

Thompson (2000) argues, in the book *Understanding social work*, that skill development in social work education tends to involve two main elements:

- 1 – Building on, consolidating, enhancing and sharpening existing skills
- 2 – Recognizing, understanding and developing new skills

According the distinction made by this author can be identified the following 5 basic competences and 15 skills (see Tab.2 and annex 2):

Tab. 2 - Social Worker's Competences and Skills

Competences	Skills
<i>Communicate and engage</i>	<i>Communication</i>
<i>Promote and enable</i>	<i>Self-aware</i>
<i>Assess and plan</i>	<i>Analysis</i>
<i>Intervene and provide services</i>	<i>Handling Feelings</i>
<i>Work in organizations</i>	<i>Self-management</i>
<i>Develop professional competence</i>	<i>Presentation</i>
	<i>Co-ordination</i>
	<i>Sensitivity and Observation</i>
	<i>Reflection</i>
	<i>Creativity</i>
	<i>Think on feet</i>
	<i>Humility</i>
	<i>Resilience</i>
	<i>Partnership</i>
	<i>Survival Skills</i>

(Source: Thompson, Neil (2000): *Understanding social work. Preparing for practice*, N.York: Palgrave, 17-183)

As Oded Manor (2004:290) comments, in the *Blackwell Encyclopedia of Social Work*, the relationship skills are the observable behaviours to which workers resort while forming, sustaining, and terminating the working alliance with clients and others involved.

Exercising these skills is necessary for promoting the process of bonding, among, those involved in a collaborative working, alliance. These skills can be learned, and include:

- Listening actively
- Conveying respect
- Communicating empathy
- Expressing oneself genuinely
- Being specific
- Sharing one's own feelings

As we have seen, social work's competences and skills are in permanent dialogue, and will not be separately analysed from the daily practice of those who operates in agencies with administrations, other professionals, teams, social partners, communities and users. In the approach of empowerment, advocacy, social mediation, partnership or other, the communication competences seems to be the crucial one, which adequate using in and with different context and persons allows the human and social development in respect for the values of citizenship and quality of services provided.

Social Work Competences In Practice

Todd W. Rofuth, Julie M. Piepenbring



Social Work Competences In Practice:

Social Work Practice John Poulin, Selina Matis, 2019-11-15 This primary social work practice text built around the nine core 2015 CSWE competencies is the only book available that provides students with the benefits of a fully integrated competency based approach Social Work Practice A Competency Based Approach immediately immerses students in the competencies required for social work practice at the micro mezzo and macro levels Designed for use in both upper level BSW and foundation level MSW social work practice courses the book is uniquely structured to deliver the knowledge and skills students need to develop mastery of the professional social work competencies Chapters provide a comprehensive overview of the theories concepts and practice components related to each competency Engaging vignettes chapter objectives that outline key concepts abundant case examples critical thinking questions and a detailed case summary with discussion questions in each chapter help students deepen their understanding of practical applications of the nine core competencies Each chapter uses the same case to perfectly illustrate the complexity of social work practice and the interconnections among the professional competencies A robust supplementary instructor package includes PowerPoints competency based class assignments with grading rubrics and sample syllabi Print version of book includes free searchable digital access to entire contents Key Features Uniquely organized with a fully integrated competency based approach Devotes one or more chapters to each of the nine CSWE professional competencies Delivers abundant case studies that facilitate in depth understanding and integration of competencies Provides case vignettes critical thinking and discussion questions and chapter summaries Includes supplementary instructor resources such as PowerPoints group discussion questions and competency based written assignments with grading rubrics Offers sample syllabi for two separate one semester courses and a seven week online course Includes Student Resources featuring online forms templates exercises plans and more to provide students with ample practice opportunities

Generalist Social Work Practice John Poulin, Selina Matis, Heather Witt, 2025-03-13 A competency based approach to generalist social work practice that integrates an anti oppressive perspective and foundational practice principles Generalist Social Work Practice A Competency Based Approach aligns with the nine professional social work competencies defined by the Council on Social Work Education's CSWE 2022 Educational Policy and Accreditation Standards EPAS and is fully revised to incorporate the latest updates This textbook offers a comprehensive chapter by chapter exploration of each competency and covers all areas of social work practice including theory ethics human rights social justice and interventions at micro and mezzo levels Generalist Social Work Practice integrates the critical themes of anti racism diversity equity and inclusion ADEI to ensure future social workers engage thoughtfully and competently in diverse settings New to the Second Edition Explicit focus on generalist social work practice Integration of anti oppressive practice principles into the generalist model Alignment with CSWE 2022 EPAS Combined assessment and intervention content across chapters Introduction of a new chapter on evaluation Enhanced ADEI

content throughout the book Key Features Provides comprehensive coverage of generalist practice with individuals families groups organizations and communities Explores the nine CSWE professional competencies Incorporates social justice perspectives into practice models Offers extensive case examples ADEI reflection questions and chapter summaries Includes QR Codes that link to supplemental videos for enriched learning Provides online instructor resources such as electronic presentations discussion questions and grading rubrics Presents a student friendly writing style to encourage engagement and understanding

Introduction to Competence-based Social Work Michael E. Sherr, Johnny M. Jones, 2020 Social work is rooted in the values of service social justice and strong interpersonal relationships but as the profession evolves so must the approach to education Michael E Sherr and Johnny M Jones have created an introductory textbook written for the future of social work The second edition integrates the knowledge of practice policy research HBSE and field work with the skills and practice behaviors necessary for students to become fully competent social workers by the time they graduate Students are introduced to social work through a Why We Do What We Do model that emphasizes how and why social workers commit to their careers 41 case vignettes 16 of which are new engage students and present a clear picture of the profession to help them become invested in enhancing and restoring the well being of individuals groups and communities Visit www.oup.com for student and instructor resources

Generalist Social Work Practice Karla Krogsrud Miley, Michael W O'Melia, Brenda L. DuBois, 2012-01-17 An empowerment based method of social work which integrates core themes of the profession This text is part of the Connecting Core Competencies Series Generalist Social Work Practice 7th edition fully integrates core social work themes of collaboration the strengths perspective values and ethics social justice and human rights evidence based practice cultural competence and policy practice This text offers a progressive practice approach grounded in social work research reflective of social work values sensitive to client diversity and applicable to work with any level of client system including individuals families groups organizations and communities Beginning with engaging clients as partners and continuing with assessing intervening and evaluating from a strengths perspective this approach offers social workers a method that fully realizes core social work values respects client competence and activates client resources within the context of their lives All parts of the practice process are described in detail connected to social work theory illustrated with case examples and supported with evidence from social work research Each chapter focuses on teaching the knowledge values and skills reflective of the core competencies and correlated practice behaviors as described in the 2008 Educational Policy and Accreditation Standards EPAS A better teaching learning experience This program will provide a better teaching and learning experience for you and your students Here s how Personalize Learning MySearchLab delivers proven results in helping students succeed provides engaging experiences that personalize learning and comes from a trusted partner with educational expertise and a deep commitment to helping students and instructors achieve their goals Improve Critical Thinking Teaches students specific strategies to identify and use client strengths in their practice Engage

Students Offers numerous case examples to apply the empowerment method to all levels of social work with diverse clients and situations and across fields of practice Explore Current Issues Includes new practice research findings and updates to demographics to ensure currency Apply CSWE Core Competencies The text integrates the 2008 CSWE EPAS with critical thinking questions and practice tests to assess student understanding and development of competency Support Instructors An Instructor s Manual and Test Bank Computerized Test Bank MyTest BlackBoard Test Item File MySearchLab with Pearson eText and PowerPoint presentations are included in the outstanding supplements package Note MySearchLab does not come automatically packaged with this text To purchase MySearchLab please visit www.mysearchlab.com or you can purchase a valuepack of the text MySearchLab at no additional cost ValuePack ISBN 10 0205222994 ValuePack ISBN 13 9780205222995

A Field Guide for Social Workers Shelagh Larkin, 2018-07-10 Integrating theory with practice A Field Guide for Social Workers Applying Your Generalist Training helps students understand and overcome the challenges of field education This comprehensive text provides the necessary tools to develop and demonstrate core competencies set forth by the Council on Social Work Education CSWE using the author s generalist field education approach grounded in generalist practice literature Integrative activities and reflection questions directly apply generalist training to field experience Students will be equipped to meet the goals of the field and realize their potential as generalist practitioners Instructor Resources Free author created resources for instructors are available with this text

Fostering Social Work Gerontology Competence Catherine J. Tompkins, Anita L. Rosen, 2013-12-19 Inspire the next generation of gerontological social workers The growing number of people over the age of 65 in the United States has increased the demand for social workers who are trained to work with the elderly a demand that s in danger of not being met Fostering Social Work Gerontology Competence presents innovative techniques and strategies to help educators infuse aging content into their graduate and undergraduate curriculums in an effort to produce a new generation of social work practitioners who are up to the task of working with an older population Recent surveys show that there has been a decline in the number of aging specialties and courses offered by schools of social work Fostering Social Work Gerontology Competence offers a renewed focus on the promotion of gerontological social work education presenting papers that grew out of the first National Gerontological Social Work Conference NGSWC held in 2003 This unique book is invaluable to anyone who educates future social workers leads staff training sessions and or teaches continuing education courses on aging Leading gerontologists examine teaching research community collaboration and social work competencies while focusing on special populations and issues including end of life care elder abuse grief counseling cultural diversity cultural competence and the effects of spirituality and social support on the well being of the elderly Fostering Social Work Gerontology Competence examines curricular and organizational change developing intergenerational projects involving older persons in the educational process uniting field practice with theory strategies to promote student interest identifying geriatric competencies

intergenerational service learning developing an aging prepared community emerging trends in aging and health care end of life care and death education environmental issues affecting elder abuse victims mental health services for older persons in rural communities kinship care and much more Fostering Social Work Gerontology Competence is a vital resource for social work educators and practitioners gerontology educators and practitioners and students

The Social Work Field

Placement John Poulin, Selina Matis, Heather Witt, 2018-10-28 This unique core text helps BSW and MSW students structure their field placement learning around the nine CSWE professional social work competencies Empowering students to go beyond merely completing tasks the book facilitates mastery and integration of these competencies by elucidating key concepts and applying them to realistic competency based case scenarios Each user friendly chapter directly linked to a particular competency promotes thought provoking reflection about field work with critical thinking questions a detailed case example and an online competency reflection log template These tools reinforce learning by connecting competencies directly to students internship experiences Cases are structured to serve as models when students prepare their own cases and include a review of the competency detailed practice settings socioeconomic and context factors at micro macro and mezzo levels a problem overview an assessment of client strengths and weaknesses and a closing summary Additional learning aids include chapter opening vignettes and objectives plus chapter summaries Web and video links offer students a wealth of supplemental resources and a robust instructors package provides teachers with PowerPoints written competency assignments with grading rubrics and discussion exercises The print version includes free searchable digital access to entire contents of the book Key Features Integrates field placement experiences with the nine CSWE 2015 competencies Promotes thought provoking reflection about fieldwork with detailed case studies and challenging learning tools Includes discussions of ethical dilemmas technology and social media to reflect growing use and the challenges associated Includes online instructors resources including PowerPoints written competency assignments with grading rubrics and class discussion field reflection activities Print version includes free searchable digital access to entire contents of the book

The Social Work

Field Placement John Poulin, Selina Matis, Heather Witt, 2023-01-30 Helps students to integrate social work education with field placement learning experiences in a purposeful reflective and unified manner This essential text helps BSW and MSW students integrate social work education with field placement experiences in a purposeful reflective and unified way Structured around the nine Council on Social Work Education CSWE competencies and fully updated with the 2022 Educational Policy and Accreditation Standards EPAS it offers learning activities field reflections case summaries and discussion prompts to deepen understanding With added content on anti racism diversity equity inclusion and rights based practice this edition prepares students to apply theory to practice effectively and ethically What's New Updated to align with the 2022 CSWE EPAS standards Includes a new chapter on organizational culture and agency community dynamics Provides expanded content on anti racism ADEI and rights based social work practice Guidance on performance improvement

planning in supervision Incorporates updated policy research and National Association of Social Workers current priorities
 Key Features Integrates reflection questions case studies learning activities and QR linked resources Students gain competency based practice ready skills for effective and ethical social work Includes interactive tools like competency logs discussion guides and instructor resources Written by field education experts helping students unify coursework and fieldwork for success

Community Practice David A. Hardcastle, 2011-01-21 For almost two decades Community Practice has been a definitive text for social workers community practitioners and students eager to help individuals contribute to and use community resources or work to change oppressive community structures In this third edition a wealth of new charts and cases spotlight the linkages between theoretical orientations and practical skills with an enhanced emphasis on the inherently political nature of social work and community practice Boxes examples and exercises illustrate the range of skills and strategies available to savvy community practitioners in the 21st century including networking marketing and staging political advocacy and leveraging information and communication technologies Other features include New material on community practice ethics critical practice skills community assessment and assets inventory and mapping social problem analysis and applying community practice skills to casework practice Consideration of post 9 11 community challenges Discussion on the changing ethnic composition of America and what this means for practitioners An exploration of a vastly changed political landscape following the election of President Obama the Great Recession the rise of the Tea Party and the increasing political and corporate use of pseudo grassroots endeavors A completely revamped instructor's manual available online at www.oup.com/us/communitypractice This fully revised classic text provides a comprehensive and integrated overview of the community theory and skills fundamental to all areas of social work practice Broad in scope and intensive in analysis it is suitable for undergraduate as well as graduate study Community Practice offers students and practitioners the tools necessary to promote the welfare of individuals and communities by tapping into the ecological foundations of community and social work practice

Competence in Social Work Practice Kieran O'Hagan, 2007 Making a major advance in social work training this book illustrates social work competences by describing genuine cases real people and real contexts All identifying features have been changed to preserve confidentiality

Teaching the Novel across the Curriculum Colin C. Irvine, 2007-11-30 Instructors at all levels are being encouraged to teach writing in their courses even in subjects other than English Because the novel reflects a broad set of human experiences and history it is the ideal vehicle for learning about a wide range of issues This book helps educators learn how to incorporate novels in courses in English the humanities social and behavioral sciences and professional studies The chapters focus on using the novel to explore ethical concerns multiculturalism history social theory psychology social work and education The book looks at major canonical works as well as graphic novels and popular literature Language arts are at the forefront of education these days Instructors at all levels are being encouraged to teach writing in their courses even if those courses cover subjects other than English

Literature instructors have long used fiction to teach composition. But because the novel reflects a broad range of human experiences and historical events it is the ideal medium for learning about contemporary social issues. This book helps educators learn how to use the novel in courses in English, the humanities, social and behavioral sciences, and professional studies. The book is divided into broad sections on general education classes, multiculturalism, literature classes, humanities courses, classes in social, behavioral, and political sciences, and professional studies such as social work and teacher training. Each section includes chapters written by gifted teachers and provides a wealth of theoretical and practical information. While the book examines major canonical works such as *Hard Times*, *Billy Budd*, and *Invisible Man*, it also looks at graphic novels, science fiction, and popular contemporary works such as *Finishing School* and *Jarhead*. Chapters reflect the personal successes of their authors and cite works for further reading.

Handbook of Health Social Work Sarah Gehlert, Teri Browne, 2019-08-20. The updated third edition of the definitive text on health social work. Thoroughly revised and updated, the third edition of *Handbook of Health Social Work* is an authoritative text that offers a comprehensive review of the diverse field of health social work. With contributions from a panel of international experts in the field, the book is theory driven and solidly grounded in evidence-based practice. The contributors explore both the foundation of social work practice and offer guidance on effective strategies, policies, and program development. The text provides information that is essential to the operations of social workers in health care, including the conceptual underpinnings and the development of the profession. The authors explore the practice issues such as theories of health behavior, assessment, communication, and the intersections between health and mental health. The authors also examine a wide range of examples of social work practices, including settings that involve older adults, nephrology, oncology, and chronic diseases such as diabetes, heart disease, HIV/AIDS, genetics, end-of-life care, pain management, and palliative care, as well as alternative treatments and traditional healers. This is the only handbook of its kind to unite the body of health social work and offers a wellness rather than psychopathological perspective and contains treatment models that are evidence-based. Includes learning exercises, further resources, research suggestions, and life course information. Contains new chapters on topics such as international health insurance and payment systems and implementation of evidence-based practice. Presents information on emerging topics such as health policy in an age of reform and genomics and the social environment. Reviews new trends in social work and health care, including genetics, transdisciplinary care, and international, national, and state changes in policy. Written for social work educators, administrators, students, and practitioners, the revised third edition of *Handbook of Health Social Work* offers in one volume the entire body of health social work knowledge.

Essentials of Human Behavior Elizabeth D. Hutchison, Leanne Wood, 2025-07-08. *Essentials of Human Behavior* by Elizabeth D. Hutchison and Leanne Wood integrates the key framework of time, person, and environment into a single streamlined text. The Fourth Edition is updated to address equity and inclusion, trauma, and resilience, environmental justice, and gender identity and expression.

The Oxford Textbook of Palliative Social Work

Terry Altilio, Shirley Otis-Green, John G. Cagle, 2022 It is so important to advocate for things that may not always seem possible Getting to work with patients families at the end of their life is the ultimate honor Lauren G Markham MSW LCSW APHSW C In this work one witnesses both depths of human suffering and heights of human transcendence that can inspire both awe and fear At those times I have found that surrendering my need to be an expert and instead allow myself to simply be a human is the wisest action Kerry Irish LCSW OSW C FAOSW Multicultural Social Work Practice Derald Wing Sue, 2005-10-13 The groundbreaking new text for culturally competent social work practice In Multicultural Social Work Practice author Derald Wing Sue one of the most prominent and respected pioneers in diversity research and practice explores and synthesizes the important theoretical political and philosophical concepts related to cultural competence in the field of social work This comprehensive yet practical text offers students definitive guidance on culturally sensitive social work practice This important new work challenges the reader to consider the different worldviews of a highly diversified population and achieve cultural competence through increased awareness knowledge and skills It provides specific definitions of multiculturalism cultural competence and multicultural social work that clearly guide discussion analysis and debate It also highlights the sociopolitical and social justice aspects of effective practice and closely examines how social work theories concepts and practices are often rooted in and reflective of the values of the dominant society Multicultural Social Work Practice features sections on Conceptual dimensions of multicultural social work practice The political dimensions of social work practice Racial cultural identity development social work implication The practice dimensions of multicultural social work Systemic and ecological perspectives of multicultural social work Profiles in culturally competent care for diverse populations In addition to the aforementioned coverage this innovative text features unique chapters on barriers to effective practice cultural styles in intervention strategies and indigenous healing strategies It also employs generous clinical and real life examples to illustrate important concepts A lively provocative guidebook that challenges traditional social work practice and featuring a foreword by Monica McGoldrick Multicultural Social Work Practice is a benchmark text for students of social work professional social workers and others in the helping professions

Management and Leadership in Social Work Todd W. Rofuth, Julie M. Piepenbring, 2019-06-05 Full of expert guidance on leadership and management this unique book is geared specifically to the needs of social work administrators educators and practitioners in both academic and agency settings The contents are fully comprehensive and encompass both theoretical approaches to management and leadership plus a wide variety of practical strategies that can be directly applied to practice Topics blend the art and science of leadership and management and incorporate all competencies and practice behaviors required by Network for Social Work Management NSWM and Council on Social Work Education CSWE These include understanding different leadership styles practicing self reflection and self care methods to motivate teams and mentor others developing strategic plans understanding financial management marketing fundraising human resources

program evaluations community collaboration and much more Additionally the text illustrates the parallels disparities between social work practice skills knowledge and ethics and those of leadership and management Instructor resources include PowerPoints for each chapter lecture notes and sample syllabi Print version of the book includes free searchable digital access to entire contents KEY FEATURES Geared specifically to the needs of social work educators and practitioners in academic and agency settings Incorporates all competencies and practice behaviors required by NSWM and CSWE as cited in each chapter Discusses the differences between management and leadership along with best practices Fosters knowledge and skill development through the use of competency based real life cases self reflective exercises and thought provoking questions Offers examples of how to motivate and work with different age cohorts community groups and other stakeholders Addresses the challenges of financial management and fundraising Exhibits specific problem solving and decision making strategies

Interpersonal Social Work Skills for Community Practice Donna Hardina, 2012-07-23

Specifically dedicated to the skills that social workers need to advance community practice this creative book is long overdue Grounded in the wisdom and evidence of well honed interpersonal social work skills Donna Hardina's new text takes community practice to a higher level than ever before developed in book form indeed she displays the most thorough understanding of research on community practice that I have read in any community practice text Journal of Teaching in Social Work Community organization has been a major component of social work practice since the late 19th century It requires a diverse set of abilities interpersonal skills being among the most important This textbook describes the essential interpersonal skills that social workers need in community practice and helps students cultivate them Drawing from empirical literature on community social work practice and the author's own experience working with community organizers the book focuses on developing the macro level skills that are especially useful for community organizing It covers relationship building interviewing recruitment community assessment facilitating group decision making and task planning creating successful interventions working with organizations and program evaluation along with examples of specific applications For clarity and ease of use the author employs a framework drawn from a variety of community practice models including social action and social planning transformative popular education and community development approaches and multicultural and feminist approaches The text is linked to the competencies outlined in the Council of Social Work Education's 2008 Educational Policy and Accreditation Standards EPAS as well as ethics and values identified in the National Association of Social Workers NASW Code of Ethics and the International Federation of Social Workers statement of ethical principles Most chapters begin with a quote from a community organizer explaining how interpersonal skills are used in practice and student exercises conclude each chapter The text also addresses other important skills such as legislative advocacy lobbying and supervision Key Features Describes the essential skills social workers need in community practice and how to acquire them Includes examples of specific applications drawn from empirical literature and the author's experience

working with community organizers Grounded in social justice strengths based and human rights perspectives Linked to competencies outlined in EPAS and values identified in the NASW Code of Ethics Based on a variety of community practice models

Professional Competencies of Social Workers Dr. S. Sudarmathy, Dr. K. Sathyamurthi, 2024-08-31 The book Professional Competencies of Social Workers sheds insight into the framework of professional competencies by concentrating on the most important competences of social workers through its sections The psychometric evaluation of social workers professional competence is highlighted in this book The examination of nine fundamental professional competencies is examined along with the conclusions debates and necessary actions to improve the capabilities Social work practitioners researchers and educators will find this book to be helpful particularly in the subject of social work This book will serve as a reference for aspiring and practicing social worker because there are not many resources accessible to assess social workers skills Additionally this will assist social workers in evaluating and improving their level of proficiency It will also help the social workers to understand their competency level and help them to enhance it This book tries to explain the social worker s aspirations perceptions and challenges faced in their profession

Achieving Competence in Social Work through Field Education Marion Bogo, 2010-10-09 Field education is considered by social workers to be the most crucial part of their professional preparation as it allows students to engage with communities apply theoretical concepts and develop their skill sets In Achieving Competence in Social Work Through Field Education Marion Bogo synthesizes current and emerging knowledge on field education with the latest findings in the empirical literature Bogo an international leader in social work field education has published extensively in the field This new book delves into the rich theoretical and practical knowledge advancements of recent years to synthesize the processes that facilitate hands on learning With in depth frameworks approaches and educational principles as well as an appendix of evaluation tools Bogo s writing is both insightful and widely applicable Achieving Competence in Social Work through Field Education is accessible for faculty members field instructors and students who are looking to explore the possibilities of field teaching and learning in social work

Competence Roberta R. Greene, Nancy Kropf, 2017-07-28 The actions social workers take are aimed at helping people communities and societies attain a sense of mastery become or remain competent and achieve or retain a sense of well being Such a broad scope of practice necessitates a theoretical foundation that is anchored in the concept of human competence This text explores the concept of competence and shows how it is expressed in a variety of theoretical frameworks including traditional models and emerging theoretical approaches This approach toward human behavior focuses on mutually beneficial interactions between people and society and emphasizes the connections between individuals and various systems that influence their lives It enables the social worker to conduct multilevel client assessments gaining an understanding of how clients function within their total environment and plan a range of helpful interventions The volume is organized around the competency based approach to social work education adopted by the Council on Social Work Education Written by

leading analysts in the field Competence is essential reading for the field of social work

Whispering the Techniques of Language: An Emotional Quest through **Social Work Competences In Practice**

In a digitally-driven world where monitors reign great and quick transmission drowns out the subtleties of language, the profound techniques and mental subtleties hidden within phrases often move unheard. However, situated within the pages of **Social Work Competences In Practice** a charming literary treasure sporting with fresh emotions, lies an exceptional journey waiting to be undertaken. Published by a skilled wordsmith, that charming opus attracts visitors on an introspective trip, softly unraveling the veiled truths and profound impact resonating within ab muscles cloth of each word. Within the mental depths of the moving evaluation, we shall embark upon a sincere exploration of the book is key themes, dissect their charming writing fashion, and succumb to the strong resonance it evokes serious within the recesses of readers hearts.

https://archive.kdd.org/public/uploaded-files/fetch.php/Strategy_Risk_And_Personality_In_Coalition_Politics.pdf

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Social Work Competences In Practice Introduction

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