles
- Provides clarity on the developmental opportunities to build proficiencies
- Provides transparency on the career progression pathways in the sector



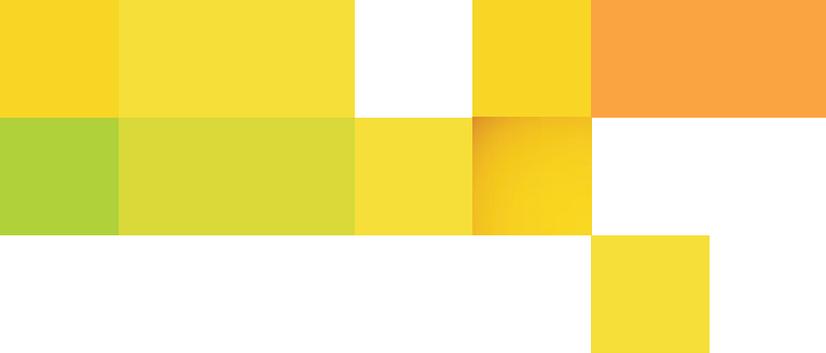
Employers - the NYWCF will be a resource to select and retain talent

- Fair, uniform criteria – “a common language” – for excellence
- Focused hiring and selection criteria aligned with job requirements
- Targets for development activities
- Foundation for performance feedback and coaching



Youths - the NYWCF will improve service quality and standards for clients

- Better service delivery quality and standards
- Ensure skills are relevant to emerging issues to meet current and future needs effectively



“The implementation of this National Youth Work Competency Framework will put in place systematic development towards a more skilled and competent workforce, with the youth workers feeling more supported, empowered and confident in their work. This will also aid in the overall retention of talents within the sector.

The existing programmes in Singapore tend to be more practice-centric with less emphasis on applied research skills. An effective youth worker should deliver quality services, be able to assess the needs of their clients, keep up-to-date with the latest developments in the field, develop evidence-informed programmes to address their clients’ needs, and evaluate whether the services they are providing are effective. As such, although applied research skills are essential to good youth work practice, many youth workers may not have the requisite knowledge and skills to conduct practice research or evaluation. It is therefore essential that there are benchmarks to provide assurance that youth workers are critical consumers of research, and can generate evidence to improve practice.”

Alfred Tan
CEO

Singapore Children’s Society



Youth Services Landscape

Within the non-profit space, there are approximately 110 agencies that engage youths through intervention programmes, community building activities and practical support. These programmes reach around 70,000 youths each year and are delivered in schools, communities or institutional settings. In the larger eco-system, there are many stakeholders that contribute to the wellbeing and development of youths as part of their day to day work. These include government agencies, education institutions, law enforcement agencies and grassroots organisations.

110* agencies

251* programmes

Average 2.3* programmes per agency

*Figures only include social service organisations working with youth through services and programmes.

Coverage

Number of at-risk youths served per year by geographical districts[^]



Northeast	4,400
Northwest	7,900
Southwest	7,700
Central	9,800
Southeast	20,200

[^]Excluding calls to the SOS hotline. Rounded off to the nearest hundred.

Settings for service delivery

Schools 46%

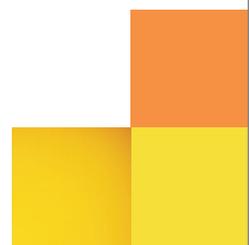
Communities 41%

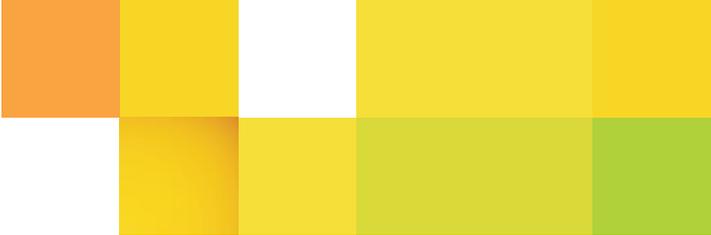
Institutions 13%

Sources: Central Youth Guidance Office (2012). Baseline Study of Social Services for At-Risk Youths in Singapore and Children, Youth & Family Services, NCSS

Programme Types in Youth Work	Brief Description
Casework & Counselling	Services provided for youths suffering from mental health, psychological, relationship and behavioural difficulties to work towards living in a more personally satisfying way.
Children and young person's home	Residential care for youths from dysfunctional families, or are abused or neglected, and/or are in conflict with the Law.
Developmental	A range of services to protect and nurture children and youths towards their personal potential.
Financial Support	Provide financial and material grants and loans to youths in need.
Mentoring	Programmes that facilitate a caring relationship between youths and an older or more experienced person who provides relationship-based support that benefits one or more areas of the mentee's development.
Outreach	Outreach includes organising activities in public domains, or providing a safe and attractive environment to engage youths, or identifying vulnerable youths to link them to appropriate services or community resources.
Pre-court Diversionary	Pre-Complaint Mediation for youths and their families seeking to resolve problems or rehabilitative programmes that help youths who have committed minor offences stay away from crime in the future.
Public Education	A base of resources or organised public activities such as talks for the community on specific issues.
School Social Work	Programmes in the school setting catered for disengaged youths, seeking to influence and partner with schools, families, and communities towards positive school outcomes.
Vocational/Skill Based	Programmes to equip youths to return to schools or transit to meaningful employment pursuits.

Source: Children, Youth & Family Services, NCSS





Youths today are growing up in a fast-changing environment. Changes in population demographics and family structures; evolving education and employment pathways; the pervasiveness of technology and cyberspace; the influence of social media; rapid shifts in prevalent cultural sentiments; present both challenges and opportunities to their holistic development. The characterisation of what makes a youth vulnerable to risk has also evolved with the times. While the sector continues to work towards reducing traditional indicators such as youth crime and delinquency, it must adapt and respond to many new and emerging issues that youths face. These have implications on how youth workers carry out effective outreach and preventive strategies.

Several areas have been identified for the youth work sector to grow and mature in. These include the need for increased knowledge and skills in specialised areas, evidence-informed/evidence-based programme development and more objective and rigorous evaluation of practice. Amidst the vast array of services and programmes engaging youths, the next leap for the sector will be to move towards higher quality service delivery and articulating the impact that it makes. As such, common benchmarks to provide consistency in training and professional development are critical towards building a competent, dynamic and future-ready youth work sector.

To this end, the Central Youth Guidance Office and the National Council of Social Service initiated the development of the NYWCF. The framework benefits youth agencies and workers by offering a reference point for capability building and clear progression pathways for career development. It can also serve to provide established standards for increased confidence and quality assurance in youth work.

How can the NYWCF benefit youth agencies and workers?

Common reference point for capability building

Ensure relevance of skills towards emerging needs & issues

Clear progression pathways for professional development

Increase quality assurance in Youth Work

“The National Youth Work Competency Framework provides clear delineation of the skills and knowledge required of a youth worker. This enables practitioners to acquire core competencies as well as to chart their development and aspire towards higher levels of proficiency for the benefit of the youths they serve.

For a supervisor, the framework provides a validated benchmark on competency domains to assess, guide and motivate their supervisees towards professional growth and skills development.

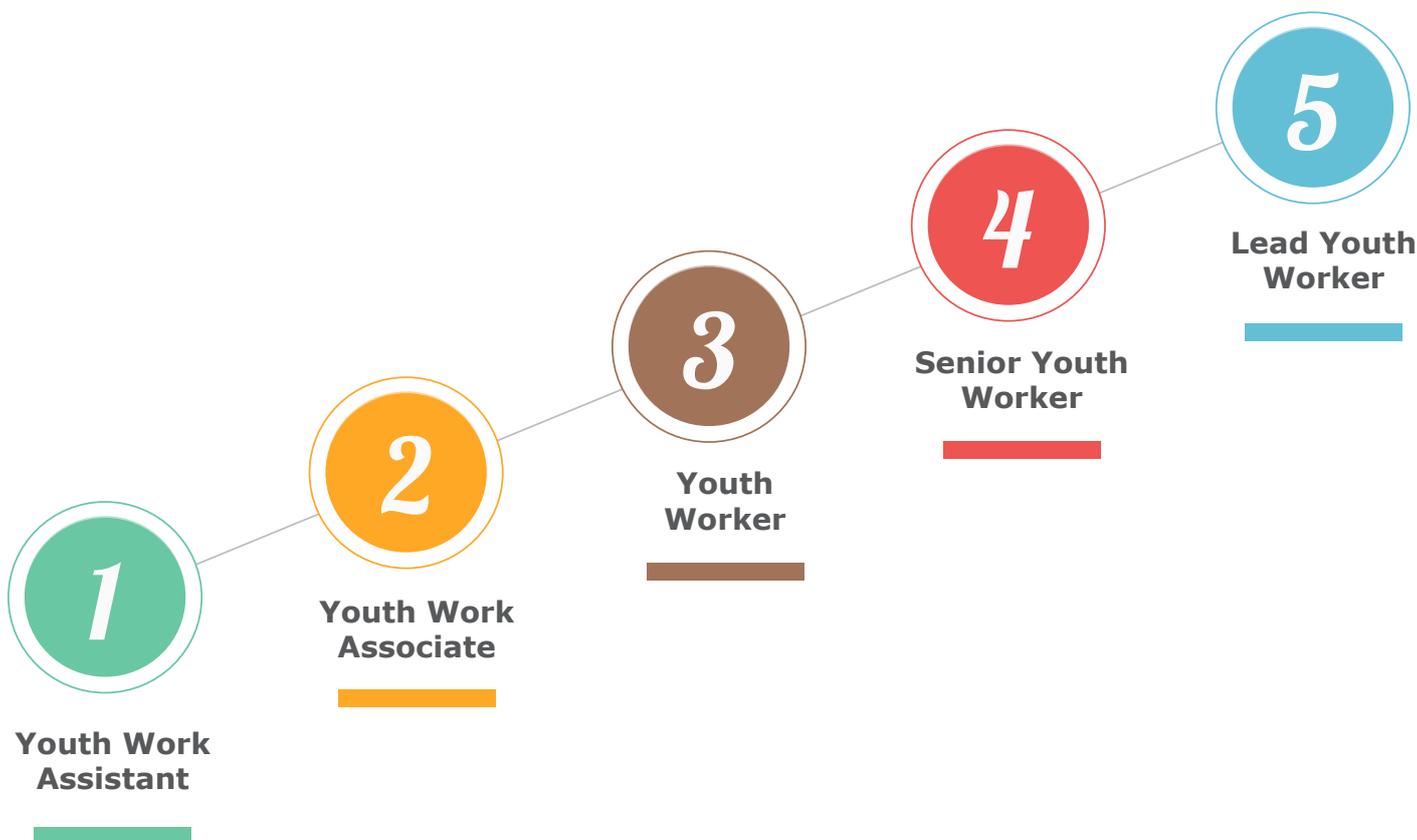
Schools are an important social system in the lives of youths. In addition to spending substantial length of time during their formative years in schools, youths are often shaped by their experiences in schools. These experiences range from the school culture to the learning environment to the relationships they have with teachers and peers. The experiences can facilitate or impede the development of a youth and the achievement of their potentials.

Importantly, schools share common goal and intent with youth workers in ensuring the well-being and positive development of youths. The shared goal and intent, together with the recognition of the significant role schools play in the formation and development of youths, should naturally incline a youth worker to reach out and form collaborative partnerships with schools for the benefit of youths.”

Lee Seng Meng
Centre Director
Students Care Service

Career Progression

The typical job roles and career progression pathway in youth work are as follows:



This is an illustrative career pathway. Youth Agencies may have their own job roles, titles and career pathways which may not be identical to the above. Please refer to the section on key responsibility areas in this booklet for more details on the mapping of job roles.

The progression of a youth worker as he/she moves within the practice can be seen in two dimensions: the impact and influence that the youth worker is able to contribute within the sector, and the ability to manage higher levels of sophistication and complexity for cases.

Typically, individuals who are non-degree holders enter the sector as either a youth work assistant or a youth work associate. To progress as a youth worker, he/she would require a degree of any discipline. As a youth worker progresses in seniority, he/she will be responsible for doing fewer cases, but will be in charge of more complex cases. He/she will also contribute more greatly to systemic areas such as strategic planning, leadership and professional development, service integration, stakeholder management, strengthening collaboration in the ecosystem and development of the profession.

Key Responsibility Areas of a Youth Work Assistant

The Youth Work Assistant is an operational position for a cluster of job roles in the field of youth work. He/She should be qualified and trained to assist youth workers in the coordination of casework, group work or administrative functions.

The key responsibilities for this role are:



Youth Landscape and Development

- Identify youth issues in the current socio-economic environment and understand related theories about youth behaviours
- Identify typical youth issues and concerns in the current socio-economic environment
- Describe the high-level contents of relevant policies and schemes that impact youths
- Support the identification of risk and protective factors associated with social problems specific to youths



Ethics, Values and Legislations

- Apply Professional Code of Conduct, Ethics and Values
- Follow the organisation's processes for handling cases that require legal interventions and apply relevant legislative frameworks, protocols and procedures in own areas of work



Professional Practice

- Understand the importance of diversity, inclusion and equity and apply to own areas of work
- Identify own strengths, weaknesses and vulnerabilities to develop self-care plan
- Describe the standards of care, procedures and programmes of an organisational culture of health and safety
- Follow instructions to carry out activities that safeguard and promote the best interests of youths



Casework

- Follow instructions to carry out activities to manage crisis situation



Group Work

- Follow instructions in the development and planning of group processes and specialised intervention strategies
- Follow instructions in the assessment of group work outcomes and processes
- Follow instructions to deliver simple components or modules in group work



Programme Management

- Describe the relevant types of programmes offered by the organisation to the target relevant youth groups
- Understand the process for implementing relevant programmes



Community Work

- Identify the needs of youths based on interactions with them and other stakeholders
- Understand the importance of volunteers and support the organisation in recruiting them
- Carry out and participate in initiatives to establish working relationships with stakeholders



Youth Engagement

- Identify and know how to use the features and functionalities of social media platforms that are commonly used by youths
- Carry out interaction and engagement activities with youths in their natural settings
- Carry out the delivery of simple core programmes and services offered in schools
- Identify interest or play-based activities that appeal to youths

Key Responsibility Areas of a Youth Work Associate

The Youth Work Associate is an assistant role in the field of Youth Work. He/She should be qualified and trained to assist the Youth Worker in certain parts of case work and group work. His/Her duties include assisting youth workers in parts of casework, facilitating programmes and participating in youth outreach efforts.

The key responsibilities for this role are:



Youth Landscape and Development

- Apply knowledge of relevant youth development theories when working with youths
- Support the application of development-appropriate methods based on understanding of the youth dynamics and sub-culture
- Support the interpretation of relevant policies and schemes that impact youths
- Support the identification of risk and protective factors associated with social problems specific to youths



Ethics, Values and Legislations

- Apply Professional Code of Conduct, Ethics and Values
- Support the implementation of relevant legislative frameworks, protocols and procedures in own areas of work



Professional Practice

- Support and work effectively with youths from different backgrounds
- Improve own self-care plans from experiences working with youths
- Support the implementation of standards of care, procedures and programmes of an organisational culture of health and safety
- Support the implementation of activities that safeguard and promote the best interests of youths



Casework

- Support the development and planning of case plans for youths
- Support the assessment of casework outcome, process and levels of risk
- Support the implementation of casework intervention
- Support crisis management team in activities that do not engage youths in crisis



Group Work

- Support the development and planning of group processes and specialised intervention strategies
- Support the assessment of group work outcomes and processes
- Support the facilitation and delivery of group work



Programme Management

- Support the development or modification of standard programmes to achieve better learning outcomes
- Support the implementation of programmes
- Support the programme evaluation process by applying relevant tools and techniques



Community Work

- Support the assessment of the needs of youths through the collection of information and feedback from multiple stakeholders
- Support the recruitment and deployment of volunteers effectively on a programme by clarifying programme objectives, volunteers' roles, types of volunteers needed, work methods and monitoring of progress
- Enhance working relationship with stakeholders



Youth Engagement

- Support the organisation's social media implementation plan by promoting the availability and utilisation of services
- Support the implementation of organisation's street outreach plans by reaching out to youths in their natural settings
- Support the development and implementation of core programmes and services offered in schools
- Support the delivery of the organisation's interest or play-based activities by participating in these activities together with youths
- Support the implementation of appropriate mentoring and counselling approaches and advice to help youths plan for their future

Key Responsibility Areas of a Youth Worker

The Youth Worker is a junior level professional role in the field of Youth Work. He/She should be qualified and trained to assess and follow up on case referrals. His/Her duties include conducting case interventions, planning, designing, conducting and evaluating core programmes and managing youth outreach efforts.

The key responsibilities for this role are:



Youth Landscape and Development

- Analyse contemporary literature on youth development, growth and learning styles and contextualise it to the context of one's practice
- Deploy understanding of youth issues in programmes and interventions and promote youth development by leveraging socio-economic support mechanisms
- Analyse relevant policies and schemes to identify implications to youths and possible workarounds
- Identify risk and protective factors associated with social problems specific to youths



Ethics, Values and Legislations

- Apply Professional Code of Conduct, Ethics and Values
- Implement relevant legislative frameworks, protocols and procedures to support and advise youths and their families or guardians



Professional Practice

- Engage youths from different backgrounds while recognising and embracing differences and enabling youths to do the same
- Analyse own self-care plans to identify recurring issues that upset balance between personal and professional lives
- Analyse own learning needs to identify personal/professional development goals and agenda for supervisions
- Implement standards of care, procedures and programmes of an organisational culture of health and safety
- Deploy relevant resources to safeguard and promote the best interests of youths



Casework

- Implement effective case planning for youths
- Implement appropriate assessment frameworks to evaluate casework outcomes, process and levels of risk
- Deploy appropriate counselling and casework intervention
- Organise crisis management team and seek help from appropriate agencies



Group Work

- Develop and plan group processes and specialised intervention strategies
- Implement appropriate assessment frameworks to evaluate group work outcomes and processes
- Conduct group work and support groups



Programme Management

- Collaborate with colleagues to develop or modify standard programmes using a structured design framework
- Organise and deliver programmes independently and develop trusting relationships through the programmes
- Analyse programme effectiveness and identify areas of improvement



Community Work

- Collaborate with community partners to assess the needs of youths through the collection of information and feedback from multiple stakeholders
- Recruit and deploy volunteers effectively on a programme by clarifying programme objectives, volunteers' roles, types of volunteers needed, work methods and monitoring of progress
- Collaborate with stakeholders to grow relationship and achieve common goals



Youth Engagement

- Implement organisation's cyber outreach efforts by posting relevant content to promote availability and utilisation of services
- Implement the organisation's street outreach plans to engage and offer adequate help and support to youths-at-risk
- Organise the development and implementation of core programmes and services for schools
- Collaborate with other organisations to organise interest or play-based programmes that appeal to youths
- Deploy the appropriate mentoring and counselling approaches and advice to help youths plan for their future

Key Responsibility Areas of a Senior Youth Worker

The Senior Youth Worker is an experienced professional role in the field of Youth Work. He/She should be qualified and trained to assess and follow up on case referrals, which are more complex in nature. His/Her duties include conducting case interventions for complex cases, designing, conducting and evaluating new programmes and engaging communities to support the cause of the organisation.

The key responsibilities for this role are:



Youth Landscape and Development

- Review contemporary literature on youth development, growth and learning styles and identify emerging issues
- Facilitate exchange of emerging youth issues and adapt development appropriate methods and socio-economic support mechanisms to address them
- Review relevant policies and schemes to provide recommendations for enhancement
- Develop and test trials intervention programmes and policies to reduce risk and recurrence of social problems specific to youths



Ethics, Values and Legislations

- Guide resolution of ethical dilemmas
- Facilitate legal interventions for complex case and provide recommendations to refine relevant legislative frameworks, protocols and procedures



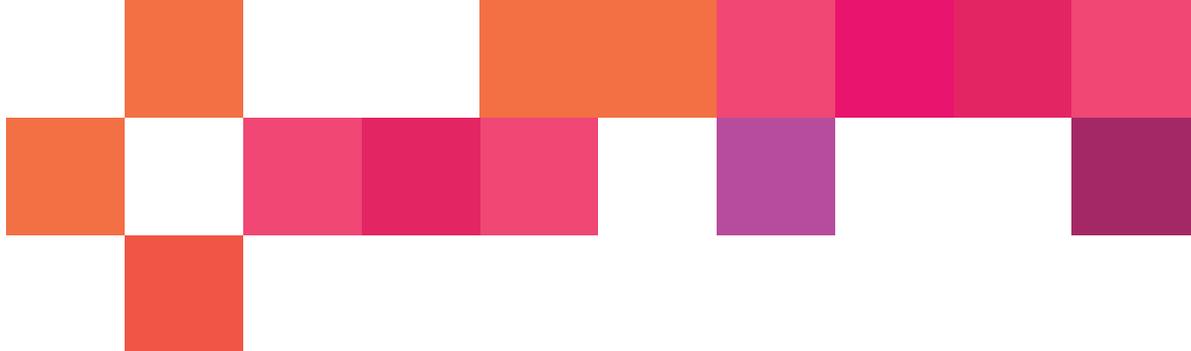
Professional Practice

- Review the delivery of youth work services to ensure that they promote diversity, inclusion and equity
- Facilitate actions to help teams identify recurring health and well-being issues and enable them to overcome barriers to the implementation of self-care plans
- Develop a systematic approach to review performance, provide feedback and debrief with other youth workers
- Review standards of care, procedures and programmes of an organisational culture of health and safety and suggest enhancements
- Review and resolve gaps in current systems and resources in the organisation and youth work sector to safeguard and promote the best interests of youths



Casework

- Adapt and develop specialised case plans for youths
- Adapt assessment frameworks to evaluate casework outcomes, process and levels of risk
- Facilitate appropriate counselling and casework intervention approaches
- Adapt crisis management approaches as needed to minimise risk, seeking additional resources to resolve the crisis, where needed



Group Work

- Adapt, develop and plan group processes and specialised intervention strategies
- Adapt assessment approach to evaluate group work outcomes and processes
- Facilitate and monitor the delivery of group work and support groups



Programme Management

- Develop evidence-informed programmes for youths to achieve the desired outcomes
- Review programmes to identify improvements areas that can feed forward to future programmes
- Lead detailed assessment of programme components and develop plans to enhance youth programmes



Community Work

- Review needs of youths to highlight emerging social trends in the community
- Recruit and deploy volunteers effectively on a programme and maximize their contribution through risk mitigation, constructive feedback and recognition
- Develop a network of strategic relationships across organisations to accomplish common goals



Youth Engagement

- Review and refine organisation cyber outreach efforts to reach out to more groups of youth and promote cyber wellness
- Develop organisation's street outreach plans to enable more youths to benefit from the organisation's programmes and services
- Develop customised programmes and services to meet the needs of teachers and youths in a particular school
- Develop interest or play-based programmes, improvise programmes and build strategic relationships to enable a seamless delivery of these programmes
- Review and evaluate organisation mentoring frameworks and guidelines against outcome measures

Key Responsibility Areas of a Lead Youth Worker

The Lead Youth Worker is a highly experienced professional role in the field of Youth Work. He/She should have expertise in domains under Youth Work in order to play a supervisory role. His/Her duties include supervising and mentoring youth workers, spearhead innovative ways of working with youths and engaging external stakeholders, e.g., grassroots, government agencies.

The key responsibilities for this role are:



Youth Landscape and Development

- Formulate youth work focus areas for the organisation and broaden the organisation's knowledge about youth development, growth and learning styles
- Drive awareness on emerging youth issues, available socio-economic support mechanisms and create development-appropriate methods to address them
- Drive the review of relevant policies and schemes to shape outcomes that will benefit the youths at risk
- Review effectiveness of prevention intervention programmes and bring it to scale



Ethics, Values and Legislations

- Appraise and manage personal and professional boundaries in situations that call for ethical reasoning/decisions
- Drive collaboration efforts between stakeholders to contribute and influence relevant legislative frameworks, protocols and procedures



Professional Practice

- Drive a culture where diversity and inclusion practices are reflected in all aspects of youth work
- Drive the organisation's self-care mechanisms and enable colleagues in overcoming challenging barriers to the implementation of self-care plans
- Devise frameworks and strategies for clinical supervision for the organisation to meet the needs of supervisees and the organisation
- Formulate new standards of care, procedures and programmes of an organisational culture of health and safety
- Lead collaboration efforts with other organisations to influence changes that safeguard and promote the best interests of youths



Casework

- Drive efforts to improve casework planning in the organisation
- Drive efforts for effectiveness of casework assessment processes
- Drive innovative efforts in intervention strategies
- Lead crisis management efforts for all cases



Group Work

- Drive efforts to create new group processes and specialised intervention strategies in the organisation
- Drive efforts for effective assessment of group work outcomes and processes
- Drive innovative efforts in intervention strategies



Programme Management

- Conceptualise the development of evidence-informed programmes for youths work programmes that have the potential to make large-scale impact and ensure that the organisations portfolio of programmes is relevant
- Formulate strategies on the types of programmes undertaken by organisation in the future
- Drive the development and implementation of best practice tools and techniques for measuring programme effectiveness



Community Work

- Drive environmental scanning and build community partnerships to identify gaps in the current provision of youth services
- Devise strategies to ensure a healthy supply of volunteers and ensure a positive experience for volunteers
- Drive collaborations efforts with other organisations to further organisation interest in youth work



Youth Engagement

- Drive research and collaboration efforts to partner other organisations to improve outcomes of cyber outreach efforts and promote cyber wellness among communities
- Lead the development of organisation's street outreach plans to enable more youths to benefit from the organisation's programmes and services
- Lead the development of the organisation's communication and outreach strategy for schools
- Lead the overall effort to apply novel methods to interest or play-based outreach programmes
- Lead the developmental efforts in improving the effectiveness and comprehensiveness of counselling services offered by the organisation

“The value of National Youth Work Competency Framework is its structure in terms of (1) skills required and (2) competency levels of each skills needed at the different levels of a youth worker’s professional growth. By focusing on skills training, it is now easier to build capacity and capability in the organisation. Looking at the different skills needed at each level, we are able to better manage work expectations and deliverables.

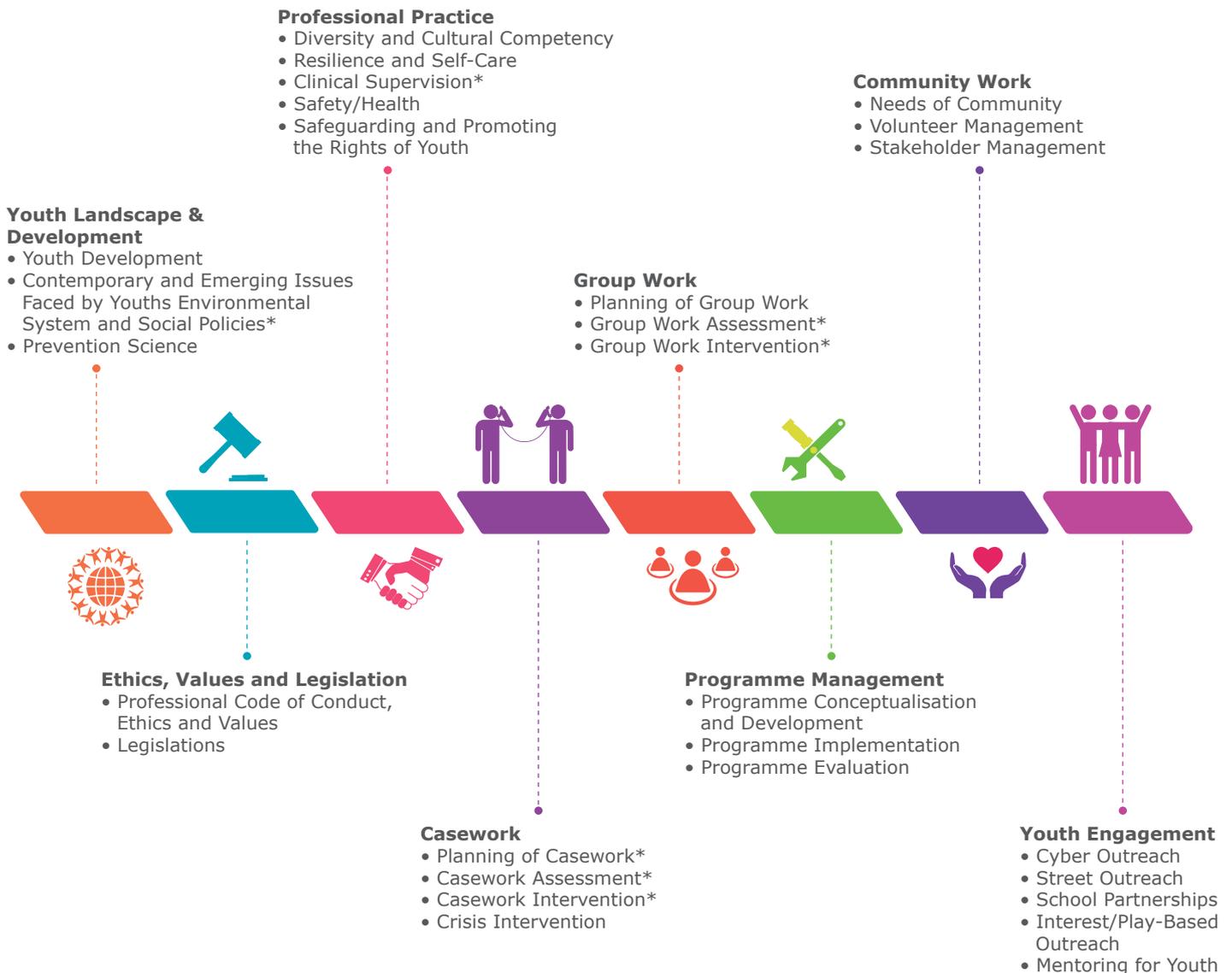
Cyberspace is where the youths live out their lives and personalities. If we want to reach out to youths, we must do it through a channel that is familiar to them. We cannot force the youths to meet us in our comfort zone. We have to go to theirs. Digital devices and online social media are tools that we can use to build strong and positive relationships with young people. The more savvy we are in these domains, the more we will understand their behaviours and motivations and be more equipped to help them move in the direction of constructive change. ”

Anita Low-Lim
Director
TOUCH Youth &
Community Relations

Technical Competencies

Competencies are measurable or observable knowledge, skills and behavioural attributes that enable individuals to perform their job responsibilities effectively.

The NYWCF has identified the technical competencies required of youth workers. These competencies are organised into the eight categories below. Each competency comprises of a set of knowledge and skills needed for success in the job role.



A youth worker may not necessarily find all eight categories of knowledge and skill competencies to be useful in his or her job role, as it varies across job roles. In such a scenario, the youth worker may focus on the knowledge and abilities which are relevant to his or her job role and the setting he/she works in.

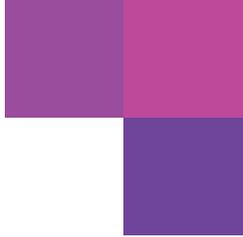
*Indicates that competencies were adapted from the National Social Work Framework

Detailed Technical Competencies | Youth Landscape and Development

1.1 Youth Development

Apply the understanding of the development stages of youths in the context of youth work

	Youth Work Assistant	Youth Work Associate
Competency Description	Identify youth issues in the current socio-economic environment and understand related theories about youth behaviours	Apply knowledge of relevant youth development theories when working with youths
Knowledge	<ul style="list-style-type: none"> • Current youth culture, attitudes, language, lingo, fashion trends and hobbies • Lifespan Development Theories with special emphasis on Youth Development Theory, Delinquency Theories, Youth Sub-Culture Theories • Developmental theories of youth and family 	<ul style="list-style-type: none"> • Current youth culture, attitudes, language, lingo, fashion trends and hobbies • Lifespan Development Theories with special emphasis on Youth Development Theory, Delinquency Theories, Youth Sub-Culture Theories • Developmental theories of youth and family
Abilities	<ul style="list-style-type: none"> • Describe the different development stages of youths and its impact on youth behaviours • Identify and relate to trends followed by youths in different development stages 	<ul style="list-style-type: none"> • Apply the understanding of the different development stages of youths to own areas of work



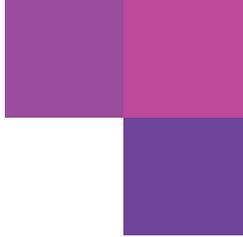
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Analyse contemporary literature on youth development, growth and learning styles and contextualise it to the context of one's practice</p>	<p>Review contemporary literature on youth development, growth and learning styles and identify emerging issues</p>	<p>Formulate youth work focus areas for the organisation and broaden the organisation's knowledge about youth development, growth and learning styles</p>
<ul style="list-style-type: none"> • Current youth culture, attitudes, language, lingo, fashion trends and hobbies • Lifespan Development Theories with special emphasis on Youth Development Theory, Delinquency Theories, Youth Sub-Culture Theories • Developmental theories of youth and family • Common behavioural issues in youths at different developmental stages 	<ul style="list-style-type: none"> • Current youth culture, attitudes, language, lingo, fashion trends and hobbies • Lifespan Development Theories with special emphasis on Youth Development Theory, Delinquency Theories, Youth Sub-Culture Theories • Developmental theories of youth and family • Common behavioural issues in youths at different developmental stages 	<ul style="list-style-type: none"> • Current youth culture, attitudes, language, lingo, fashion trends and hobbies • Lifespan Development Theories with special emphasis on Youth Development Theory, Delinquency Theories, Youth Sub-Culture Theories • Developmental theories of youth and family • Common behavioural issues in youths at different developmental stages
<ul style="list-style-type: none"> • Analyse contemporary literature on different development stages of youths and contextualise it to one's practice 	<ul style="list-style-type: none"> • Review contemporary literature on different development stages of youths to identify new areas of focus 	<ul style="list-style-type: none"> • Formulate youth work focus areas based on a continuous review of contemporary literature on different development stages of youths

Detailed Technical Competencies | Youth Landscape and Development

1.2 Contemporary and Emerging Issues Faced by Youths

Understand youth issues in the current socio-economic environment and available support mechanisms to encourage positive growth

	Youth Work Assistant	Youth Work Associate
Competency Description	Identify typical youth issues and concerns in the current socio-economic environment	Support the application of development-appropriate methods based on understanding of the youth dynamics and sub-culture
Knowledge	<ul style="list-style-type: none"> • Signs, symptoms and assessment techniques related to mental health, addictions, youth delinquency, family violence and sexuality 	<ul style="list-style-type: none"> • Underlying causes, signs, symptoms and assessment techniques related to mental health, addictions, youth delinquency, family violence and sexuality
Abilities	<ul style="list-style-type: none"> • Identify typical youth issues and concerns in the current socio-economic environment 	<ul style="list-style-type: none"> • Support the application of development-appropriate methods based on understanding of the youth dynamics and sub-culture

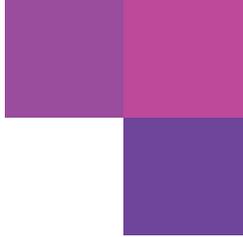


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Deploy understanding of youth issues in programmes and interventions and promote youth development by leveraging socio-economic support mechanisms</p>	<p>Facilitate exchange of emerging youth issues and adapt development-appropriate methods and socio-economic support mechanisms to address them</p>	<p>Drive awareness on emerging youth issues, available socio-economic support mechanisms and create development-appropriate methods to address them</p>
<ul style="list-style-type: none"> • Underlying causes, signs, symptoms, assessment and intervention techniques related to mental health, addictions, youth delinquency, family violence and sexuality • Available social support infrastructure 	<ul style="list-style-type: none"> • Underlying causes, signs, symptoms, assessment and intervention techniques related to mental health, addictions, youth delinquency, family violence and sexuality • Theories on working with youths with special needs • Theories of aggression when working with youths • Available social support infrastructure 	<ul style="list-style-type: none"> • Underlying causes, signs, symptoms, assessment and intervention techniques related to mental health, addictions, youth delinquency, family violence and sexuality • Theories on working with youths with special needs • Theories of aggression when working with youths • Available social support infrastructure
<ul style="list-style-type: none"> • Implement development-appropriate methods based on understanding of the youth dynamics and sub-culture • Manage behaviours of youths effectively by referring them to appropriate personnel internally in the organisation for help 	<ul style="list-style-type: none"> • Adapt development-appropriate methods to address emerging youth dynamics and sub-culture trends • Facilitate discussions on platforms to share learnings on emerging youth issues and the available socio-economic support mechanisms • Facilitate collaboration opportunities with stakeholders to modify existing socio-economic support mechanisms 	<ul style="list-style-type: none"> • Guide the creation of development-appropriate methods to ensure that they are relevant to emerging youth dynamics and sub-culture trends • Lead engagement sessions with community members to inform on emerging youth issues and the available socio-economic support mechanisms • Initiate collaboration opportunities with stakeholders to shape new socio-economic support mechanisms

1.3 Environmental Systems and Social Policies*

Understand the socio-economic and political systems and relevant policies and schemes in the local context

	Youth Work Assistant	Youth Work Associate
Competency Description	Describe the high-level contents of relevant policies and schemes that impact youths	Support the interpretation of relevant policies and schemes that impact youths
Knowledge	<ul style="list-style-type: none"> Local community context, political and larger systems impacting youths, families and the community 	<ul style="list-style-type: none"> Local community context, political and larger systems impacting youths, families and the community Impact of relevant policies and schemes on different groups of youths
Abilities	<ul style="list-style-type: none"> Describe the high-level contents of relevant policies and schemes that impact youths 	<ul style="list-style-type: none"> Support the interpretation of relevant policies and schemes that impact youths



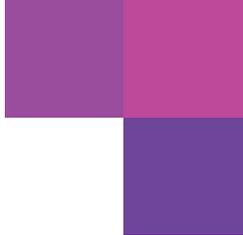
*Indicates that competencies were adapted from the National Social Work Framework

Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Analyse relevant policies and schemes to identify implications to youths and possible workarounds</p>	<p>Review relevant policies and schemes to provide recommendations for enhancement</p>	<p>Drive the review of relevant policies and schemes to shape outcomes that will benefit the youths at risk</p>
<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • The underlying principles and rationale for relevant policies and schemes and its impact on different groups of youths 	<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • Interdependencies between relevant policies and schemes that impact different groups of youths 	<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • Interdependencies between relevant policies and schemes that impact different groups of youths
<ul style="list-style-type: none"> • Interpret the relevant policies and schemes that impact different groups of youths • Collaborate with internal and external partners to explore possible workarounds that address gaps in relevant policies and schemes 	<ul style="list-style-type: none"> • Review relevant policies and schemes to identify limitations of current policies and provide recommendations for enhancements • Initiate collaboration with internal and external partners to explore possible workarounds that address gaps in relevant policies and schemes • Anticipate new and emerging societal trends to identify gaps in the relevant policies and schemes that impact different groups of youths 	<ul style="list-style-type: none"> • Drive efforts to identify policy implementations' unintended consequences to vulnerable groups of youths • Drive efforts to contribute to policy enhancement by identifying limitations of current policy interventions and tabling for discussion • Lead initiatives to anticipate new and emerging societal trends and communicate service and policy gaps to the right platform

1.4 Prevention Science

Use a scientific methodology to identify risk and protective factors to minimise the occurrence of social problems specific to youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Support the identification of risk and protective factors associated with social problems specific to youths	Support the identification of risk and protective factors associated with social problems specific to youths
Knowledge	<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • Impact of relevant policies and schemes on different groups of youths • Practical applications of prevention science to identify underlying reasons 	<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • Impact of relevant policies and schemes on different groups of youths • Practical applications of prevention science to identify underlying reasons
Abilities	<ul style="list-style-type: none"> • Support the identification of underlying reasons associated with social problems specific to youths 	<ul style="list-style-type: none"> • Support the identification of underlying reasons associated with social problems specific to youths



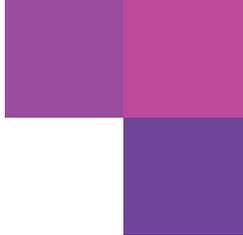
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Identify risk and protective factors associated with social problems specific to youths</p>	<p>Develop and test trials intervention programmes and policies to reduce risk and recurrence of social problems specific to youths</p>	<p>Review effectiveness of prevention intervention programmes and bring it to scale</p>
<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • The underlying principles and rationale for relevant policies and schemes and its impact on different groups of youths • Principles underpinning practical applications of prevention science 	<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • Interdependencies between relevant policies and schemes that impact different groups of youths 	<ul style="list-style-type: none"> • Local community context, political and larger systems impacting youths, families and the community • Interdependencies between relevant policies and schemes that impact different groups of youths
<ul style="list-style-type: none"> • Identify underlying reasons associated with social problems specific to youths • Address a problem's predictors to prevent recurrence 	<ul style="list-style-type: none"> • Develop and analyse trials intervention programmes and policies to reduce risk and recurrence of social problems specific to youths 	<ul style="list-style-type: none"> • Review effectiveness of prevention intervention programmes • Drive collaboration opportunities with other organisations to bring intervention programmes to a larger scale

Detailed Technical Competencies | Ethics, Values and Legislations

2.1 Professional Code of Conduct, Ethics and Values

Apply Professional Code of Conduct, Ethics and Values to uphold the integrity and reputation of the organisation and the profession

	Youth Work Assistant	Youth Work Associate
Competency Description	Apply Professional Code of Conduct, Ethics and Values	Apply Professional Code of Conduct, Ethics and Values
Knowledge	<ul style="list-style-type: none"> Professional Code of Conduct, Ethics and Values 	<ul style="list-style-type: none"> Professional Code of Conduct, Ethics and Values
Abilities	<ul style="list-style-type: none"> Apply the Professional Code of Conduct, Ethics and Values Report exceptional situations involving a breach of the Professional Code of Conduct, Ethics and Values 	<ul style="list-style-type: none"> Apply the Professional Code of Conduct, Ethics and Values Report exceptional situations involving a breach of the Professional Code of Conduct, Ethics and Values

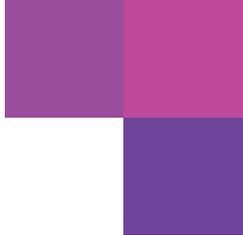


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Apply Professional Code of Conduct, Ethics and Values</p>	<p>Guide resolution of ethical dilemmas</p>	<p>Appraise and manage personal and professional boundaries in situations that call for ethical reasoning/decisions</p>
<ul style="list-style-type: none"> • Professional Code of Conduct, Ethics and Values 	<ul style="list-style-type: none"> • Professional Code of Conduct, Ethics and Values • Principles underpinning ethical decision-making • Hierarchy of principles to guide the resolution of ethical dilemmas 	<ul style="list-style-type: none"> • Professional Code of Conduct, Ethics and Values • Principles underpinning ethical decision-making • Hierarchy of principles to guide the resolution of ethical dilemmas
<ul style="list-style-type: none"> • Apply the Professional Code of Conduct, Ethics and Values • Apply ethical decision-making process/model to direct practice and respond appropriately to exceptional situations which involve a breach of the Professional Code of Conduct, Ethics and Values 	<ul style="list-style-type: none"> • Guide resolution of ethical dilemmas • Review and decide appropriate course of action for exceptional situations which involve a breach in the Professional Code of Conduct, Ethics and Values 	<ul style="list-style-type: none"> • Appraise and manage personal and professional boundaries in situations that call for ethical reasoning/decisions • Lead the analysis of exceptional situations which involve a breach in the Professional Code of Conduct, Ethics and Values and provide expert advice/opinion in a multi-disciplinary team, in court or Board of Inquiry (BOI) • Guide the resolution of complex issues around non-compliance, inappropriate or unethical behaviours

2.2 Legislation

Understand and apply relevant legislative frameworks, protocols and procedures when working with youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Follow the organisation's processes for handling cases that require legal interventions and apply relevant legislative frameworks, protocols and procedures in own areas of work	Support the implementation of relevant legislative frameworks, protocols and procedures in own areas of work
Knowledge	<ul style="list-style-type: none"> • Basic understanding of the relevant Singapore legislation related to youths 	<ul style="list-style-type: none"> • Basic understanding of the relevant Singapore legislation related to youths • Youths' rights and responsibilities in the context of the Singapore legal framework • Procedures and protocols related to reporting of cases, police, courts and rehabilitation for youths • Legal support mechanism and organisations for youths in Singapore
Abilities	<ul style="list-style-type: none"> • Follow instructions for applying relevant legislative frameworks, protocols and procedures in own area of work 	<ul style="list-style-type: none"> • Apply relevant legislative frameworks, protocols and procedures in own areas of work

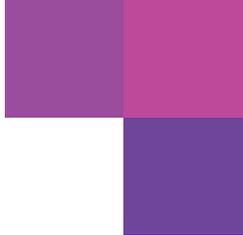


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement relevant legislative frameworks, protocols and procedures to support and advise youths and their families or guardians</p>	<p>Facilitate legal interventions for complex case and provide recommendations to refine relevant legislative frameworks, protocols and procedures</p>	<p>Drive collaboration efforts between stakeholders to contribute and influence relevant legislative frameworks, protocols and procedures</p>
<ul style="list-style-type: none"> • Understanding of Singapore and International legislation and conventions related to youths • Youths' rights and responsibilities in the context of the Singapore legal framework • Procedures and protocols related to reporting of cases, police, courts and rehabilitation for youths • Legal support mechanism and organisations for youths in Singapore 	<ul style="list-style-type: none"> • Understanding of Singapore and International legislation and conventions related to youths • Youths' rights and responsibilities in the context of the Singapore legal framework • Procedures and protocols related to reporting of cases, police, courts and rehabilitation for youths • Legal support mechanism and organisations for youths in Singapore 	<ul style="list-style-type: none"> • Understanding of Singapore and International legislation and conventions related to youth • Youths' rights and responsibilities in the context of the Singapore legal framework • Procedures and protocols related to reporting of cases, police, courts and rehabilitation for youths • Legal support mechanism and organisations for youths in Singapore
<ul style="list-style-type: none"> • Implement relevant legislative frameworks, protocols and procedures in own areas of work • Facilitate the legal intervention for complex cases and inform youths and their parents or guardians about their rights, responsibilities, legislative procedures and available support mechanisms 	<ul style="list-style-type: none"> • Review relevant policies and schemes to identify limitations of relevant legislative frameworks, protocols and procedures and provide recommendations for enhancement • Facilitate the legal intervention for complex cases and inform youths and their parents or guardians about their rights, responsibilities, legislative procedures and available support mechanisms 	<ul style="list-style-type: none"> • Drive collaboration efforts between internal and external partners to contribute to and influence relevant legislation, legislative frameworks, protocols and procedures

3.1 Diversity and Cultural Competency

Work with youths effectively while recognising diversity and promoting inclusion and equity

	Youth Work Assistant	Youth Work Associate
Competency Description	Understand the importance of diversity, inclusion and equity and apply to own areas of work	Support and work effectively with youths from different backgrounds
Knowledge	<ul style="list-style-type: none"> • Major cultural, racial and ethnic groups and their beliefs, practices etc. • Importance of promoting diversity, inclusion and equity 	<ul style="list-style-type: none"> • Broad range of diversity and inclusion issues, including cultural, racial, ethnic, gender, sexual orientation etc. • Policies and procedures to deal with discriminatory behaviours
Abilities	<ul style="list-style-type: none"> • Carry out own responsibilities while upholding the principles of diversity, inclusion and equity 	<ul style="list-style-type: none"> • Support the development of programmes and services that promote diversity, inclusion and equity • Support youths in developing respect and tolerance towards others who have different beliefs, non-beliefs, disability, gender, identity or values

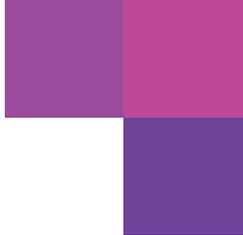


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Engage youths from different backgrounds while recognising and embracing differences and enabling youths to do the same</p>	<p>Review the delivery of youth work services to ensure that they promote diversity, inclusion and equity</p>	<p>Drive a culture where diversity and inclusion practices are reflected in all aspects of youth work</p>
<ul style="list-style-type: none">• Relevant diversity and inclusion theories, frameworks and practices followed by the organisation, their philosophical underpinnings and applications in youth work• Principles and methods used to promote diversity, inclusion and equity	<ul style="list-style-type: none">• Relevant diversity and inclusion theories, frameworks and practices followed by the organisation, their philosophical underpinnings and applications in youth work• Principles and methods used to promote diversity, inclusion and equity	<ul style="list-style-type: none">• Relevant diversity and inclusion theories, frameworks and practices followed by the organisation, their philosophical underpinnings and applications in youth work• Principles and methods used to promote diversity, inclusion and equity
<ul style="list-style-type: none">• Implement programmes and services that promote diversity, inclusion and equity in all aspects of work• Engage youths, internal and external partners to identify and address concerns regarding diversity, inclusion and equity	<ul style="list-style-type: none">• Review programmes and services to ensure that they promote diversity, inclusion and equity• Facilitate discussions with youths and internal or external partners to identify issues related to diversity, inclusion and equity	<ul style="list-style-type: none">• Drive a culture where diversity and inclusion practices are reflected in all aspects of youth work• Guide collaboration efforts with internal or external partners to develop, modify and implement policies and practices that promote diversity, inclusion and equity

3.2 Resilience and Self-Care

Understand the actions and activities that will enhance overall health and well being to deliver professional commitments to youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Identify own strengths, weaknesses and vulnerabilities to develop self-care plan	Improve own self-care plans from experiences working with youths
Knowledge	<ul style="list-style-type: none"> • Importance of self-care for one’s health, well-being and effectiveness • Available emotional and practical support systems and resources in the organisation • Types of reflective practices and tools 	<ul style="list-style-type: none"> • Importance of self-care for one’s health, well-being and effectiveness • Available emotional and practical support systems and resources in the organisation • Types of reflective practices and tools
Abilities	<ul style="list-style-type: none"> • Describe own strengths, weaknesses and vulnerabilities to identify personal boundaries in social interactions • Follow prescribed assessments to develop self-care plan for oneself 	<ul style="list-style-type: none"> • Improve own self-care plans by reflecting upon and modifying own behaviours and emotions when working with youths

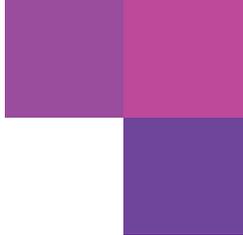


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Analyse own self-care plans to identify recurring issues that upset balance between personal and professional lives</p>	<p>Facilitate actions to help teams identify recurring health and well-being issues and enable them to overcome barriers to the implementation of self-care plans</p>	<p>Drive the organisation's self-care mechanisms and enable colleagues in overcoming challenging barriers to the implementation of self-care plans</p>
<ul style="list-style-type: none"> • Importance of self-care for one's health, well-being and effectiveness • Available emotional and practical support systems and resources in the youth work sector • Types of reflective practices and tools 	<ul style="list-style-type: none"> • Importance of self-care for one's health, well-being and effectiveness • Available emotional and practical support systems and resources in the youth work sector • Types of reflective practices and tools 	<ul style="list-style-type: none"> • Importance of self-care for one's health, well-being and effectiveness • Available emotional and practical support systems and resources in the social services sector • Types of reflective practices and tools
<ul style="list-style-type: none"> • Analyse own self-care plans to identify recurring issues that upset balance between personal and professional life 	<ul style="list-style-type: none"> • Review self-care plans of teams to identify recurring problems that affect the health, well-being and effectiveness of teams • Facilitate activities or exercises to help teams identify and overcome barriers to implement self-care plans 	<ul style="list-style-type: none"> • Drive the organisation's self-care mechanisms to achieve health, well-being and effectiveness outcomes • Guide colleagues in overcoming challenging barriers that impede the implementation of self-care plans

3.3 Clinical Supervision*

Provide educative, supportive, and administrative functions to supervisees to enhance their work with youths

	Youth Work Assistant	Youth Work Associate
Competency Description	n/a	n/a
Knowledge	n/a	n/a
Abilities	n/a	n/a



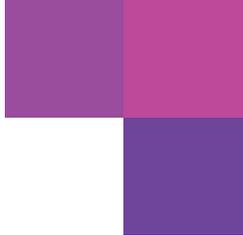
*Indicates that competencies were adapted from the National Social Work Framework

Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Analyse own learning needs to identify personal/professional development goals and agenda for supervisions</p>	<p>Develop a systematic approach to review performance, provide feedback and debrief with other youth workers</p>	<p>Devise frameworks and strategies for clinical supervision for the organisation to meet the needs of supervisees and the organisation</p>
<ul style="list-style-type: none"> • Objectives and desired outcomes of clinical supervision 	<ul style="list-style-type: none"> • Supervisory phases when supervising youth workers in practice, and youth work students/interns during placements • Social work theoretical frameworks and skills in domain area while working with youths • Types of reflective practices and tools 	<ul style="list-style-type: none"> • Educative, supportive and administrative functions that will help youth workers achieve goals
<ul style="list-style-type: none"> • Analyse own learning needs to identify practice to goals in personal/professional development • Analyse own personal/professional development goals to define agenda for supervisions • Analyse situations to recognise and articulate ethical dilemmas and discuss the application of ethics in practice • Seek external supervision for the social work practice (in case of non-social work settings) 	<ul style="list-style-type: none"> • Engage in peer supervision and debriefing 	<ul style="list-style-type: none"> • Drive initiatives to assess and formulate supervisees' developmental needs within agency or institution • Guide senior youth workers to adapt supervision strategies according to supervisees' needs • Drive the provision of a safe and conducive environment for clinical supervision

3.4 Safety/Health

Contribute to and create an organisational culture of health and safety

	Youth Work Assistant	Youth Work Associate
Competency Description	Describe the standards of care, procedures and programmes of an organisational culture of health and safety	Support the implementation of standards of care, procedures and programmes of an organisational culture of health and safety
Knowledge	<ul style="list-style-type: none"> • Standards of care • Health and safety policies, procedures and programmes • First-aid practices and techniques 	<ul style="list-style-type: none"> • Standards of care • Health and safety policies, procedures and programmes • First-aid practices and techniques
Abilities	<ul style="list-style-type: none"> • Describe the standards of care, procedures and programmes of health and safety that will protect and safeguard youths • Carry out instructions to take actions in cases of health and safety risks 	<ul style="list-style-type: none"> • Support the implementation of standards of care, procedures and programmes of health and safety • Assist in the application of appropriate interventions to address health and safety risk

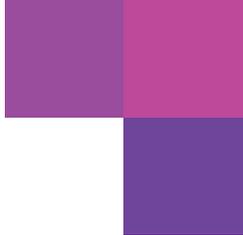


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement standards of care, procedures and programmes of an organisational culture of health and safety</p>	<p>Review standards of care, procedures and programmes of an organisational culture of health and safety and suggest enhancements</p>	<p>Formulate new standards of care, procedures and programmes of an organisational culture of health and safety</p>
<ul style="list-style-type: none">• Standards of care• The importance of health and safety policies, procedures and programmes to the safety of youth• First-aid practices and techniques	<ul style="list-style-type: none">• Standards of care• Principles underpinning health and safety policies, procedures and programmes	<ul style="list-style-type: none">• Standards of care• Principles underpinning health and safety policies, procedures and programmes
<ul style="list-style-type: none">• Implement standards of care, procedures and programmes of health and safety• Implement appropriate interventions to address health and safety risk	<ul style="list-style-type: none">• Review the effectiveness of standards of care, procedures and programmes of health and safety and provide recommendations for enhancement• Review the interventions and ensure compliance to standards of care and procedures of health and safety• Facilitate training sessions related to standards of care and procedures of health and safety	<ul style="list-style-type: none">• Formulate new standards of care, procedures and programmes to promote health and safety• Drive the organisation to comply with standards of care and procedures of health and safety

3.5 Safeguarding and Promoting the Best Interests of Youths

Develop strategies and approaches to safeguard and promote the best interests of youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Follow instructions to carry out activities that safeguard and promote the best interests of youths	Support the implementation of activities that safeguard and promote the best interests of youths
Knowledge	<ul style="list-style-type: none"> • Own roles and responsibilities in advocating for youths 	<ul style="list-style-type: none"> • Contemporary models, methods and techniques of advocacy • Policies and processes to safeguard the best interests of youths
Abilities	<ul style="list-style-type: none"> • Follow instructions to carry out activities that safeguard and promote the best interests of youths 	<ul style="list-style-type: none"> • Support the implementation of activities that safeguard and promote the best interests of youths



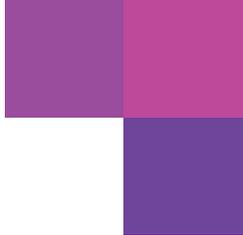
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Deploy relevant resources to safeguard and promote the best interests of youths</p>	<p>Review and resolve gaps in current systems and resources in the organisation and youth work sector to safeguard and promote the best interests of youths</p>	<p>Lead collaboration efforts with other organisations to influence changes that safeguard and promote the best interests of youths</p>
<ul style="list-style-type: none"> • Systems and available resources that safeguard and support the best interests of youths 	<ul style="list-style-type: none"> • Principles underpinning systems and resources that safeguard and promote the best interests of youths • Dynamics within organisations that youth workers are appealing to, and ability to integrate that with representations of case to frame appeals for beneficiaries • Principles and techniques related to negotiation and conflict management 	<ul style="list-style-type: none"> • Principles underpinning systems and resources that safeguard and promote the best interests of youths • Principles and techniques related to negotiation and conflict management
<ul style="list-style-type: none"> • Deploy relevant resources to safeguard and promote the best interests of youths 	<ul style="list-style-type: none"> • Review and identify gaps in current systems and resources to identify areas for enhancement in safeguarding and promoting the best interests of youths • Develop collaborative networks with other organisations to identify areas of change in the youth work sector 	<ul style="list-style-type: none"> • Drive engagement efforts with other organisations to negotiate and influence changes in the youth work sector • Lead the protection and promotion on the best interests of youths by assessing power relationships, positions of different parties and identifying common ground across other organisations and agencies

Detailed Technical Competencies | Casework

4.1 Casework Planning*

Manage the planning of casework effectively by setting objectives, priorities and timelines, making effective use of resources, and using appropriate tools and methodologies to evaluate the effectiveness

	Youth Work Assistant	Youth Work Associate
Competency Description	n/a	Support the development and planning of case plans for youths
Knowledge	n/a	<ul style="list-style-type: none"> • General understanding of the sequencing and flow of the processes involved in case planning • Associated risk and protective factors related to different groups of youths • Relevant documentation that has to be completed for each case
Abilities	n/a	<ul style="list-style-type: none"> • Support the development and planning of case plans for youths



*Indicates that competencies were adapted from the National Social Work Framework

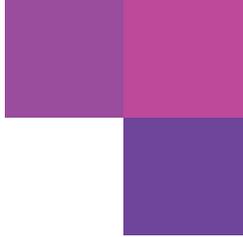
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement effective case planning for youths</p>	<p>Adapt and develop specialised case plans for youths</p>	<p>Drive efforts to improve casework planning in the organisation</p>
<ul style="list-style-type: none"> • Principles and guidelines to conduct effective case planning • Associated risk and protective factors related to different groups of youths 	<ul style="list-style-type: none"> • Specialised theories and techniques for casework planning • Tools and approaches for achieving therapeutic outcomes 	<ul style="list-style-type: none"> • Clinical skills in areas of focus
<ul style="list-style-type: none"> • Implement key principles of effective case planning by drawing and applying relevant theories • Implement measures to manage risks and protective factors associated with different groups of youths • Demonstrate reflective practice 	<ul style="list-style-type: none"> • Facilitate high-risk case conferences in multi-disciplinary settings • Manage ethical dilemmas while taking into account range of information independently 	<ul style="list-style-type: none"> • Take holistic clinical view and be an authority in specialised fields/settings or issues

Detailed Technical Competencies | Casework

4.2 Casework Assessment*

Assess the outcomes and process effectiveness of casework and specialised intervention strategies to achieve successful therapeutic outcomes

	Youth Work Assistant	Youth Work Associate
Competency Description	n/a	Support the assessment of casework outcome, process and levels of risk
Knowledge	n/a	<ul style="list-style-type: none"> • Common assessment methods
Abilities	n/a	<ul style="list-style-type: none"> • Support the assessment of youths' level of risks and needs



*Indicates that competencies were adapted from the National Social Work Framework

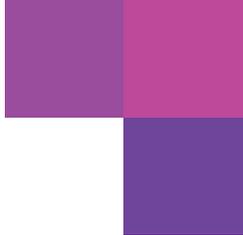
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement appropriate assessment frameworks to evaluate casework outcomes, process and levels of risk</p>	<p>Adapt assessment frameworks to evaluate casework outcomes, process and levels of risk</p>	<p>Drive efforts for effectiveness of casework assessment processes</p>
<ul style="list-style-type: none"> • Methods to assess youths' level of functioning, risks and needs • Principles underpinning assessment methods 	<ul style="list-style-type: none"> • Principles underpinning risk assessment theories and frameworks • Techniques to monitor and review youths' progress under supervision 	<ul style="list-style-type: none"> • Principles underpinning risk assessment theories and frameworks
<ul style="list-style-type: none"> • Implement appropriate assessment methods • Assess youths' level of functioning, risks and needs 	<ul style="list-style-type: none"> • Adapt the appropriate risk assessment frameworks to suit the unique requirements of cases • Review progress of youths against objectives and suggest modifications to casework activities for future improvements 	<ul style="list-style-type: none"> • Assess and manage risk at the agency or institution level

Detailed Technical Competencies | Casework

4.3 Casework Intervention*

Provide casework intervention for youths through counselling and behaviour management

	Youth Work Assistant	Youth Work Associate
Competency Description	n/a	Support the implementation of casework intervention
Knowledge	n/a	<ul style="list-style-type: none"> • Common approaches for casework intervention • Different types of counselling techniques
Abilities	n/a	<ul style="list-style-type: none"> • Support the implementation of casework intervention



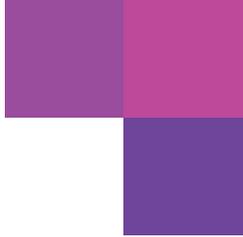
*Indicates that competencies were adapted from the National Social Work Framework

Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Deploy appropriate counselling and casework intervention</p>	<p>Facilitate appropriate counselling and casework intervention approaches</p>	<p>Drive innovative efforts in intervention strategies</p>
<ul style="list-style-type: none"> • Approaches for casework intervention • Counselling approaches and practices • Relevant support groups and mechanisms 	<ul style="list-style-type: none"> • Specialised theories and techniques of casework intervention • Techniques for assessing the effectiveness of counselling • Relevant support groups and mechanisms • Theories underpinning behaviour problems and interventions 	<ul style="list-style-type: none"> • Innovative or novel approaches used in counselling and casework interventions • Best practice approaches in casework intervention
<ul style="list-style-type: none"> • Implement appropriate counselling techniques • Help youths develop and choose strategies to formulate viable plans 	<ul style="list-style-type: none"> • Adapt appropriate counselling and casework intervention techniques for cases • Facilitate the implementation of casework intervention together with youths' support system • Review the effectiveness of behavioural intervention approach based on progress of youths' conduct and behaviours 	<ul style="list-style-type: none"> • Lead the use of innovative or novel approaches • Formulate relationships with external organisations to support intervention strategies • Formulate trends and issues that need to be escalated at the system level

4.4 Crisis Management

Respond to crisis situations appropriately and provide suitable solutions that mitigate potential risks

	Youth Work Assistant	Youth Work Associate
Competency Description	Follow instructions to carry out activities to manage crisis situations	Support crisis management team in activities that do not engage youths in crisis
Knowledge	<ul style="list-style-type: none"> • Signs and symptoms displayed by youths with mental health disorders or special needs in a crisis situation or when youths are facing a crisis • The organisation’s standards of care and protocols for managing crisis situations • Roles and responsibilities of government agencies who need to be involved in managing crisis situations • Support infrastructures that are available to youths in crisis 	<ul style="list-style-type: none"> • Signs and symptoms displayed by youths with mental health disorders or special needs in a crisis situation or when youths are facing a crisis • The organisation’s standards of care and protocols for managing crisis situations • De-escalation techniques to calm youths during a crisis situation • Roles and responsibilities of government agencies who work frequently with youths • Support infrastructure that is available to youths in crisis
Abilities	<ul style="list-style-type: none"> • Follow instructions to carry out activities to manage crisis situations 	<ul style="list-style-type: none"> • Support crisis management by following policies and procedures



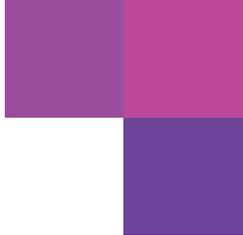
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Organise crisis management team and seek help from appropriate agencies</p>	<p>Adapt crisis management approaches as needed to minimise risk, seeking additional resources to resolve the crisis, where needed</p>	<p>Lead crisis management efforts for all cases</p>
<ul style="list-style-type: none"> • Signs and symptoms displayed by youths with mental health disorders or special needs in a crisis situation or when youths are facing a crisis • The organisation's standards of care and protocols for managing crisis situations • De-escalation techniques to calm youths during a crisis situation • Roles and responsibilities of government agencies who work frequently with youths • Support infrastructure that is available to youths in crisis 	<ul style="list-style-type: none"> • Circumstances that typically create stress and crisis situations • The link between youths' developmental stages, levels of stress, their ability to cope and susceptibility to a crisis 	<ul style="list-style-type: none"> • Innovative crisis management theories, approaches and techniques that have achieved success in the field • Emerging socio-economic factors that can increase susceptibility to crisis situations
<ul style="list-style-type: none"> • Implement policies and procedures during crisis situations • Collaborate with other organisations to execute contingency plans during crisis situations 	<ul style="list-style-type: none"> • Inspect the implementation of policies and procedures during crisis situations • Adapt crisis management approach based on unanticipated risks during crisis situations • Facilitate collaboration efforts between other organisations to execute contingency plans during crisis situations 	<ul style="list-style-type: none"> • Formulate policies and procedures for the organisation to deal with crisis situations • Coach youth workers to respond to a variety of complex crisis situations • Drive collaboration and partnership with other organisation to improve crisis management approaches and processes • Lead the sharing, evaluation and implementation of best practices to improve the crisis management approaches and processes

Detailed Technical Competencies | Group Work

5.1 Group Work Planning

Develop and plan group processes and specialised intervention strategies to achieve effective outcomes

	Youth Work Assistant	Youth Work Associate
Competency Description	Follow instructions in the development and planning of group processes and specialised intervention strategies	Support the development and planning of group processes and specialised intervention strategies
Knowledge	<ul style="list-style-type: none"> • Commonly used group work planning theories and techniques • General understanding of the processes in planning of group work 	<ul style="list-style-type: none"> • Theories and techniques to create effective learning experiences for youths • Principles and guidelines to conduct effective group work planning
Abilities	<ul style="list-style-type: none"> • Follow instructions to implement group processes and specialised intervention strategies 	<ul style="list-style-type: none"> • Support the development and planning of group processes and specialised intervention strategies



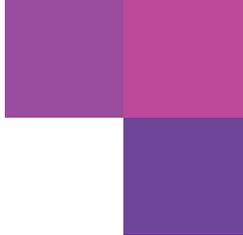
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Develop and plan group processes and specialised intervention strategies</p>	<p>Adapt, develop and plan group processes and specialised intervention strategies</p>	<p>Drive efforts to create new group processes and specialised intervention strategies in the organisation</p>
<ul style="list-style-type: none"> • Clinical skills in areas of focus • Theories and techniques for designing appropriate group processes and specialised intervention strategies • Principles of group dynamics, group formation and group conflict management 	<ul style="list-style-type: none"> • Clinical skills in areas of focus • Theories and techniques for designing appropriate group processes and specialised intervention strategies • Principles of group dynamics, group formation and group conflict management 	<ul style="list-style-type: none"> • Clinical skills in areas of focus
<ul style="list-style-type: none"> • Articulate clinical outcomes to deliver, monitor and evaluate group work • Implement key principles of effective group work development and planning 	<ul style="list-style-type: none"> • Articulate clinical outcomes while strategising design and execution of outreach plans • Adapt appropriate approaches in different groups or settings for specific outcomes 	<ul style="list-style-type: none"> • Articulate clinical outcomes while strategising design and execution of outreach plans • Drive group processes to effect change via development of group work therapies

Detailed Technical Competencies | Group Work

5.2 Group Work Assessment*

Assess group work processes and specialised intervention strategies to achieve effective outcomes

	Youth Work Assistant	Youth Work Associate
Competency Description	Follow instructions in the assessment of group work outcomes and processes	Support the assessment of group work outcomes and processes
Knowledge	<ul style="list-style-type: none"> • Common assessment methods 	<ul style="list-style-type: none"> • Common assessment methods
Abilities	<ul style="list-style-type: none"> • Follow instructions in the assessment of group work outcomes and processes 	<ul style="list-style-type: none"> • Support the assessment of group work outcomes and processes



*Indicates that competencies were adapted from the National Social Work Framework

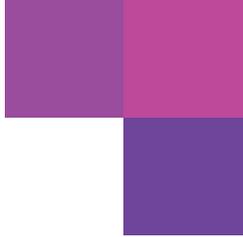
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement appropriate assessment frameworks to evaluate group work outcomes and processes</p>	<p>Adapt assessment approach to evaluate group work outcomes and processes</p>	<p>Drive efforts for effective assessment of group work outcomes and processes</p>
<ul style="list-style-type: none"> • Principles underpinning assessment methods 	<ul style="list-style-type: none"> • Principles underpinning assessment theories and frameworks 	<ul style="list-style-type: none"> • Principles underpinning assessment theories and frameworks
<ul style="list-style-type: none"> • Assess whether groups or settings are appropriate (type, composition, structure, needs and purpose) 	<ul style="list-style-type: none"> • Assess group dynamics and patterns of group behaviour 	<ul style="list-style-type: none"> • Guide youth workers in understanding group dynamics and the assessment approaches

Detailed Technical Competencies | Group Work

5.3 Group Work Intervention*

Deliver group work programmes and services to achieve effective outcomes

	Youth Work Assistant	Youth Work Associate
Competency Description	Follow instructions to deliver simple components or modules in group work	Support the facilitation and delivery of group work
Knowledge	<ul style="list-style-type: none"> Logistics required to run programmes 	<ul style="list-style-type: none"> Logistics required to run programmes
Abilities	<ul style="list-style-type: none"> Follow instructions to deliver simple components or modules in group work 	<ul style="list-style-type: none"> Support the facilitation and delivery of group work



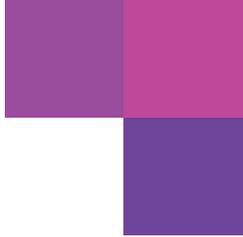
*Indicates that competencies were adapted from the National Social Work Framework

Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Conduct group work and support groups</p>	<p>Facilitate and monitor the delivery of group work and support groups</p>	<p>Drive innovative efforts in intervention strategies</p>
<ul style="list-style-type: none"> • Basic facilitation skills 	<ul style="list-style-type: none"> • Facilitation and supervision skills 	<ul style="list-style-type: none"> • Innovative or novel approaches used in group work
<ul style="list-style-type: none"> • Facilitate or co-facilitate group work and support groups • Conduct group work and support groups (psycho-educational) 	<ul style="list-style-type: none"> • Integrate experiences from previous group interventions to current group work • Conduct therapeutic groups for specific outcomes 	<ul style="list-style-type: none"> • Lead the use of innovative or novel approaches • Formulate trends and issues that need to be escalated at the system level • Formulate relationships with external organisations to support group work

6.1 Programme Conceptualisation and Development

Develop effective programmes that serve the needs of youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Describe the relevant types of programmes offered by the organisation to the target relevant youth groups	Support the development or modification of standard programmes to achieve better learning outcomes
Knowledge	<ul style="list-style-type: none"> • Programmes offered by the organisation to drive learning outcomes 	<ul style="list-style-type: none"> • Programmes offered by the organisation to drive learning outcomes
Abilities	<ul style="list-style-type: none"> • Describe the relevant types of programmes and intervention strategies offered by the organisation to the relevant target audience to generate interest 	<ul style="list-style-type: none"> • Support the modification of programmes and intervention strategies to achieve better learning outcomes

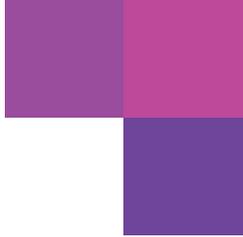


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Collaborate with colleagues to develop or modify standard programmes using a structured design framework</p>	<p>Develop evidence-informed programmes for youths to achieve the desired outcomes</p>	<p>Conceptualise the development of evidence-informed programmes for youth work programmes that have the potential to make large-scale impact and ensure that the organisations’ portfolio of programmes is relevant</p>
<ul style="list-style-type: none"> • Key programme design and pedagogical principles for developing and implementing effective youth programmes • Components of a programme logic framework - inputs, activities, outputs and outcomes • Principles and approaches for the development of lesson plans • Needs of youths in different segment 	<ul style="list-style-type: none"> • Principles and approaches for developing programmes and intervention strategies for youths • Systemic factors that impact programme effectiveness like community readiness, organisational capacity and setting characteristics • Needs of youths in different segment 	<ul style="list-style-type: none"> • Innovative programme and intervention design approaches and techniques
<ul style="list-style-type: none"> • Collaborate with colleagues to develop or modify programmes and intervention strategies by following a structured programme design framework which clearly describes the components and desired outcomes of the programme • Adapt programmes by integrating relevant interest-based activities to develop desired values and attributes in youths • Conduct needs analysis and link it to the conceptual development of programmes and intervention strategies 	<ul style="list-style-type: none"> • Develop evidence-informed programmes for youths to achieve the desired outcomes • Develop approaches to make current programmes more appealing to youths by identifying ways to integrate relevant interest-based activities • Guide youth workers in the development or modification of standard programmes • Review results from needs analysis to develop evidence-informed programmes and intervention strategies 	<ul style="list-style-type: none"> • Formulate concepts for evidence-informed programmes that have the potential to make a large-scale impact • Guide youth workers in the development of evidence-informed programmes for youths

6.2 Programme Implementation

Implement effective programmes that serve the needs of the youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Understand the process for implementing relevant programmes	Support the implementation of programmes
Knowledge	<ul style="list-style-type: none"> • Programme objectives and intervention strategy 	<ul style="list-style-type: none"> • Programme objectives and intervention strategy
Abilities	<ul style="list-style-type: none"> • Describe the programme objectives and purpose to the relevant target audience to generate interest • Carry out administrative and logistical setup for the programme’s activities 	<ul style="list-style-type: none"> • Interpret desired programme outcomes based on the programme objectives and intervention strategy • Support the implementation of youth programmes by co-facilitating activities under supervision • Identify target groups of youth for programmes

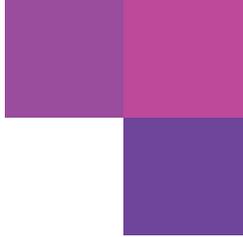


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Organise and deliver programmes independently and develop trusting relationships through the programmes</p>	<p>Review programmes to identify improvements areas that can feed forward to future programmes</p>	<p>Formulate strategies on the types of programmes undertaken by organisation in the future</p>
<ul style="list-style-type: none"> • Principles underpinning the programme objectives, approach and desired outcomes 	<ul style="list-style-type: none"> • Evidence-informed programme strategies for youths with differing complexity of needs 	<ul style="list-style-type: none"> • Evidence-informed programme strategies for youth with differing complexity of needs
<ul style="list-style-type: none"> • Articulate how programme activities and approach lead to desired outcomes • Organise and deliver youth programmes independently • Identify youths within the programme that require targeted intervention 	<ul style="list-style-type: none"> • Identify limitations and risks to achieving desired outcomes, and suggest ways to mitigate these risks • Facilitate programmes for youth with complex needs • Develop approach for targeted interventions for youths within the programmes 	<ul style="list-style-type: none"> • Formulate strategies to address anticipated risk-management issues • Drive the planning and implementation of youth programmes • Drive programme strategy to ensure the activities implemented lead to desired outcomes and reflect the needs of community • Coach others to enhance the delivery of youth programmes

6.3 Programme Evaluation

Evaluate the effectiveness of youth programmes in meeting the needs of youth

	Youth Work Assistant	Youth Work Associate
Competency Description	n/a	Support the programme evaluation process by applying relevant tools and techniques
Knowledge	n/a	<ul style="list-style-type: none"> • Different components of the programme evaluation tools and the data required to measure programme effectiveness
Abilities	n/a	<ul style="list-style-type: none"> • Apply pre-selected programme evaluation tools and techniques to evaluate the effectiveness of youth programmes • Support the programme evaluation process by collecting relevant data and feedback from the programme participants



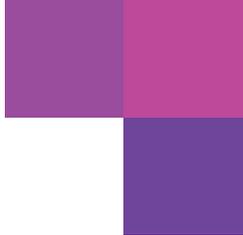
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Analyse programme effectiveness and identify areas of improvement</p>	<p>Lead detailed assessment of programme components and develop plans to enhance youth programmes</p>	<p>Drive the development and implementation of best practice tools and techniques for measuring programme effectiveness</p>
<ul style="list-style-type: none"> • Theories underlying the programme evaluation tools and the constructs that each tool seeks to measure • Approaches for tracking programme outcomes in the short and medium term 	<ul style="list-style-type: none"> • Research-based programme evaluation tools in the youth sector • Approaches for tracking programme outcomes in the medium to long term 	<ul style="list-style-type: none"> • Reliability and validity of programme evaluation tools available in the youth sector
<ul style="list-style-type: none"> • Analyse programme effectiveness by selecting appropriate evaluation tools and techniques • Suggest ways to enhance programmes based on opportunity areas identified through assessment tools 	<ul style="list-style-type: none"> • Review the evaluation of multiple youth programmes and identify synergies and areas for improvement • Review the effectiveness of programmes for youths against goals and identify areas for improvement 	<ul style="list-style-type: none"> • Drive the development and implementation of best practice tools and techniques for measuring programme effectiveness • Lead the review of the organisation’s portfolio of programmes and interventions to ensure they meet youth and community needs

Detailed Technical Competencies | Community Work

7.1 Needs Assessment of Youths

Leverage community resources to address community issues

	Youth Work Assistant	Youth Work Associate
Competency Description	Identify the needs of youths based on interactions with them and other stakeholders	Support the assessment of the needs of youths through the collection of information and feedback from multiple stakeholders
Knowledge	<ul style="list-style-type: none"> The organisation's youth programmes and services 	<ul style="list-style-type: none"> Types of information required from youths to assess their needs Methods to seek and obtain feedback from youths
Abilities	<ul style="list-style-type: none"> Identify the needs of youths based on interactions with them and other stakeholders 	<ul style="list-style-type: none"> Infer the needs and interests of youths through interactions with them Support the collection and analysis of data from youths to assess their needs Support the coordination and the pooling of community resources and services

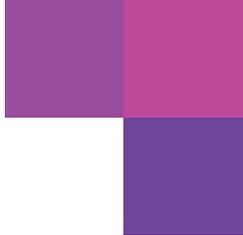


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Collaborate with community partners to assess the needs of youths through the collection of information and feedback from multiple stakeholders</p>	<p>Review needs of youths to highlight emerging social trends in the community</p>	<p>Drive environmental scanning and build community partnerships to identify gaps in the current provision of youth services</p>
<ul style="list-style-type: none"> • Key stakeholders including government agencies, security agencies, schools, self-help groups, FSCs, vocational training institutes etc. • Key events, social activities and incidents within the community • Structured and unstructured techniques for collecting feedback and information 	<ul style="list-style-type: none"> • Key stakeholders including government agencies, security agencies, schools, self-help groups, FSCs, vocational training institutes etc. • Key events, social activities and incidents within the community • Implications of socio-economic or technological trends on needs of youth 	<ul style="list-style-type: none"> • Key stakeholders including government agencies, security agencies, schools, self-help groups, FSCs, vocational training institutes etc. • Key events, social activities and incidents within the community • Implications of socio-economic or technological trends on needs of youths
<ul style="list-style-type: none"> • Implement processes to assess needs of youths • Analyse needs of youths through the collection of information and feedback from multiple stakeholders • Utilise community resources and funding schemes • Conduct environmental scanning to understand existing needs of youths and identify community-specific issues 	<ul style="list-style-type: none"> • Develop processes to assess needs of youths • Plan, implement and evaluate programmes at the community level • Set-up programme protocols and processes to respond to emerging needs and/or achieve desired outcomes • Review needs of youths to highlight social emerging trends in the community 	<ul style="list-style-type: none"> • Drive processes and approaches to broaden the organisation's understanding of the needs of youths • Drive the overall relationship management with the community and other stakeholders • Create/ pilot new programmes and mobilise the community to meet emergent needs via plans/ networks/ services

7.2 Volunteer Management

Manage volunteer programmes

	Youth Work Assistant	Youth Work Associate
Competency Description	Understand the importance of volunteers and support the organisation in recruiting them	Support the recruitment and deployment of volunteers effectively on a programme by clarifying programme objectives, volunteers' roles, types of volunteers needed, work methods and monitoring of progress
Knowledge	<ul style="list-style-type: none"> • Volunteer management framework of the organisation • Different types of volunteer groups 	<ul style="list-style-type: none"> • Volunteer recruitment process for the organisation • Different types of volunteer groups and their diverse interests and objectives for volunteering
Abilities	<ul style="list-style-type: none"> • Describe the importance of volunteers in the organisation's service delivery strategy • Carry out volunteer recruitment activities by providing logistical and administrative support 	<ul style="list-style-type: none"> • Identify and select suitable volunteers for organisation programmes • Support trainings for volunteers to equip them with the required knowledge and expectations of role

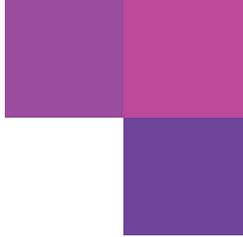


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Recruit and deploy volunteers effectively on a programme by clarifying programme objectives, volunteers' roles, types of volunteers needed, work methods and monitoring of progress</p>	<p>Recruit and deploy volunteers effectively on a programme and maximise their contribution through risk mitigation, constructive feedback and recognition</p>	<p>Devise strategies to ensure a healthy supply of volunteers and ensure a positive experience for volunteers</p>
<ul style="list-style-type: none"> • Volunteer recruitment process for the organisation • Techniques to assess volunteers' diverse interests, needs, abilities and preferences • Codes of practice and standards of performance expected of volunteers 	<ul style="list-style-type: none"> • Approaches and techniques for managing the recruitment of volunteers • Motivational factors that drive volunteer participation • Training curriculum for volunteers 	<ul style="list-style-type: none"> • Approaches and techniques for building relationships with strategic volunteer groups • Innovative approaches to enlarge the volunteer pool
<ul style="list-style-type: none"> • Analyse the suitability of the volunteers and deploy them according to their skills and abilities • Implement trainings for volunteers to equip them with the required knowledge and expectations of role • Encourage and support volunteers to take ownership of their activities and suggest appropriate ways of working 	<ul style="list-style-type: none"> • Develop channels for recruiting volunteers for the organisation and processes for evaluating their suitability • Develop trainings for volunteers to equip them with the knowledge to perform their roles • Facilitate volunteers' identification of potential risks and difficulties in the course of their work and support them to address these issues • Adapt service delivery programmes based on skills and ideas of volunteers 	<ul style="list-style-type: none"> • Devise the organisation's policies on the use of volunteers, methods of recruiting, limits of their responsibilities and code of conduct • Drive collaboration opportunities with communities or corporate organisations to secure a strong pool of volunteers • Lead the sharing, evaluation and implementation of best practices to improve ways in which the organisation attracts, engages and retains volunteers

7.3 Stakeholder Management

Develop productive relationships with others who have an interest or are engaged in activities related to youth work

	Youth Work Assistant	Youth Work Associate
Competency Description	Carry out and participate in initiatives to establish working relationships with stakeholders	Enhance working relationship with stakeholders
Knowledge	<ul style="list-style-type: none"> • Principles of effective communication • The relevant stakeholders and the nature of their interest in youth work 	<ul style="list-style-type: none"> • Principles of effective communication • The relevant stakeholders and the nature of their interest in youth work
Abilities	<ul style="list-style-type: none"> • Identify stakeholders and the nature of their interest and relationship to youth work • Carry out and participate in initiatives to establish working relationships with stakeholders 	<ul style="list-style-type: none"> • Enhance working relationship with stakeholders by proactively reaching out to them and sharing knowledge and information



Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Collaborate with stakeholders to grow relationship and achieve common goals</p>	<p>Develop a network of strategic relationships across organisations to accomplish common goals</p>	<p>Drive collaborations efforts with other organisations to further organisation interest in youth work</p>
<ul style="list-style-type: none">• Communication techniques to consult with others• Value and benefit of developing productive working relationships with others	<ul style="list-style-type: none">• Communication techniques to resolve disagreements	<ul style="list-style-type: none">• Communication techniques to resolve disagreements
<ul style="list-style-type: none">• Collaborate with stakeholders to grow relationship and achieve common goals	<ul style="list-style-type: none">• Navigate complex stakeholder/influencer relations for common solutions in community work programmes	<ul style="list-style-type: none">• Drive collaboration efforts to establish partnerships with stakeholders in the youth work sector for community development and re-integration

Detailed Technical Competencies | Youth Engagement

8.1 Cyber Outreach

Interact and engage youths in the cyberspace

	Youth Work Assistant	Youth Work Associate
Competency Description	Identify and know how to use the features and functionalities of social media platforms that are commonly used by youths	Support the organisation’s social media implementation plan by promoting the availability and utilisation of services
Knowledge	<ul style="list-style-type: none"> • Key features of the commonly used social media platforms • Understanding the lingo commonly used by youths on social media platforms • Organisational policies, guidelines in engaging youths through social media • Benefits of promoting cyber wellness in communities 	<ul style="list-style-type: none"> • Implementation plans in engaging youths through social media • Use of visuals and other content to promote the services of the organisation • Legislation that govern cyber-related behaviour • Benefits of promoting cyber wellness in communities
Abilities	<ul style="list-style-type: none"> • Use the features and functionalities of social media platforms that are commonly used by youths • Use the protective measures features and functionalities of social media platforms that are commonly used by youths 	<ul style="list-style-type: none"> • Support the organisation’s cyber outreach efforts by promoting the organisation and its services on social media platforms commonly used by youths • Support the development of content, marketing visuals and messages to communicate to youth

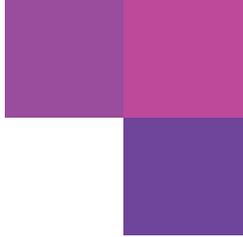
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement organisation's cyber outreach efforts by posting relevant content to promote availability and utilisation of services</p>	<p>Review and refine organisation cyber outreach efforts to reach out to more groups of youth and promote cyber wellness</p>	<p>Drive research and collaboration efforts to partner other organisations to improve outcomes of cyber outreach efforts and promote cyber wellness among communities</p>
<ul style="list-style-type: none"> • Dynamics and approaches involved in engaging youths through social media platforms • Implementation plans in engaging youths through social media • Youth cyber-wellness trends and related behaviours • Cyber-related harm or predicaments • Features, functionalities of parental controls that can be set on technology devices 	<ul style="list-style-type: none"> • Principles underpinning dynamics and approaches involved in engaging youths through social media platforms • Principles underpinning organisational policies, guidelines and implementation plans in engaging youths through social media • Evidence-informed Initiatives to foster cyber wellness 	<ul style="list-style-type: none"> • Leading research and best practices on cyber outreach plans • Systemic trends that result in cyber related harm or predicaments
<ul style="list-style-type: none"> • Implement organisation's cyber outreach plan by posting relevant content on the recommended social media platforms • Analyse content, marketing visuals and messages prior to posting on social media platforms to ensure compliance to organisation policies and guidelines • Collaborate with youths and the community members to promote the utilisation of services • Organise small group sessions to provide advice on parental controls on internet-enabled devices to prevent misuse from youth • Analyse legislation that govern cyber-related behaviours to provide feedback on relevance to societal trends and issues • Collaborate with colleagues to link cyber issues to broader intervention strategies • Analyse messages posted online by youths to identify youths-at risk 	<ul style="list-style-type: none"> • Review the effectiveness of relevant cyber outreach programmes and refine it to better engage with youth and community • Develop marketing and content strategies to outline key actions that will achieve targets • Facilitate small group discussions with parents, schools and community members on ways to foster cyber-wellness • Develop guidelines to describe the signs and behaviours displayed by youth-at-risk in online platforms 	<ul style="list-style-type: none"> • Lead environment scanning to identify emerging technologies and social media platforms that may shape youth behaviour • Drive the development of the digital communications and social media policy for the organisation, which includes guidelines for using digital communications • Guide community partners in shaping policies that promote cyber wellness in response to systemic trends • Drive the development of outreach programmes that leverage on emerging technologies and social media platforms • Drive collaboration efforts with other organisations to develop outreach programmes and promote cyber wellness among community • Formulate cyber outreach policies to reach out to youth-at risk on online platforms

Detailed Technical Competencies | Youth Engagement

8.2 Street Outreach

Interact and engage with youths in their 'natural' settings - on the streets, void decks, playgrounds/spaces, in the neighbourhoods, clubs and other places frequented by youths

	Youth Work Assistant	Youth Work Associate
Competency Description	Carry out interaction and engagement activities with youths in their natural settings	Support the implementation of organisation's street outreach plans by reaching out to youths in their natural settings
Knowledge	<ul style="list-style-type: none"> • Understanding of current trends in youth culture 	<ul style="list-style-type: none"> • Principles, dynamics and approaches involved in engaging youths through street outreach • Prominent physical areas to interact with the youths in the community
Abilities	<ul style="list-style-type: none"> • Identify common topics of interest to engage youths in a conversation • Carry out positive interactions with youths, while demonstrating a strong understanding of the contemporary youth culture, attitudes, language, lingo, fashion trends etc. 	<ul style="list-style-type: none"> • Support the implementation of organisation's street outreach plans by building positive and trusting relationships with youths

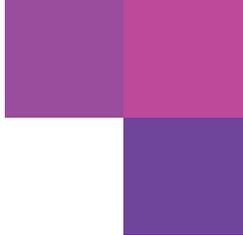


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Implement the organisation's street outreach plans to engage and offer adequate help and support to youths-at-risk</p>	<p>Develop organisation's street outreach plans to enable more youths to benefit from the organisation's programmes and services</p>	<p>Lead the development of organisation's street outreach plans to enable more youths to benefit from the organisation's programmes and services</p>
<ul style="list-style-type: none">• Principles, dynamics and approaches involved in engaging youths through street outreach• Policies, guidelines and processes when conducting outreach activities	<ul style="list-style-type: none">• Principles, dynamics and approaches involved in engaging youths through street outreach• Policies, guidelines and processes when conducting outreach activities	<ul style="list-style-type: none">• Leading research and best practices in street outreach efforts that have achieved success in the field
<ul style="list-style-type: none">• Implement organisation's street outreach plans by building positive and trusting relationships with youths• Deploy support mechanisms to help youths in resolving their problems and difficulties	<ul style="list-style-type: none">• Review effectiveness of organisation's street outreach plans and propose improvements• Facilitate collaboration opportunities with other organisations to help youths in great difficulties	<ul style="list-style-type: none">• Formulate street outreach plans and policies for the organisation• Drive collaboration efforts with other organisations to develop outreach programmes

8.3 School Partnerships

Developing partnerships with schools to deliver youth-related programmes

	Youth Work Assistant	Youth Work Associate
Competency Description	Carry out the delivery of simple core programmes and services offered in schools	Support the development and implementation of core programmes and services offered in schools
Knowledge	<ul style="list-style-type: none"> • Core programmes and services offered by the organisation and a basic understanding of their contents • Logistics required to run programmes and services in schools 	<ul style="list-style-type: none"> • Principles, dynamics and approaches involved in engaging youths • Types of basic facilitation and classroom management skills in resolving different situations
Abilities	<ul style="list-style-type: none"> • Carry out the delivery of simple core programmes and services offered in schools 	<ul style="list-style-type: none"> • Support the development and implementation of core programmes and services offered in schools

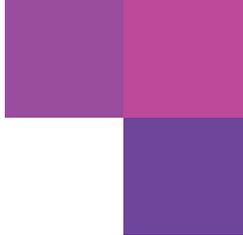


Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Organise the development and implementation of core programmes and services for schools</p>	<p>Develop customised programmes and services to meet the needs of teachers and youths in a particular school</p>	<p>Lead the development of the organisation's communication and outreach strategy for schools</p>
<ul style="list-style-type: none"> Principles, approaches and techniques involved in designing school outreach activities and school-based programmes Types of advanced facilitation and classroom management skills in resolving different situations 	<ul style="list-style-type: none"> Principles, approaches and techniques involved in designing school outreach activities and school-based programmes across youths with unique developmental needs Assessment frameworks to measure effectiveness of school outreach programmes and services 	<ul style="list-style-type: none"> Leading research and best practices in school outreach that have achieved success in the field
<ul style="list-style-type: none"> Organise the development and implementation of core programmes and services for schools Implement school-based programmes and services to target specific groups of students in schools 	<ul style="list-style-type: none"> Review the effectiveness of current core programmes and adapt content to stay relevant to trends of youths Develop customised programmes and services to meet the general needs of teachers and youths in a particular school Develop customised programmes and services to meet the unique needs of specific students 	<ul style="list-style-type: none"> Lead the development of the organisation's communication and outreach strategy to youths through schools Guide youth workers in developing customised programmes and services that meet the specific needs of schools Drive collaboration and partnerships with other agencies to enhance school outreach strategy Lead the evaluation of the effectiveness and impact of the organisation's school outreach strategy Drive collaboration efforts with other organisations to partner schools on developing youth-related programmes and services

8.4 Interest/Play-Based Outreach

Interact and engage youths through activities that interest them

	Youth Work Assistant	Youth Work Associate
Competency Description	Identify interest or play-based activities that appeal to youths	Support the delivery of the organisation's interest or play-based activities by participating in these activities together with youths
Knowledge	<ul style="list-style-type: none"> • Different types of interest or play-based activities that appeal to youths from different age segments 	<ul style="list-style-type: none"> • Processes that are developed for interest or play-based outreach plans targeted at youths • Principles, dynamics and approaches involved in engaging youths through interest or play-based outreach • Dispute resolution techniques in play-based scenarios
Abilities	<ul style="list-style-type: none"> • Identify interest or play-based activities that appeal to youths • Build rapport with youths in the programme 	<ul style="list-style-type: none"> • Support the delivery of the organisation's interest or play-based activities by participating in these activities together with youths • Enhance engagement and build positive and trusting relationships with youths through participation in activities • Develop trust and relationships among youths in the programme



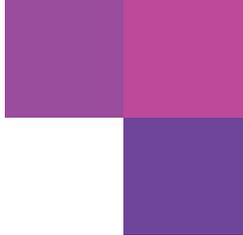
Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Collaborate with other organisations to organise interest or play-based programmes that appeal to youths</p>	<p>Develop interest or play-based programmes, improvise programmes and build strategic relationships to enable a seamless delivery of these programmes</p>	<p>Lead the overall effort to apply novel methods to interest or play-based outreach programmes</p>
<ul style="list-style-type: none"> • Principles, approaches and techniques involved in designing interest or play-based programmes • Safety standards applicable to interest or play-based programmes • Methods for collecting feedback from programme participants 	<ul style="list-style-type: none"> • Principles, approaches and techniques involved in designing interest or play-based programmes • External service providers who provide services, facilities, materials etc. for interest or play-based activities 	<ul style="list-style-type: none"> • Innovative interest or play-based outreach efforts that have achieved success in the field
<ul style="list-style-type: none"> • Collaborate with other organisations to organise interest or play-based programmes that appeal to youths • Organise interest or play-based programmes to develop relationships with youths • Adapt approaches to address barriers to developing trust and relationships with the youths in the programme 	<ul style="list-style-type: none"> • Develop strategic relationships with other organisations to enable a seamless delivery of interest or play-based programmes • Develop engagement plans for interest or play-based programmes to identify key actions to achieve targets • Develop interest or play based activities that can be incorporated into programmes or service delivery 	<ul style="list-style-type: none"> • Drive collaboration and partnerships with other agencies to enhance organisation's interest or play-based outreach strategy • Guide youth workers in developing engagement plans for specific groups of youths • Lead the evaluation of the effectiveness and impact of the organisation's interest or play-based outreach strategy • Drive collaboration with other organisations to make successful interest-based programmes to scale

Detailed Technical Competencies | Youth Engagement

8.5 Mentoring for youths

Providing guidance and advice to youths and raising their self-awareness to plan for the future

	Youth Work Assistant	Youth Work Associate
Competency Description	n/a	Support the implementation of appropriate mentoring and counselling approaches and advice to help youths plan for their future
Knowledge	n/a	<ul style="list-style-type: none"> • Basic counselling techniques • Basic career planning approach and guidelines • Singapore education system and the education pathways
Abilities	n/a	<ul style="list-style-type: none"> • Improve the relationships between youths to build rapport and trust • Apply probing techniques to determine the underlying issues to a problem faced by youths • Apply techniques to help youths understand and clarify their views, learn how to reach self determined goals and resolve emotional or interpersonal problems



Youth Worker	Senior Youth Worker	Lead Youth Worker
<p>Deploy the appropriate mentoring and counselling approaches and advice to help youths plan for their future</p>	<p>Review and evaluate organisation mentoring frameworks and guidelines against outcome measures</p>	<p>Lead the developmental efforts in improving the effectiveness and comprehensiveness of counselling services offered by the organisation</p>
<ul style="list-style-type: none"> • Effective principles and practices of mentoring youths • Approaches and practices for in-person counselling • Experiential and interactive counselling approaches and practices • Career opportunities linked to different educational options pursued by youths 	<ul style="list-style-type: none"> • Effective principles and practices of mentoring youths in cases • Approaches and practices for in-person counselling for complex-high risk cases • Techniques for assessing the effectiveness of counselling • External support mechanisms which may be beneficial to youths 	<ul style="list-style-type: none"> • Innovative or novel approaches used in counselling that have achieved success in the field
<ul style="list-style-type: none"> • Maintain good relationships with youths through mentoring sessions • Analyse needs of youths to determine the appropriate mentoring approach and resources available to help youths 	<ul style="list-style-type: none"> • Review and evaluate organisation’s mentoring frameworks and guidelines against outcome measures • Facilitate mentoring sessions with youths from various backgrounds • Facilitate collaboration opportunities between organisations to facilitate resolution of difficult conflicts • Provide broader guidance to youths in areas like education, career, financial management etc. • Enable youths to find support mechanisms e.g. life coaches, support groups etc. to facilitate their integration in the society 	<ul style="list-style-type: none"> • Lead evaluation efforts to improve mentoring services offered by organisation • Guide youth workers in providing advice for cases • Build relationships with organisations to support the mentoring programmes offered by the organisation • Drive collaboration efforts with other organisations to develop outreach programmes

“Youth workers deal with youth issues at the frontline. They need to understand both the social and emotional needs of youths as well as the problems that arise in this developmental phase. Understanding what is normal development, what we may commonly call the angst of growing up versus clearly abnormal disorders which arise in this period is critical in early identification and management of issues. Mental Health issues sit between social issues (revolving around home, school and peer relationships) and illnesses that start at this age, including serious mental illness such as Bipolar disorder and Schizophrenia. Without adequate knowledge, the worker will not know how and where to get help for the youth and his family.

Developing suitable curriculum and competencies for workers in the field is a good starting point for developing standards of care that is needed in this important area of work. This will ensure that our youth workers are adequately trained to support families and society in the raising of the next generation.”

Associate Professor Daniel Fung
Chairman Medical Board
Singapore Institute of Mental Health

Generic Competencies

The NYWCF has identified generic competencies required for youth workers in each job role. Each behavioural competencies are scaled at 3 levels – **Basic, Intermediate and Advanced.**

Depending on the expectations from the role, the proficiency levels may differ across groups. An overview of the proficiency allocations can be found below:

Youth Work Assistant	Proposed Proficiency Levels	Youth Work Associate	Proposed Proficiency Levels
Communication	Basic	Creative Thinking	Basic
Creative Thinking	Basic	Digital Literacy	Basic
Digital Literacy	Basic	Teamwork	Basic
Interpersonal Skills	Basic	Communication	Intermediate
Teamwork	Basic	Interpersonal Skills	Intermediate

Youth Worker	Proposed Proficiency Levels	Senior Youth Worker	Proposed Proficiency Levels
Leadership	Basic	Creative Thinking	Intermediate
Problem Solving	Basic	Decision-making	Intermediate
Communication	Intermediate	Developing People	Intermediate
Creative Thinking	Intermediate	Leadership	Intermediate
Teamwork	Intermediate	Service Orientation	Intermediate

Lead Youth Worker	Proposed Proficiency Levels
Creative Thinking	Advanced
Decision-making	Advanced
Developing People	Advanced
Leadership	Advanced
Service Orientation	Advanced

Details of Generic Competencies for Youth Work Assistant

Youth Work Assistant	Proficiency Levels	Description
Communication	Basic	Communicate information with others to respond to general inquiries and to obtain specific information.
Creative Thinking	Basic	Connect ideas or information from related fields or applications to address an immediate issue
Digital Literacy	Basic	Perform basic functions using software programmes pertaining to computer operating system and file management and search online information.
Interpersonal Skills	Basic	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.
Teamwork	Basic	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.

Details of Generic Competencies for Youth Worker

Youth Worker	Proficiency Levels	Description
Leadership	Basic	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.
Problem Solving	Basic	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.
Communication	Intermediate	Articulate and discuss ideas and persuade others to achieve common outcomes.
Creative Thinking	Intermediate	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.
Teamwork	Intermediate	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.

Details of Generic Competencies for Youth Work Associate

Youth Work Associate	Proficiency Levels	Description
Creative Thinking	Basic	Connect ideas or information from related fields or applications to address an immediate issue.
Digital Literacy	Basic	Perform basic functions using software programmes pertaining to computer operating system and file management and search online information.
Teamwork	Basic	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.
Communication	Intermediate	Articulate and discuss ideas and persuade others to achieve common outcomes.
Interpersonal Skills	Intermediate	Detect and decipher emotions of others to manage interpersonal relationships in social situations.

Details of Generic Competencies for Senior Youth Worker

Senior Youth Worker	Proficiency Levels	Description
Creative Thinking	Intermediate	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.
Decision-making	Intermediate	Make decision in a complex setting to achieve intended goals using a structured process and multiple sources of available information.
Developing People	Intermediate	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.
Leadership	Intermediate	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.
Service Orientation	Intermediate	Anticipate customers needs and expectations, and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.

Details of Generic Competencies for Lead Youth Worker

Lead Youth Worker	Proficiency Levels	Description
Creative Thinking	Advanced	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
Decision-making	Advanced	Make decision in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Advanced	Provide mentorship to help others to develop their professional and personal development to improve performance and further their careers.
Leadership	Advanced	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Service Orientation	Advanced	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.

Acknowledgements

Steering Committee members:

Mr Anjan Ghosh	Director/Service Planning & Development Group, NCSS
Ms Elaine Loo	Director/Central Youth Guidance Office, MSF
Ms Loh Gek Khim	Director/Skills Development Division, SSG
Mr Victor Goh	Director/Social Service Institute, NCSS
Mr K Achuthappa	Deputy Director/Operations & Service Capability, RPG, MSF

The steering committee would like to thank the following for their contributions to the National Youth Work Competency Framework.

- Alive Community Network
- AMKFSC Community Services Ltd
- Babes Pregnancy Crisis Support Limited
- Boy's Town
- Care Community Services Society
- Care Corner Singapore Ltd
- CARE Singapore
- Central Narcotics Bureau
- Child Protective Service, Rehabilitation & Protection Group, MSF
- Children in Care Service, Rehabilitation & Protection Group, MSF
- Clinical & Forensic Psychology Service, Rehabilitation & Protection Group, MSF
- Community Partnerships Department, Singapore Police Force
- Correctional Rehabilitation Services Branch, Reformative Training, Singapore Prison Service
- Department of Social Work, NUS
- Department of Social Work, NYP
- Department of Social Work, SUSS
- Fei Yue Community Services
- Fortis Law Corporation
- Student Development Curriculum Division, Guidance Branch, MOE
- Lakeside Family Services
- Life Community Services Society
- Loving Heart Multi-Service Centre
- Lutheran Community Care Services
- Malay Youth Literary Association
- Montfort Care
- National Youth Council
- New Life Community Services
- Office of Director of Social Welfare, MSF
- Probation Service, Rehabilitation & Protection Group, MSF
- REACH Community Services Society
- Research for Evidence-based Practice, NCSS
- Sector Manpower, NCSS
- Singapore Anti-Narcotics Association
- Singapore Children's Society
- Students Care Service
- The Salvation Army
- TOUCH Community Services
- Trybe Limited
- WINGS Counselling Centre
- Young Men's Christian Association of Singapore (YMCA)
- Youth Guidance Outreach Services
- Youth Work Association (Singapore)

Special thanks to Ms Nancy Ng, former Director of the Central Youth Guidance Office, who was instrumental to the initiation and development of the framework.



Copyright © 2017 by Ministry of Social and Family Development and National Council of Social Service. All rights reserved
For enquiries & feedback, please email: msf_cygo@msf.gov.sg or socialserviceinstitute@ncss.gov.sg

