

BLUEPRINT FOR THE INTEGRATION OF SOCIAL WORK WITHIN IMMIGRATION LEGAL SERVICES

ABA-ProBAR

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[South Texas Pro Bono Asylum Representation Project \(ProBAR\)](#) is a project of the American Bar Association Commission on Immigration.

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Executive Summary

At a time of turmoil for immigration advocacy in 2018, ProBAR sought to integrate social work to augment its trauma-informed approaches. The confluence of harsh rhetoric, restrictive immigration policies, and an increase of families escaping hardship and immigrating to the United States, motivated, in part, this decision. Within a challenging landscape, ProBAR identified an opportunity for holistic immigration advocacy that addresses the broad array of concerns that stem from an immigration case. These often include resettlement or repatriation, parenting support, subsistence, housing, medical needs, mental health needs, trauma support, and domestic violence advocacy. Many legal providers have support staff who assist, educate clients, and make referrals. In some instances, staff without formal social work training conduct this work.

This document is a blueprint that offers guidance to legal immigration advocacy organizations considering integration of social workers to their practice. It identifies questions and considerations of structure, routines, roles, communication, work product, confidentiality, and supervision. It also provides a lens on social work credentials, client needs, sustainability, and measurement, and offers a framework for expansion of interdisciplinary practice. ProBAR identified through its work that collaboration between social workers and attorneys can greatly enhance immigration advocacy. For example, social workers provide direct services, advocate in and outside of court, conduct evaluations, troubleshoot challenges, and provide a holistic lens to services. Additionally, social workers can counsel clients, assist with court preparation, and help equip attorneys and support professionals with assessment, engagement, and intervention skills. Skilled social workers have the capacity to enhance resilience among their clients, instill a greater sense of autonomy, and encourage them to own their power.

ProBAR's goal is to share an insider's view of how advocates and legal defenders can strategize together to better serve immigrants seeking refuge in the U.S. This Blueprint stems from ProBAR's commitment to address the trauma imposed by the forced family separations—including separations from non-parental primary caregivers—that occurred in the U.S. in 2018. It aims to provide a practical tool for assessing organizational needs, examining practice structure, and planning for the successful integration of social work into your practice.¹ The Blueprint is divided into eight areas:

1. What is Social Work
2. Mission, Core Values and Organizational Needs
3. Structural Assessment of Social Work for the Organization
4. Client Needs and Service Delivery
5. Recruitment and Hiring
6. Performance Measurement and Data
7. Growth and Sustainability
8. Integrating Social Work at ProBAR and Social Work during the COVID-19 Pandemic

Although integration of social work practices is not a fix-all for every organizational challenge, it presents opportunities to examine an array of significant organizational considerations. The authors hope this Blueprint is helpful to organizations and agencies working to integrate social work practice into their advocacy and quests to address the needs of vulnerable populations more fully.

I. What is Social Work?

“The primary mission of the social work profession is to enhance human well-being and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable, oppressed, and living in poverty. A historic and defining feature of social work is the profession’s focus on individual well-being in a social context and the well-being of society. Fundamental to social work is attention to the environmental forces that create, contribute to, and address problems in living.”—National Association of Social Work (NASW) Code of Ethics, Preamble²

Social workers have broad skill sets that help individuals, groups, and communities in many settings including hospitals, clinics, schools, child welfare agencies and departments of health and human services. In recent decades, the integration of the social work discipline gained popularity in initiatives such as substance abuse programs, community-based organizations, courts, and legal service providers serving vulnerable and multicultural populations.

A. Social Work Credentials

There are licensed clinical social workers, licensed non-clinical social workers, as well as social workers who engage in public interest work but are not licensed in their respective states. Within those categories, there are a variety of clinical and non-clinical social work activities. Depending on the state, a non-clinical social worker with a master’s degree in social work (MSW) can provide interviewing, assessment, planning, intervention, evaluation, case management, mediation, counseling, supportive counseling, provide information, referrals, problem solving, consultation, education, advocacy, and engage in community organizing. In some states, individuals with a bachelor’s degree in social work (BSW) can engage in similar work under the supervision of a licensed master social worker (LMSW). Clinical social work by a licensed clinical social worker (LCSW) is more specialized. It involves the application of specialized clinical knowledge and advanced clinical skills in the assessment, diagnosis, and treatment of mental, emotional, and behavioral disorders, conditions, and addictions, including severe mental illness and serious emotional disturbances in adults, adolescents, and children.³ Both clinical and non-clinical social workers can provide practice guidance on direct skills to engage with clients.

Social workers frequently provide a generalist interventionist approach by assessing, engaging, and intervening, with a lens that examines individual functioning within a person’s or group’s circumstances. Practitioners help clients identify and achieve goals while developing a supportive relationship. They work to meet needs through different practice frameworks and strategies, such as goal setting, crisis intervention, and trauma-informed and focused techniques, narrative therapy, and cognitive behavioral techniques. Social workers bring multiple frameworks including the Client-Centered Approach, where the person receiving services takes an active approach in driving the focus of the intervention; Person in Environment, which looks at a person in relation to their situational context, and the Strengths-Based Approach, that emphasizes self-determination, strength, and resilience. Social workers also act as liaisons by connecting children and adults to resources, making guided referrals, mediating with family and other social structures, and advocating to ensure clients have access to resources and can meet basic needs like safety, food security, housing, education, medical and mental health.

Social workers also engage in activities that can complement an immigration legal practice. They can accompany clients during hearings, interview appointments and Immigration and Customs Enforcement (ICE) check-ins, as well as visit clients in detention and communicate with client’s family members and friends. They can act as advocates and provide support. Social workers can meet with attorneys and clients to help retrieve information, prepare for court, and assist the legal team in crucial decision-making. They can assist attorneys by bringing trauma-informed ap-

proaches, helping identify barriers to in-court testimony, providing support letters for court, and writing mitigation reports and recommendations that focus on different areas including housing, health care, mental health care, social services, employment services, additional legal services, and community support.

II. Mission, Core Values, and Organizational Needs

Programmatic expansion creates tremendous opportunity and often leads to greater questions about the organization's purpose. An organization's mission, vision, and core values can help staff assess how effectively social work practice would fit in the organization and enhance current practices. A vision or mission that is narrow in focus does not preclude integration of social work in the organization. However, it might require that managers consider a range of social work activities that comport with the specific vision and mission. Below is a series of operational questions that an organization's leaders and managers should consider as they contemplate whether social work is a good fit for the organization.

- **What is the vision and mission of the organization?** What are the overarching goals of the organization? How well is the organization meeting those goals? Where does the organization want to go?
- **What are the organization's core values?** The core values of the organization guide choices and actions. They are the principles that unite the work of everyone in the organization.
- **What are the overall needs?** Create a formal plan to involve staff and managers in assessing the needs and the merits of hiring a social worker, and consider whether those needs are specific to clients, to staff, or both. There are a host of ways to involve the team, including using existing meetings, one-on-one meetings, or a series of town hall-style events.

PRACTICE TIPS: ALIGNING CHANGE WITH VALUES

- » **Involve as many staff as possible** in thinking about core values and whether social work will fit into the organization. Staff will have good ideas and will be key players to successful expansion over time. Staff involved in the beginning of the process are more likely to be committed to working through challenges that arise.
- » **Be enthusiastic.** Managers and leaders should greet the practice expansion with energy and enthusiasm and focus on the benefits.
- » **Be intentional.** Set clear expectations for integrating social workers or social work practices into the organization. Help staff understand the benefits of incorporating social work practices, such as providing holistic support and empowering clients to engage more actively in their legal processes to the best of their ability.
- » **Be holistic in your analysis.** Consider the formal elements (mission, vision) as well as the informal elements like the identity and culture of the organization. Will it be a good fit?
- » **Conduct an organizational assessment.** There are many tools, checklists, and consultants that can help organizations reflect on how well they meet their goals and to facilitate a process for concrete action. An organizational assessment involves a time-limited process that looks at every component of the organization, identifies outcomes, and explores how well the organization meets those outcomes and next steps to aid the assessment process.⁴

III. Structural Assessment of Social Work for the Organization

A. Conduct Initial Assessment

The next step is to assess what the organization knows about social work. Begin by identifying current knowledge about social work, as well as the logistical and practical considerations of integration or expansion of social work into the practice. Use the following list of questions and practices to assess organizational knowledge about social work practice and to help leaders and managers understand where social workers would fit in the organizational framework.

- **What is the problem social work practice will address?** Alternatively, what are the organization's specific unmet needs? Ideally, the organization can facilitate a client and staff needs assessment through a qualitative questionnaire (see practice tips below), focus groups, or other in-person meetings. Staff in management or leadership can lead these efforts, or they can be delegated to a project manager or consultant.
- **What informs the organization's institutional knowledge about social work practice?** Is there currently someone onsite with social work expertise, either directly or through collaboration? Bring staff together to discuss how social work could fit into the practice.
- **What questions do leaders and managers have about social work practice in an immigration advocacy context?** Write a list of those questions and continue to update it throughout the process of expansion. Many answers will lead to more questions and pave the way for a path forward.
- **Where can organizational actors go to obtain this information?** The best way to learn about social work in an immigration context is through sister organizations who are currently doing the work. Another option is to contact larger associations and institutions, such as the [National Association of Social Workers](#), that can connect you to other local or national organizations incorporating social work into immigration legal defense.
- **What is your vision for the social workers' role?** In what capacity will the social worker(s) engage with clients? Will they provide consultation for staff members? Will they attend court, or meet clients in detention? Will they conduct evaluations or write reports for the court? Consider what would fit best with your organization's and client's needs, while holding the organization's mission at the center.
- **What type of credential will work best?** Will the organization need a BSW or MSW? If MSW, is a LMSW or a LCSW needed? (See chart on pages 11–12 for specific roles and tasks.) Will the role be a senior social worker or junior level? Will they supervise additional social workers or social work interns over time? The answer to this question will require research into your state's rules that guide social work practice to help you develop a firm understanding of your vision for the social workers role.
 - » For example, MSWs are trained to work at both the macro (institutional, organizational, advocacy, systems) and micro (individuals, groups, clinical psychosocial support) levels. There are strategic advantages to integrating a LMSW as the first social worker on staff, who would bring assets including training, practice enhancement strategies, experience with writing reports, clinical experience, and more. A LMSW can become a supervisor and would manage new social workers and interns as the organization expands, whereas a BSW will likely have to earn his

or her master's degree before he or she could supervise. Additionally, a master's degree often lends credibility to the social worker in the eyes of the courts, attorneys, support staff, and other institutional actors. To best determine what level of social worker best suits your organization's strengths and needs, start with delineating clear goals and expectations for workload.

PRACTICE TIPS: CONDUCTING A THOROUGH ASSESSMENT

- » **Take the necessary time for organizational assessment.** You can incorporate existing managers or a project manager/consultant to design staff or client needs assessments, and plan for a period to implement the survey(s). It can take several weeks or months to identify the right tools, and several more months to survey the staff and/or clients. It is a challenging endeavor that leads to great information on how to best support the people the organization serves, and the needs that social work can help fulfill.
- » **Use a tool for surveys.** [Google Forms](#), [Survey Monkey](#), or other programs, and incorporate multiple choice and open-ended questions. For example:
 - (Open-ended) What client needs are not being met?
 - (Closed) Which of the following client needs do you think are not being met right now: mental health/trauma, release support, repatriation, court assistance, mitigation writing/reports to support claims, socio-emotional support for people in detention, _____, _____?
 - On a scale of 1-10, how helpful would in-house social resources be for clients?
- » **Expand conversations beyond leaders and managers** in your initial discussions and include front-line staff who have an aptitude for strategic thinking.
- » **Contact legal advocacy organizations in different practice areas**, like criminal justice or child welfare, to learn how they incorporated social workers into their practice.
- » **Think with creativity and flexibility** to consider the specific roles and responsibilities of the social worker within your practice context. Look to other organizations for practice context and ideas, but do not narrow your ideas to their practices.
- » **Consider assigning paralegals, legal interns, or volunteer attorneys** to research states rules that guide social work practice.
- » **Keep staff informed** of your progress to build trust and gain support for the new project.

B. Consider Organizational Structure

Next, managers should look at the current organizational structure and delineate different roles, responsibilities, and work activities. This step will help managers determine which departmental unit should house the social worker(s), and how they will interact with other organizational actors.

- **What is the staffing and programmatic structure of the organization?** Examine how many staff and units currently exist, including supervisory structures.
- **What positions currently fulfill a social services role?** Will the social worker be under an existing unit, or in an entirely new program within the organization? Are there specific units that perform a social work role, or are social work-related tasks completed by everyone? Will those existing units change or eliminate certain activities with the addition of a social worker?
- **What is the organization's screening process?** Typically, within an immigration advocacy context, legal screenings represent the initial contact with a client. Screening processes identify other social services and support needs. With the addition of social services, consider how that might alter your initial process.
- Within a screening process, there is an inherent tension between efficiency and compre-

hensiveness. It is efficient to collect as much information as possible in the first screening, but the addition of social services can make for a lengthier process. Many clients may be resistant to disclose much of their personal history during initial meetings, so it may be beneficial to have a multi-part screening to incorporate additional opportunities to collect information and assess client needs. It is also important to communicate clearly with clients about the boundaries of the services your organization can provide.

- **Who conducts screenings?** In some organizations, all staff may conduct screenings, while at other organizations it is specific to certain positions and restrictions in operating environments, such as detention facilities. With proper training, attorneys, legal assistants, paralegals, social workers, administrative or other support staff can conduct a screening. They also can identify social service needs with help and guidance from social workers.
- **How do referrals between relevant staff work?** Is the current process formal or informal? Who is involved? Is it written, emailed, or through face-to-face contact? Will it be similar or different with the social worker?
- **What is each staff member's caseload?** What information do managers need to set the target caseload for a social worker? There may be a tension between client need and staff capacity. Contact other organizations to ascertain their caseload's expectations. Caseload size depends entirely on the specific services that the social worker will provide, as well as client needs.
- **What are current supervisory routines?** How frequently do staff meet with their supervisors? How often do supervisors intervene in day-to-day work?
- **Who could supervise the social worker?** Can the supervisor be a non-social worker? Will the supervision be split between a lawyer and a social worker? Is there any precedent for sharing supervision? How will social work supervision be similar and differ from other staff supervision? Is an off-site supervisor needed? If so, what type of arrangement will the supervisor have (e.g., consultant vs. part time staff)? If there is an outside supervisor, how involved will that supervisor be with the organization, such as larger organization meetings, case consultations, and daily operations, and what kinds of confidentiality agreements will be necessary?

Social work supervision can be split between two people from different practice areas. According to the NASW, “[w]ith the increasing focus on interdisciplinary practice in recent years, social workers may be supervised by a professional of a different discipline. Although this may be appropriate within the team or unit context, social workers should seek supervision or consultation from another social worker regarding specific social work practices and issues.”⁵ Social work supervision covers several areas: administrative, including agency policy and practice context; education, which examines concerns and relates to specific cases; and supportive supervision, which focuses on interpersonal challenges of the work including self-care, transference, and more.⁶

PRACTICE TIPS: DELINEATING WORKFLOW AND BUILDING PARTNERSHIPS

- » **Use the [RACI matrix](#)** during the design and planning phase, for a helpful tool to ensure accountability and define clear project roles.
- » **Create an organizational flow chart** that is relatively easy to modify over time. There are many online services that can help with this, including [Lucidchart](#) and Google tools.
- » **As you envision supervisory routines, acknowledge that practices can change over time**, and exist in different iterations, some of which can depend on the social worker's qualifications and needs.
- » **Social work support can come from partnerships with nearby schools** of social work or from reputable professionals in the community. Know and utilize your local resources. Incorporate into your project plan the cultivation of local social work relationships if you do not already have them.

C. Assess the Organizational Culture of Teamwork and Collaboration

Consider whether the practice will be multidisciplinary, in which people from different disciplines work for the same organization or interdisciplinary, where practitioners from different disciplines work together on teams. While the distinction may appear minimal, each lends to different practice routines of team communication, referrals, supervision, and work product. A multidisciplinary approach may be more hierarchical with the attorney or supervisors making decisions and delegating to support staff. An interdisciplinary practice involves enhanced teamwork, more collaboration on case decisions, and less involvement from supervisors to manage routine communication. Some practices contain elements of both.⁷

- **What are the organization's practice routines around team communication?** Do attorneys share decision making and strategize on their cases with other staff, or are they the primary decisionmakers who delegate tasks to support staff? Or both? What will the practice be like with a social worker?
- **How does the organization manage communication challenges?** What happens when there are disagreements about the course of action on a case? Are teams encouraged to resolve disagreements or raise conflict with their supervisors? How do supervisors respond?
- **What are the organization's current onboarding and ongoing training practices?** Will the social worker be involved with training? Will staff from different disciplines or practice areas be trained together? Consider how the presence of a social worker would enhance your current training and have joint trainings among different disciplines as much as possible.
- **What attorneys and support staff roles are fixed?** What roles are interchangeable? Which activities are specific to one team member? For example, attorneys, social workers, and support staff may be able to conduct screenings, remind clients about court dates, make referrals, help with writing affidavits, and problem solve.
- **Will the presence of a social worker create an opportunity to shift from multidisciplinary to interdisciplinary practice?** Through the course of ProBAR's work, staff identified that the benefits of multidisciplinary and interdisciplinary work extended far beyond client specific work. At ProBAR, integrating social workers into the practice streamlined programmatic work, enhanced communication practices, incentivized cross-departmental collaborations, and increased staff morale. Consider adding social workers as an opportunity to increase your organization's overall programmatic performance and teamwork.

PRACTICE TIPS: STRENGTHENING ORGANIZATIONAL CULTURE

- » **Embrace the opportunities and prepare for resistance.** Incorporating a new practice area into an organization creates an opportunity to contemplate how to enhance teamwork in all areas of your practice but be prepared for resistance. Communicate the vision clearly and articulate the benefits of proactive change.
- » **Invest time upfront in the process.** An interdisciplinary practice has many benefits, including enhanced morale, case decisions driven by a holistic and supportive lens, and better client engagement. However, it is not easy. Initially, it will take more time to create and embed new routines, but upfront investment in time will pay off in a more client-centered, holistic approach that ultimately also will increase efficiency, communication, and staff morale.
- » **Encourage teams to meet in person or virtually** but be intentional in determining whether meetings are needed to troubleshoot problems and make specific decisions. Sometimes an e-mail, phone call, or virtual chat is sufficient.
- » **Regularly dedicate part of supervision time to focus on teamwork**, including how teams communicate with each other, what is working well, and what is challenging.
- » **Create an organizational culture that encourages diversity of thinking** as this is particularly important in an interdisciplinary practice. Build trust so that people can express how they work with their teammates (with their supervisors) without concern that they are getting their colleagues “in trouble.”
- » **Keep leadership and managers informed** of progress and challenges encountered and ask for feedback on an ongoing basis.

D. Determine Confidentiality and Mandated Reporting Protocols

An immigration legal services provider that expands to include social workers will need to research and consider confidentiality and mandated reporting requirements. Approaches vary and depend on many factors. Ethical rules on confidentiality for attorneys contain different thresholds in different states, and mandated reporting statutes for social workers, while similar, are not uniform. The Child Abuse Prevention and Treatment Act (CAPTA)⁸ requires each state to have provisions or procedures for requiring certain individuals to report known or suspected instances of child abuse and neglect, and social workers are commonly named as mandated reporters.⁹ Many statutes specify when and whether attorney-client communications are privileged, meaning the statutory recognition of the right to maintain confidential communications between professionals and their clients. All but three states— Connecticut, Mississippi, New Jersey—and Puerto Rico currently address the issue of privileged communications within their mandated reporting laws, either affirming the privilege or denying it.¹⁰ For example, in Texas, the “requirement to report applies without exception to an individual whose personal communications may otherwise be privileged,” including an attorney.¹¹ One area that is often unclear in many jurisdictions is whether a social worker or other mandated reporter—who is employed by a legal services provider—is bound by attorney-client privilege or retains a duty to disclose.

Different states, and legal organizations within those states, have differing perspectives on whether social workers are bound by attorney-client privilege when employed by an attorney or law firm or legal services organization. Some states have case law that shed light on whether social workers are bound by attorney-client privilege; others do not. In Washington, D.C., “a mandated reporter is not required to report when employed by a lawyer who is providing representation in a criminal, civil, or delinquency matter and the basis for the suspicion arises solely in the course of that representation.”¹² The National Association for the Public Defense issued an ethics opinion and concludes that “[s]ocial workers and other healthcare professionals may not report child or elder abuse without the express contempora-

neous permission of the lawyer for whom they are doing their work.”¹³ In other jurisdictions, social workers may be deemed mandated reporters regardless of whether they work for attorneys.

Organizations implement different practices and structures to maintain client confidentiality. All organizations should be able to prepare a safety plan with their clients if the need arises. The following questions help organizations consider confidentiality.

- **Will the social worker be bound by attorney-client privilege?** Research the applicable rules governing attorney professional conduct, as well as mandated reporting laws.
- **What are your organization’s current practices when a client situation seems unsafe?** What is the protocol? Do you implement a safety plan? Who within and outside the organization will be involved? At what point will the organization involve their manager or leaders? How much communication is there with the client about the course of action? How will the client be involved in decision making?
- **How will the organization handle work product?** Consider whether written reports are internal within the organization, external, to be submitted to the court, or both? If external, who will be charged with reviewing documents for quality assurance and confidentiality?

PRACTICE TIPS: ADDITIONAL CONSIDERATIONS ON MANDATED REPORTING

- » **Consult with other legal organizations in your state that have social workers.** *This is the most efficient way to build a structure that ensures confidentiality and compliance with mandated reporting protocols.*
- » **Contact organizations in states with similar ethical rules and statutory requirements,** on client confidentiality and mandated reporting, when there are no comparable legal organizations in your state.
- » **Involve appropriate managers or your organization’s leaders such as program and legal directors** in creating a programmatic structure that ensures confidentiality.
- » **Assign paralegals, legal interns, other staff, or volunteer attorneys** to research case law on privilege, confidentiality, and mandated reporting.
- » **Show openness to disagreements.** *Reasonable minds can disagree on when to waive confidentiality even in states where both attorneys and social workers are considered mandated reporters.*
- » **Develop clear programmatic systems to handle safety issues,** such as domestic violence or a severe and escalating mental illness. *Preferably, have written steps that become a practice or set of practices that managers, supervisors, and staff are aware of when challenging situations surface.*
- » **Use supervisors, managers, and directors when safety or confidentiality issues arise.** *Frontline staff should not make determinations about safety and waiving confidentiality on their own and without support.*

IV. Client Needs and Service Delivery

What will the social worker(s) do? After managers have assessed the organizational structure, built a knowledge base about social work, and decided that a social worker would fit in the organization, the next step is to think concretely about client needs and how a social worker will deliver services. Although funding streams may set parameters, it is helpful to consider the range of tasks that social workers do, and the specific roles and responsibilities that would enhance the organization’s work.

See Tables A and B below for a list of social work tasks and corresponding requisite credentials.

• **What tasks will be assigned to the social worker that are specific to an immigration context?** Social work practices occur in a variety of formal and informal settings. Social workers engage and intervene in person, over the phone, and via video, during visits with adults or children in government detention, as well as during joint office visits with attorneys and paralegals.

• **How will cases be internally referred?** Will there be a referral between colleagues, or through an intermediary, like a supervisor? Will the decision be made to assign the social worker when the organization begins work with the client or later when a need is identified? Are there additional consent forms that the client will need to sign?

• **What is the expectation for ongoing team communication once a social worker is providing services on a case?** How frequently will the social worker and the legal team communicate? How will the expectation be set and made clear?

• **Where will social workers maintain written notes?** What are the organizational notetaking practices? Is there a database where all staff members enter case notes? Is it an online or a paper-based system? Do support staff have their own section for notes, or do they share them with the attorneys? Will it be any different for social workers? Are the social worker's notes covered under client confidentiality rules?

Table A (Note: Be sure to check individual state regulations and requirements.)

| SOCIAL WORK DIRECT PRACTICES | CREDENTIAL: <i>LICENSED CLINICAL SOCIAL WORKER (LCSW) LICENSED MASTER SOCIAL WORKER (LMSW) UNLICENSED MASTER SOCIAL WORKER (MSW) BACHELORS SOCIAL WORKER (BSW)</i> |
|---|---|
| <input type="checkbox"/> Provide individual clinical counseling that requires a diagnosis and treatment | LCSW, LMSW (LMSW under LCSW supervision) |
| <input type="checkbox"/> Conduct Bio-psycho-social evaluations with a diagnosis | LCSW, LMSW (LMSW under LCSW supervision) |
| <input type="checkbox"/> Conduct Bio-psycho-social evaluations without a clinical diagnosis | LCSW, LMSW |
| <input type="checkbox"/> Provide non-clinical counseling that provides support | LMSW, MSW, BSW (BSW under supervision) |
| <input type="checkbox"/> Provide ongoing support and brief interventions including crisis intervention, problem solving and safety planning | LCSW, LMSW, MSW, BSW (BSW under supervision) |
| <input type="checkbox"/> Provide Psychoeducation: presenting information, support, and coping skills development | LCSW, LMSW, MSW, BSW (BSW under supervision) |
| <input type="checkbox"/> Connect and refer to housing, health care, mental health care, social services, employment services, career centers, English courses, and additional legal services, and community support | LCSW, LMSW, MSW, BSW |
| <input type="checkbox"/> Mediate within family systems | LCSW, LMSW, MSW, BSW (BSW under supervision) |

Table B

| LEGAL SUPPORT | CREDENTIAL: LICENSED CLINICAL SOCIAL WORKER (LCSW) LICENSED MASTER SOCIAL WORKER (LMSW) UNLICENSED MASTER SOCIAL WORKER (MSW) BACHELORS SOCIAL WORKER (BSW) |
|---|---|
| <input type="checkbox"/> Accompany clients during hearings, interview appointments, ICE check-in appointments, and act as an advocate and support | LCSW, LMSW, MSW, BSW |
| <input type="checkbox"/> Meet with attorneys and clients to help retrieve information, develop the facts for the client’s affidavit, prepare for court, and assist the team in making crucial decisions | LCSW, LMSW, MSW, BSW |
| <input type="checkbox"/> Help attorneys think through their strategy and identify possible barriers to in-court testimony <input type="checkbox"/> Help the attorney incorporate trauma-informed interviewing practices, including grounding and de-escalation, into client meetings | LCSW, LMSW, MSW, BSW |
| <input type="checkbox"/> Provide support letters, affidavits, or mitigation reports that identify different areas of concern: housing, health care, mental health care, social services, employment services, career centers, English courses, additional legal services, and community support | LCSW, LMSW, MSW, BSW (BSW under supervision) |
| <input type="checkbox"/> Provide release support for settlement into the United States or repatriation | LCSW, LMSW, MSW, BSW |
| <input type="checkbox"/> Deliver know-your-rights presentations | LCSW, LMSW, MSW, BSW |

PRACTICE TIPS: BUILDING A STRONG FOUNDATION

- » **Contact similar organizations to survey the different roles and responsibilities assigned specific to immigration advocacy.**
- » **Be fluid and flexible to change roles over time.** The vision for the social worker in the first iteration of practice may change once the work begins.
- » **Emphasize teamwork.** It is best if social workers collaborate side-by-side with their attorney counterparts. Sound collaborations will ensure more client engagement, and holistic advocacy will become part of the fabric of the entire organization.
- » **Be intentional about providing training and growth opportunities to social workers,** including, but not limited to, webinars, conferences, written materials, and membership in professional associations.

V. Recruitment and Hiring

Finding social workers for your organization may be difficult. Urban or suburban areas present additional challenges such as agencies or organizations in the community competing for the same pool of talent. In rural or small-town settings, there may be fewer qualified applicants. Depending on your organization's size and resources, you may be able to rely on Human Resources (HR) staff to help you find social workers. In smaller organizations, this recruitment task could be assigned to a project manager or supervisor. Regardless of the organization size, consider the following question as you examine integrating new positions in your organization.

- **How will the organization recruit the social worker?** Do current networks for staff recruitment include social workers or should the search expand to other networks? Are there sister agencies that can be helpful in the process? Are there local schools of social work that provide a talent pipeline? Are there any websites, staffing agencies, or other recruitment tools at your disposal? Is there an HR department that can help with this process? (See Appendix B for a sample job description.)
- **Who will interview the social worker?** Will a director or supervisor conduct the interview? Does the interviewer have social work expertise? If not, who else can assist with conducting the interview?
- **What questions will be included in the interview?** Search for interview guides in your organization, examine the current questions, and modify them with further content about social work practice. Be sure to include team-oriented questions to ensure to select a candidate who will be amenable to the multidisciplinary or interdisciplinary approach and fit into a collaborative environment. (See Appendix C for sample interview questions.) Seek advice from partners or relevant professional bodies (such as NASW) on what questions or skills a candidate should be able to answer or demonstrate. This is particularly relevant if the organization lacks experience working with social workers.

PRACTICE TIPS: IDENTIFYING TALENT

- » **Contact schools of social work** and ask them to share the job posting among their alumni.
- » **Use social media and websites like [LinkedIn](#) and [Idealist](#)** as a recruitment tool. Be sure to also meet in person or have phone conversations with contacts in various networks as part of your recruitment strategy.
- » **Consider incorporating pre-screen telephone interviews** to identify candidates who qualify for in-person interviews.
- » **Look for someone with a growth mindset.** The first social work hire must be excited to build something new, have a tolerance for ambiguity, and value collaboration.
- » **Review the organization's personnel chart and overall vision for integrating social work.** Doing so will prepare you to answer questions from candidates.

VI. Performance Measurement and Data

It is critically important to capture outcomes and evidence that demonstrate that social work enhances immigration advocacy. It may be challenging to create routines to record that work qualitatively and quantitatively without imposing burdensome requirements for staff. The key is to develop early on a structure that captures data and outcomes daily and builds practice routines that involve frontline staff in the development and maintenance of evaluation and performance measurement systems. In most non-profit organizations, data collection protocols will largely depend on delivery outcomes dictated by grants and contracts governing service delivery. Do not wait until the last minute. Identification of performance metrics must be part of any design phase, as it leads to successful implementation and facilitates assessment of whether a project should expand, contract, or discontinue.

A. Data categories

Data falls into many categories, including personal or demographic information, activities, and outcomes. For example, personal information includes, but is not limited to, age, gender identity, country of origin, time spent in government detention, family composition, household composition, medical history, domestic violence history (whether as perpetrator or survivor), mental health (current diagnosis and treatment or history), substance abuse (present treatment or history), child welfare history, and criminal justice involvement (present or past charges in the U.S. or country of origin).

Data capturing social work activities can vary widely depending on funding sources and work activities. Data may include duration of social worker involvement, date of social worker appointed, date the social worker is unassigned, number of client contacts, location of client contact (office, field, detention center, court, community organization, home visit, etc.), number of referrals, types of referrals (housing, medical, education, mental health, legal, food security, etc.), and number of resources provided (emergency supplies, bus tickets, plane tickets, etc.). It can also include number of client meetings, purpose and focus of client meetings (psycho-education, supportive counseling, information gathering for court advocacy), number of and time spent writing reports (mitigation reports, bio-psycho-social or other clinical evaluations, declarations, etc.), time spent meeting with colleagues, time spent meeting or communicating in coalitions, time spent preparing for and facilitating training, number and type of trainings, time spent during supervision, and more.

B. Performance indicators

Collecting performance indicators can be a significant challenge. While indicators may be clearly defined by funders, they may be subjective to the individual client and family circumstances. Performance indicators may be short-term or long-term and can be stored as data points that already exist in the case management database. Conversations with clients and qualitative questionnaires on client experiences are also considered performance indicators. Remember that indicators may be based on the efficacy of legal assistance through the number of cases that succeeded in gaining immigration status. Some examples include approval of release on recognizance requests, approval for additional family visitations while in detention, approval for additional calls with children (for family separations), approval for ongoing communication with children in custody, or additional continuances of proceedings. Other indicators may include access to resources, successful resettlement or repatriation, life stability, safety, qualitative data on the client's experiences with the social work services provided, and the number of cases completed by each staff member.

Finally, identify clear data horizons and decide if the data needed falls within the scope of your work. If not, your organization might need to implement additional steps like feedback questionnaires, post-release service follow-ups, or status check-in calls to collect this information. Avoid collecting data intuitively. Instead, identify the key performance indicators you will use to define identifying successful outcomes and what are outcomes or projects that need improvement. Start by identifying stakeholders, funders, and which parameters define the desirable outcomes of establishing a social work project.

The following questions will help managers consider how to build a structure to evaluate and measure the success of the program.

- **How does your organization currently collect data?** Will you have additional data collection with the social worker, or can you build upon an existing system?
- **What data does the organization need to collect?** There may be multiple sources that require specific data, such as specific contracts, grants, or funders. As an organization expands, there may be additional reporting requirements. Know your data horizon and when to expand it.
- **How will the organization capture client outcomes?** Consider current structures to capture client data and successes. Is there an already existing database, or do you need a new system to collect information?
- **How will the organization measure services from both a quantitative and qualitative perspective?** For example, are there client surveys or questionnaires that staff provide to clients? Is success measured with case outcomes, client satisfaction, or both?
- **What quality assurance routines will the organization implement?** There are periodic practices that can help capture how well the organization is doing. This includes, but is not limited to, generating reports, group meetings with staff, individual supervision, qualitative surveys for staff or clients, and focus groups with clients. Consider what works best for the organization and plan to implement those routines with specific dates. Do not wait until there is missing information to create an ongoing meeting with supervisors and staff to discuss best practices.
- **Would an organizational assessment tool be helpful?** Organizational assessment tools help organizations and funders by providing a framework to methodically explore an organization's capacity trajectory. It can be a helpful tool in both organizational expansion and funding in allocation. An organizational assessment is a time-limited process that looks at every component of the organization, identifies outcomes, and explores how well the agency meets those outcomes and next steps to aid that process.¹⁴ Frequently, funders require organizations to use assessment tools to track performance, progress, and deliverables.

PRACTICE TIPS: EMBRACING PROACTIVE DATA PRACTICES

- » **Create a data collection system early on and always identify your data horizon.** It may be best to err on the side of collecting more information, rather than waiting for new reporting requirements from funders. Be mindful of your organization's reach for broader advocacy and impact litigation; the data collected may help other organizations in those efforts.
- » **Identify the organization's mission and funders.**
- » **Identify early on who will have capacity to write report information.** Many funders request narrative reports on a quarterly or even monthly basis (See Appendix D for a template). Schedule time for the initial draft revisions.
- » **Use case notes, where possible, to evaluate and measure the success of the program.**
- » **Use scaling questions** as an effective way to capture qualitative data and measure the efficacy of an intervention. Use a pre-post scaling question. For example, at the beginning of a supportive counseling session, the social worker asks the client, "On a scale of 1-10, 10 being the best, how worried are you about your situation right now?" Then, at the end of the session, the social worker asks the same question, and records the results.
- » **Integrate data collection as an ongoing supervision practice.** The social work supervisor can use discussions with frontline staff during supervision to explore and record client success stories. Ensure that supervisors, who are frequently located between frontline staff and managers, understand what outcomes need to be collected.
- » **Link successes and data collection.** Some organizations celebrate successes through all-staff emails or staff meetings as a means of enhancing morale. This may be an avenue to collect data, particularly client stories. Use a common subject line for each all-staff email that celebrates a success, making it easy to use that subject line as a search term in the future.
- » **Engage IT and data staff from the beginning.** Performance measurement and data collection tools must be discussed, implemented, and improved early on.

VII. Growth and Sustainability

Staffing and funding are among the biggest challenges of incorporating social work into legal advocacy. Many funding streams for legal organizations focus primarily on direct legal services. However, there could be opportunities to secure funding to provide post-release services as well. Once an organization has funding, it can be difficult to retain staff because of the challenging nature of the work. Nevertheless, there are effective ways to retain workers that go beyond financial compensation. Some of these strategies are discussed below.

- **Can you diversify funding sources for the social worker?** Organizations often rely on one source for a project. Can the organization seek a second or third funding stream to improve sustainability and enhance flexibility in the position?
- **What are your contractual obligations and how will you ensure you meet them?** Immigration advocacy exists within an ever-changing landscape. Fluctuations in government policy result in peaks and valleys. Consider how the social work program will be able to adapt to such challenges or ensure success. Be prepared to consider contractual language that accounts for those fluctuations and changing roles.
- **What is the plan if hiring takes longer than anticipated?** Funding streams have specific time requirements. A potential barrier to a successful program is being able to hire staff within the funder's timeframe. As managers initially develop the program, either create language to account for delays in hiring, or have a contingency plan to use existing staff to ensure that deliverables are met.

- **Consider social worker retention.** One of the biggest challenges of public interest work is staff retention. Create opportunities for the social worker to advance. Look for continuing education programs, expand job roles and responsibilities, and pay salaries that are competitive with the market.
- **Look internally at staff who can grow into the social work role.** Are there existing staff members providing a support role interested in getting a social work degree? Consider implementing a tuition reimbursement policy for staff. Are they able to earn an MSW while they continue working at your program? Many schools have specialized programs that collaborate with agencies so staff can earn their graduate degree.
- **Engage a social work intern program.** MSW internship programs can provide a mutually beneficial exchange between an organization and a school of social work. Students translate classroom knowledge into direct practice and develop social work skills, while agencies benefit from having additional staff who can engage in the work, typically at no financial cost to the organization. They may also bring energy, enthusiasm, and new ideas to the organization. Students usually work two or three days a week at their internship (also known as “field placement”) and are supervised by a LMSW at the organization. If there is no social worker at the organization to supervise, many schools allow supervision to be split between a non-social worker at the organization and a social worker identified by the university. Once a social worker graduates, the organization benefits from having a potential person to hire for a full-time social work position who requires less training and onboarding. It is a great practice to develop projects that pay stipends to interns to reward their hard work and establish a talent pipeline for competitive staff positions post-graduate.
- **What are the opportunities for advancement?** Consider hiring staff who can grow and develop with the organization. Think about what opportunities the organization can provide, whether new and varied work or trainings and professional education. Consider hiring social workers who could become supervisors or managers over time as the practice expands.
- **Integrate self-care routines that prevent burnout.** Public interest work takes its toll on practitioners, and organizations are increasingly aware of burnout and vicarious trauma. The addition of the social worker presents an opportunity to consider trauma and create or enhance current routines. Consider time off for self-care, bringing in outside clinicians to focus on resilience, or training staff on the symptoms of vicarious trauma. Also, develop fun activities like group outings, staff games, a staff potluck, or providing food at routine staff meetings. Finally, a primary way to enhance morale is to both focus on celebrating successes, whether big or small, and supporting staff during challenges. It is important for organizational leaders to take an active role, as it sets the tone for everyone else in the organization and fosters a supportive environment in the face of challenging work.

A challenge arising with growth is creating structures that sustain the new practice area. There are many benefits of adding a social work practice to an immigration legal service provider, but it is important to take time to consider the support that will be required by the social worker. If adequate support is not provided, the social work practice may fail. Legal services providers do not always understand the motivations behind their clients’ decisions and bringing in social work professionals can add much-needed depth of understanding among all parties, as well as enhanced capacity to meet holistic needs. Nevertheless, the addition of another practice area requires time, thought, program development, resources, accountability, and new practice routines that can foster support and success going forward.

VIII. Case Study: Integrating Social Work at ProBAR

During the family separation crisis of 2018, ProBAR sought to enhance its programs to meet increasing needs of children and families with support from the Lumos Foundation. ProBAR sought

to develop a service model that incorporated social services for unaccompanied children released from detention and for their detained and released parents or caregivers with whom the children were preparing to reunite. Much of the content of this Blueprint came from the lessons learned from that expansion, from 2018 to 2020 both from direct practice as well as through outreach to multiple legal organizations that have a social work functions in their advocacy.

Mission and Core Values. ProBAR is mindful of the need to integrate social work into its practice. Its mission and purpose—empowering detained immigrants through high-quality legal education, representation, and connection to services—fits with the primary mission of social work—enhancing human well-being and help meet the basic human needs of all people, with particular attention to the needs and empowerment of people who are vulnerable and oppressed.¹⁵ ProBAR sits within the larger umbrella of the American Bar Association, whose mission to defend liberty and justice, and goals of advancing human rights and meaningful access to justice for all people, is also congruent with social work.

Structural Assessment and the Delivery of Services. Before integrating social work to augment its trauma-informed practice, ProBAR had several positions that performed social work-related roles on cases—including release support associates, legal assistants, and paralegals—who often helped address client needs beyond the immediate legal case.

During the initial expansion period, the then Director of Release Support and a contract social worker developed job descriptions and interview questions that were based on current practices but augmented with specific social work content. Identifying and hiring a new social worker took longer than expected, but release support associates provided casework to help meet client goals and satisfy grant requirements. Once the clinical team was onboard, the social workers took on roles beyond pre-existing practices, such as clinical work for separated parents and children and helping attorneys develop relationships with their clients experiencing trauma or other mental health issues.

ProBAR utilized and enhanced existing routines to incorporate social work, starting with its screening documents. Release support and legal screening resources with additional information covering holistic biological, psychological, and social domains informed the social work screening documents. ProBAR relies on a multi-part screening process and uses multiple opportunities to identify social service needs throughout the life of the case. This system enables a team approach where any one person is not burdened with collecting all pieces of information at one meeting, so staff can better engage with each client, while still building a client relationship.

Referrals to social work and other program areas often start with attorneys, who get consent from the client to speak to a social worker. The attorneys upload client information into an organization-wide database. This generates an automated email with referral information to the clinical team, who discusses the referral in person at a follow-up meeting. The social worker will then contact the attorney and the client, engaging and assessing the client and their needs using a screening form, which they can revisit later if the client is unable to go forward with the screening for any reason. The communication routines between the clinical team and legal teams are fluid and depend on the complexity of the case. For a complex or high-need case, the communication is regular, either in-person or virtually.

Supervisory routines for the social work team built upon existing supervisory structures for Release Support associates, who are supervised by ProBAR's Release Support Director, or Director of Programs if the former is vacant. At the time of drafting this document, the clinical team received supervision from both the Director of Programs, an attorney who provides supervision, and a contracted licensed social worker, who works remotely and provides process and clinical support with weekly video sessions. Both the attorney and social worker provide support, give broader context to interdisciplinary legal work, and think about team communication and practice routines. At the time of publishing this document, ProBAR had onboarded a new Release Support Director who oversees the work of the clinical team as part of ProBAR's wraparound services.

Training and Technical Assistance. The addition of social work provided opportunities to examine and enhance the work. This included developing communications routines within ProBAR’s Release Support department, consultations with staff on advocacy strategies, trauma-informed care, and client-centered services. Social work staff at ProBAR provided direct practice trainings including, “Motivational Interviewing in a Trauma informed Context” and “Engaging Adults and Child Living in Government Detention,” with additional trainings on working with clients who have anxiety, depression, and other mental illnesses.

Self-Care Practices. Avoid the common pitfall of assigning social workers to safeguard the mental health and wellbeing of your staff. It is best that external counselors or mental health professionals address those needs; they could organize voluntary group debriefing and listening sessions as needed. In some instances, organizations have access to employee assistance programs through the benefits package provided to employees, and it is good management practice to promote those services.

Remember to include topics such as grief, loss, bereavement, and financial wellbeing, in the services provided to clients, as everyone needs support in these areas to thrive in life. If the resources of your organization allow, consider paid self-care time off for your staff, provide opportunities to telework, flexible work schedules or self-managed paid time off, organize retreats and staff appreciation events, or celebrate work anniversaries. Be careful not to overuse the term “safe space” if the working environment does not reflect that value. Instead, be intentional about assessing interpersonal dynamics on an ongoing basis. Consider having open-door policies, train leadership to model values that embrace diversity and inclusion, encourage diverse opinions, and listen attentively to the needs and requests of staff. Finally, assess your practices to show appreciation for your staff, clients, and community partners. Gratitude and appreciation are great ways to promote sustainable organizations.

Moving forward. While social work has been integrated at ProBAR for a relatively short period, there is potential for widespread positive impact. For example, introducing social work at ProBAR opened the door to develop a more comprehensive approach that also incorporated licensed professional counselors who work side-by-side with social work staff. At ProBAR, this clinical team provides direct comprehensive clinical work to children and adults, collaborates with attorneys, and writes documentation to support immigration claims. ProBAR leadership is committed to implementing and developing the full integration of social work and counseling. Such efforts have proven that it is possible to create a compassionate and sustainable practice that supports clients and practitioners alike for the long term.

A. Social Work During the COVID-19 Pandemic

As the COVID-19 Pandemic ensued, ProBAR paused temporarily the development of this Blueprint to focus on addressing challenges and adjusting operations. Below, ProBAR shares recommendations to ensure continuity of services when teleworking or facing limitations to delivering in-person services. These recommendations can also help organizations and agencies interested in integrating remote work operations, such as organizations providing services to clients in rural areas (if there is technological equipment available) or those providing services to clients who lack means of transport.

Be creative in using existing technology and equipment. WhatsApp is very popular among immigrants seeking refuge in the U.S. Consider using the platform to have regular calls, video calls, send important (non-confidential) documents, and have regular check-ins with your clients. Platforms such as Facebook Live or Zoom can be used to deliver webinars and information sessions.

Keep your clients informed and re-assess their needs. Ensure that social workers inform clients about changes related to the pandemic and provide adequate resources. Avoid providing medical advice unless your organization has doctors or nurses on staff. Instead, social workers can share preventive measures and recommendations developed by health authorities such as the Center for Diseases Control. Social workers can also identify medical resources in the community, such as primary care doctors or health clinics, and share their contact information with clients. They can also make referrals on behalf of clients for video consults or services over the phone.

Establish social-distancing guidelines and avoid in-person contact when possible. Integrate tools such as virtual or telephonic assessments to remain in contact with clients. If social workers need to provide in-person support, provide them with personal protective equipment (masks, tissues, cleaning wipes, hand sanitizer or antibacterial soap, gloves, face shields, etc.), and instruct social workers to always use those items when meeting with clients in person. Consider making “safety kits” with the same items for your staff. For example, your operations or administrative division can have a skeletal crew at the office to assemble the kits and arrange curbside pickup for their colleagues. Look for opportunities to purchase extra items so that your organization can also provide the safety kits to clients released from detention or non-detained clients with acute need.

Have a back-up plan for transportation for clients released from detention. Social workers can communicate with detention staff at facilities to inquire about transportation arrangements. Most detention facilities drop off adult clients at bus stations or pre-selected locations. Arrange for transportation in vans or cars that have a plastic partition between the driver and the passengers. If your staff will pick up clients and drive them to another location, it is recommended they socially distance as much as possible, wear protective equipment, and keep the windows down while inside the vehicle. If your organization prohibits in-person services during the pandemic, identify rideshare services such as Uber or Lyft for your clients and recommend them to remain socially distant as much as possible.

Develop sessions that include coping mechanisms for bereavement, loss, and loneliness. As the pandemic worsened, many clients lost family members due to illnesses and lack of access to adequate medical care. Others became unemployed, faced evictions, or had to care for children attending school from home.

Identify funding opportunities to cover the emergency supplies and transportation costs. Communicate with funders to propose changes to the use existing funding to account for pandemic-related challenges. If you are strategic and successful in such request, existing grants could allow for emergency supplies (snacks, groceries, backpacks, winter clothing) or cover transportation costs (bus, train or airplane tickets, taxis and ride-share services) to assist clients with resettling in their communities.

Find shelter and housing alternatives for quarantine periods. If your organization will work with clients who have been released from detention during the pandemic, it is advisable to ask them to quarantine for a 14-day period before traveling to their resettlement location. In such a case, identify local shelters or community organizations that could host the client in quarantine. Social workers can be the main point of contact to identify these resources and make logistical arrangements to put the clients at ease. Lastly, ensure that social workers remain in contact via telephone or video with the client during the quarantine period.

Speak loudly and clearly when interacting with clients in person. Social-distancing guidelines and mask-wearing protocols present many challenges to communicating effectively, building rapport with clients, and earning their trust. It is key that social workers explain the health protocols thoroughly and remain patient and understanding if clients have a hard time grasping this new reality.

Keep the pulse on your staff’s wellbeing. It is often said that laughter is the best medicine. However, your staff might have a hard time finding joy when prohibited from providing in-person services. If you are a manager, always explain the rationale behind new protocols, be intentional about soliciting feedback, and be transparent with your teams. Keep an eye on frontline staff, including their demeanor and participation at virtual and telephonic meetings.

Be decisive yet flexible. Remember that oftentimes the price of inaction is greater than the cost of making a mistake. As such, organizations must be decisive in taking appropriate steps promptly to keep both staff and clients safe. Students in law, social work, or counseling school are rarely trained to provide services during a pandemic. As such, there is a high likelihood of making mistakes. Whenever that happens, identify the gaps, and re-assess as many times as needed. Be gentle with yourself and with your clients, the bamboo or willow survives by bending with the wind.

Appendix A: Software Tools

Several administrative tools can help with project implementation and expansion. Although ProBAR does not endorse any tool, the below listed tools were useful when designing and implementing social work at ProBAR.

Collaboration Tools

- [Google Workspace: Collaboration & Productivity Apps for Business—Google](#). Google has free collaborative apps that can help organize information.
 - [Google Docs](#) is a word processor that allows different people to share and edit documents in real time.
 - [Google Sheets](#) is an online spreadsheet application that is good for collecting data, making referrals, and sharing information.
 - [Google Keep](#) allows one to capture notes, share them with others, and access them from a computer, phone, or tablet. It is good for tracking shared agenda items for meetings.
- [Asana](#): is a work management platform that is helpful for strategic planning, setting priorities, assigning, and sharing tasks and deadlines.
- [Microsoft 365](#): is Microsoft Office's suite, with programs such as Outlook, Excel, PowerPoint, Word, and OneNote.

Database management tools

- ProBAR uses [Legal Server](#) to document all services provided to clients, including legal and non-legal services.

Additional administrative tools

- [Lucidchart](#): is a tool for mapping work and organizational charts.

Appendix B:

Sample Job Description

Term: 2018

Job title: ProBAR Social Worker

Department/team: South Texas Pro Bono Asylum Representation Project (ProBAR)

Reports to: ProBAR Director of Release Support

Usual office base: At ProBAR in Harlingen, Texas

Duration: _____

BACKGROUND:

The American Bar Association's South Texas Pro Bono Asylum Representation Project (ProBAR) is in Harlingen, Texas. It serves 2 adult and approximately 14 child detention facilities for migrant (immigrants and asylum seekers) children and adults. In addition to the recently separated/reunited families, ProBAR serves nearly 4,000 detention beds in south Texas for unaccompanied children who on average remain in detention from 45 to 60 days waiting for reunification with a sponsor (often a parent).

While detained and upon release, migrant caregivers receiving legal services from ProBAR also need social work support and services. Children, while unable to receive social work support from outside agencies while in detention, need services after they have been released so they can have successful placement with sponsors or successful reunification with parents. Additionally, those caregivers need social work support to effectively welcome and integrate children, many of whom have experienced trauma because of being separated, traveling to the United States alone and being detained.

Once reunification with a sponsor has occurred, the need for access to social services is extensive, and these formerly institutionalized children and their families require comprehensive support and follow up. The emotional trauma that many of these children and their families have experienced is extensive. The sponsors, many of whom are parents or caregivers, need support and information to understand the trauma the children have faced and how to support them upon release.

To offer support to reunifying families and unaccompanied minor placements, a temporary (6-month) social worker will be added to this team to augment legal services with social work support.

JOB PURPOSE:

ProBAR is looking for a social worker to assist with developing an interdisciplinary approach that would integrate social work into the legal services provided to unaccompanied children and implement best practices to support family reunification and meaningful access to justice.

DUTIES AND RESPONSIBILITIES

- Conduct culturally competent and child-focused assessments to inform service planning, referrals, advocacy, and other ProBAR activities that promote child safety and well-being
- Help prepare supporting documentation for applications for legal relief and requests for release on recognizance/bond
- Provide accompaniment and support for released clients
- Engage in supportive counseling and psycho-education for individuals, groups, and families to meet the individual needs of recently released unaccompanied children
- Strengthen a network of mental health and social service providers to develop and implement wraparound service plans

- Provide support to other ProBAR staff members on matters related to social work approaches and interventions including trauma-informed care
- Maintain updated records, including case management files and reporting databases, to ensure confidentiality and compliance with monitoring and documentation standards
- Perform other related duties as assigned

QUALIFICATIONS

Essential

- Master's Degree in Social Work, or Bachelor's degree in Social Work with significant relevant experience
- Authorization to work in the United States at the time of application
- At least 3 years' relevant experience in social work or case-management settings that support vulnerable children and/or their family members
- Excellent communication skills (Fluency in oral/written English and Spanish)
- Strong interpersonal skills and cultural awareness
- Ability to work independently and on own initiative, making informed and sensible judgments as well as working as part of a broader team
- Excellent case-management, analysis, and problem-solving skills
- Strong computer skills and experience with Microsoft and Google tools
- Experienced in and knowledgeable about trauma-informed program design with families, children, adolescents, and young adults
- Experienced in culturally appropriate assessments that use a family systems framework and attends to child abuse/neglect concerns
- A strong commitment to ProBAR's work to defend liberty, work for a fair legal process, and assure meaningful access to justice, and a passion for human rights and engaging in work focused on the protection and social inclusion of vulnerable individuals and groups

Preferred

- Licensure preferred, LMSW or LCSW
- Experience working with children formerly placed in institutional care and an understanding of the harm of institutionalization
- Understanding of U.S. law as it affects refugee and migrant children
- Knowledge of the U.S. child welfare system and the legal framework on children's rights
- Experience working with refugee and migrant children and families
- Familiarity with U.S. immigration and legal systems
- A full valid driver's license

Additional requirements

- Regularly required to sit at a desk and work with a computer
- Occasionally lift, carry, and /or move objects weighing less than 25 pounds
- Accommodations for sight and hearing impairments can be considered

Note: This description is not an exhaustive list of the skills, duties, and responsibilities associated with the position.

Applicants may send an email to _____ at _____ to express formal interest in the position. If you have any questions, please email or call at _____.

Appendix C:

Sample First-round Interview Questions

Applicant: _____

Date: _____ **Time:** _____

1. Overview (explain status of social work project and expectations) and ask applicant to walk you through his/her résumé and credentials.
2. Please tell me about an experience you have had that you are most proud of and why.
3. You have experience as social worker. Could you please describe what you did at your previous job and how it would benefit the organization? What did you learn from being a social worker that developed (ask relevant information from résumé here)?
4. What is your experience in providing orientations/information on social services referrals over the phone and in person? What are the benefits and what are the challenges?
5. What is your experience working on several projects with concurring deadlines? How do you organize yourself? What tools do you use?
6. What type of experience do you have in providing trainings, developing post-release plans, and supporting documentation for legal relief?
7. When tasked with developing a new project, what steps do you take and why?
8. If you were chosen for this position, what is an organizational structure or routine that you would not want to see implemented? Why?
9. Scenario: You received a call from a child who mentions her sponsor kicked her out of his house. The child does not know her location and has no relatives in the U.S. who can help her. Please walk me through what would you do to help her and why.

Appendix D

Sample Narrative Report

Written by: _____

Submitted on: _____

Reporting Period: _____

This document serves as a progress report by _____ as part of the grant awarded by _____.
What follows is a programmatic update on project deliverables.

(Use the outline below to list project deliverables, broken up into different sections with subheadings.)

I. Programmatic Assessment and Development

Add narrative here that gives an overview

A. Subheading(s), with specific content that speaks to a subsection of the deliverable.

(Add narrative here)

II. Work with Separated Children and Families.

Add narrative here that gives an overview. "For this reporting period, our work included ..."

A. Subheading(s), with specific content that speaks to a subsection of the deliverable

B. Subheading(s), highlighting specific client stories.

III. Interdisciplinary Immigration Advocacy

Add narrative here that gives an overview. "For this reporting period, our legal and social work partnership has resulted in..."

A. Subheading(s), with specific content that speaks to a subsection of the deliverable

IV. Long-term Implementation

(Add narrative here)

V. Expenditures Please see addendum for a detailed accounting of the uses of all grant funds. For this reporting period, we report expenditures incurred from _____ as our first report covered expenditures incurred from _____.

Endnotes

¹ In preparing to draft this document, the authors reviewed several publications, which are mentioned and hyperlinked here: “[Framework for Considering the Best Interests of Unaccompanied Children](#)” by the Subcommittee on Best Interests of the Interagency Working Group on Unaccompanied and Separated Children; “[Seeding Generations: New Strategies Towards Services for People who Abuse](#)” Report by Purvi Shah, Consultant to the Interagency Working Group on NYC’s Blueprint for Abusive Partner Intervention (IWG); and “[A Community Blueprint: Helping Immigrants Thrive in Allegheny County](#)” by The Allegheny County Department of Human Services’ Immigrants and Internationals Initiative.

² NATIONAL ASSOCIATION OF SOCIAL WORKERS, PREAMBLE, <https://www.socialworkers.org/about/ethics/code-of-ethics/code-of-ethics-english> (last visited February 5, 2021).

³ 22 TEX. ADMIN. CODE § 781.202 (2011).

⁴ Informing Change, Guide to Organizational Capacity Assessment Tools, Informing Change (2017), <https://hewlett.org/wp-content/uploads/2017/11/A-Guide-to-Using-OCA-Tools.pdf>. The guide breaks down what these tools are, where they are, and how to find them. Informing Change is a strategic learning firm that partners with nonprofits and philanthropic organizations.

⁵ National Association of Social Workers, BEST PRACTICE STANDARDS IN SOCIAL WORK SUPERVISION (2013), <https://www.socialworkers.org/LinkClick.aspx?fileticket=GBrLb14BuwI%3D&portalid=0>.

⁶ *Id.*

⁷ Megan Ferguson, *Multidisciplinary vs. Interdisciplinary Teamwork: Becoming a More Effective Practitioner*, SWHELPER (2014), <https://www.socialworkhelper.com/2014/01/14/multidisciplinary-vs-interdisciplinary-teamwork-becoming-effective-practitioner/?amp>.

⁸ 42 U.S.C. § 5106a(b)(2)(B)(i).

⁹ Child Welfare Information Gateway, *Mandatory Reporters of Child Abuse and Neglect*, CHILDREN’S BUREAU, <https://www.childwelfare.gov/pubPDFs/manda.pdf>.

¹⁰ *Id.*

¹¹ TEX. FAM. CODE § 261.101.

¹² Child Welfare Information Gateway, *supra* note 9, at 16.

¹³ NAPD FORMAL ETHICS OPINION 14-1, https://www.publicdefenders.us/files/NAPD_Formal_Ethics_Opinion_14-1.pdf (last visited April 12, 2020).

¹⁴ *See* Informing Change, *supra* note 4, for additional strategies.

¹⁵ NATIONAL ASSOCIATION OF SOCIAL WORKERS, *supra* note 2.

