

EA Competency Framework

ENGAGEMENT AND ASSESSMENT		
EA Training Module/Skills Area	Domain	Specific Competences
Engagement with the client	Core Skills with clients	<p>An ability to draw on knowledge of the importance of working collaboratively with the client:</p> <ul style="list-style-type: none"> • A consistent commitment to the notion that the client and the advisor work together to do the work. • Awareness that the aim of intervention is to help clients tackle their problems by harnessing their own resources. <p>An ability to draw on knowledge that the development and maintenance a good working alliance is usually seen as having three components:</p> <ul style="list-style-type: none"> • The relationship or bond between advisor and client. • Consensus between advisor and client regarding the techniques/methods employed in the therapy. • Consensus between advisor and client regarding the goals of any intervention. <p>An ability to listen to the client’s concerns in a manner which is non-judgmental, supportive and sensitive, and which conveys a comfortable attitude when the client describes their experience.</p> <p>An ability to use appropriate interviewing techniques to help the client describe the main issues that concern them and ways in which these impact on their life.</p>

		<p>An ability to ensure that the client is clear about the rationale for the intervention being offered</p> <p>An ability to gauge whether the client understands the rationale for the intervention, has questions about it, or is sceptical about the rationale, and to respond to these concerns openly and non-defensively in order to resolve any ambiguities.</p> <p>An ability to help the client articulate their goals for the intervention, and to gauge the degree of congruence in the aims of the advisor and client.</p>
		<p>While maintaining professional boundaries, an ability to show appropriate levels of warmth, concern, confidence and genuineness, matched to client need:</p> <ul style="list-style-type: none"> • An ability to engender trust • An ability to develop rapport • An ability to adjust the level of activity and structuring of a meeting to the client's needs • An ability to convey an appropriate level of confidence and competence • An ability to avoid negative interpersonal behaviours (such as impatience, aloofness, or insincerity)
Assessment	Assessment and Triage	<p>Knowledge of the relevant assessment processes and tools to assess employment needs in IAPT and related services</p> <p>Knowledge of case identification and mental health assessment methods in the work place and employment support services</p> <p>An ability to undertake an individual assessment of employment needs in the context of a mental health service to determine employment support needs and the relation to mental health problems.</p>

		Note: the mental health assessment is to be conducted by an appropriately qualified IAPT clinician, not by the employment advisor)
Engagement with therapists and other professionals	Supporting and reviewing interventions	<p>An ability to work with therapists to identify and articulate the barriers to work for individuals, for example how agoraphobia can impact on an individual's ability to take part in work.</p> <p>An ability to develop interventions in collaboration with the clients, IAPT staff and work place and employment support staff, to address employment needs</p> <p>An ability to review and adjust a care plan in collaboration with the clients and IAPT staff and work place and employment support staff where indicated</p> <p>For Senior Employment Adviser Only:</p> <p>Ability in collaboration with senior staff in the work place or employment support services to develop and maintain effective referral pathways between IAPT and employment support services and providers.</p>
Disclosing information about mental health problems		<p>Knowledge of the relevant legislation about the work place and disability and the disclosure of information about health problems.</p> <p>An ability to support client choice in order to make an informed decision regarding what may be disclosed to a potential employer about having a disability including what specific information might be disclosed (e.g., a depressive disorder) and offers examples of what could be said to employers.</p>
EMPLOYMENT INTERVENTIONS		
Employment Interventions	Establishing a context for	Knowledge of the range of employment interventions relevant for people with

	<p>the service and providing rationale for the client of an employment intervention</p>	<p>employment needs and a mental health problem including; advice on the range of employment support services, specific interventions to support job seeking, work place based interventions and advice training and support for employers and IAPT staff.</p> <p>An ability to help the client understand that the main purpose of the intervention is to focus on the development of employment related skills and knowledge and their relation to any mental health problems the client has.</p> <p>An ability to provide a rationale for an employment intervention to clients in an encouraging and realistic manner.</p> <p>An ability to establish a context for the intervention, through clear explanation of the advisor role.</p> <p>An ability to ensure that the client understands the nature of the intervention and the schedule of contacts.</p> <p>An ability to convey the client led, collaborative nature of any employment intervention.</p> <p>An ability to draw on knowledge and awareness of the importance of the client putting what has been learned into practice between meeting (e.g. practice assignments, or “homework”).</p>
	<p>Ability to agree goals for the intervention</p>	<p>An ability to help the client generate their own goals for the intervention, and to reach a shared agreement about these, by helping them:</p> <ul style="list-style-type: none"> • to translate vague/abstract goals into concrete goals • to identify goals which will be subjectively and objectively observable and potentially measurable (i.e. to ensure that if change takes place it will be noticeable to the client and to others)

		<p>An ability to work with the client to ensure that goals reflect the issues/problems with which they present.</p> <p>An ability to work with the client to ensure that goals are realistic and achievable.</p>
	Capacity to adapt interventions in response to client feedback	<p>An ability to accommodate issues the client raises explicitly or implicitly, or which become apparent as part of the process of the intervention.</p> <p>An ability to respond to, and openly to discuss, explicit feedback from the client which expresses concerns about important aspects of the intervention.</p> <p>An ability to detect and respond to feedback which indicates that the client has concerns about aspects of the intervention (e.g. as indicated by non-verbal behaviour, verbal comments or significant shifts in responsiveness).</p>
	Planning client led interventions	<p>An ability to plan a work based programme to support job retention for those newly in employment or whose employment (e.g. presenteesism) may be at risk including negotiation the plan with the client and work place based staff.</p> <p>An ability to develop in collaboration with an IAPT therapist a work based programme to address a work place based psychological problem which may also support job retention for those newly in employment or whose employment (e.g. presenteesism) may be at risk including negotiation the plan with the client and work place based staff.</p>
	Delivering client led interventions	<p>An ability to deliver employment advice and job seeking skills for people with employment and mental health needs in individual and groups setting.</p>

		<p>An ability to convey the client led, collaborative nature of an employment intervention.</p> <p>An ability to work with the client, work placed based staff, other employment support services and IAPT staff to help the client resolve difficulties encountered in the implementation of the agreed programme.</p> <p>An ability to understand in individual or group settings the use of appropriate self-help materials (including written materials) and self-monitoring materials, and support the client in the use of relevant and effective materials.</p> <p>An ability to help the client problem solve difficulties encountered in the use of written materials, and self-monitoring materials.</p> <p>An ability to help the client think through the rationale for performing homework and related tasks, and to identify and problem solve any anticipated difficulties in carrying out tasks.</p> <p>An ability to communicate effectively about the delivery, implementation and monitoring of interventions both in face-to-face contacts and in telephone contacts.</p>
	Capacity to structure meetings and maintain pace.	An ability to maintain adherence to an agreed agenda and to 'pace' a meeting in a manner which ensures that all agreed items can be given appropriate attention (i.e. ensuring that significant issues are not rushed)
	Delivering advice and support in the work place	<p>Knowledge of the range of work place environment and employment support services (e.g. Job Centre Plus) and the potential training needs of such settings, the capacity of local services to adapt to the mental needs of employees and relevant guidance and legislation (e.g. reasonable adjustments in the work place and access to benefits).</p> <p>An ability to assess the awareness of mental health problems of work place or employment</p>

		<p>support staff and the need for further training to support the uptake and retention of employment.</p> <p>An ability in conjunction with work place or employment support staff (and IAPT staff when needed) to implement mental health focused interventions in the work place.</p> <p>An ability to deliver at the individual, group and organisational level advice and support on mental health issues to work place or employment support staff.</p> <p>An ability to regularly liaise with work place or employment support staff to ensure effective joint working at both the individual and organisational level.</p>
	Delivering training on employment and mental health to stakeholders	<p>An ability to deliver or facilitate the delivery of mental health training (focused on a basic understanding of mental health problems and their impact on employment and intervention to address the problems) to work place or employment support staff.</p> <p>An ability to deliver or facilitate the delivery of employment training (focused on a basic understanding of the employment support services and the work place and their impact on mental health the problems) to IAPT staff.</p>
CASELOAD MANAGEMENT		
Caseload Management		<p>An ability to manage and if necessary adjust a caseload (e.g. number of clients, case mix and balance of type of work) in order to function optimally.</p> <p>An ability to identify risks to or from clients on the caseload and escalate concerns to Senior Employment Adviser or IAPT Practitioner.</p> <p>An ability to recognise and help resolve problems of caseload management, including</p>

		<p>time management, overall workload and relationships with referrers.</p> <p>An ability to use both electronic and paper based information systems for information gathering and review to inform effective case management.</p>
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MENTAL HEALTH KNOWLEDGE AND INTERVENTIONS		
EA Training Module/Skills Area	Domain	Specific Competences
Mental Health Interventions	Knowledge of mental health services	Knowledge of the basic structures of mental health services in primary and secondary care and their relationship to the IAPT service and other employment services for people with mental health problems.
	Knowledge of triage and assessment systems	Knowledge of the key elements of IAPT assessment and triage systems and their application in local protocols for both high and low intensity interventions.
IAPT Interventions	Knowledge of models of IAPT interventions, and the ability to understand how they are employed in practice	An understanding of the factors common to all therapeutic approaches.
	Knowledge of basic principles of core IAPT interventions and rationale for treatment	<p>Knowledge of all IAPT therapies including self-help, behavioural activation, CBT, counselling, EMDR, IPT, dynamic interpersonal treatment, couples therapy behavioural couples' therapy and mindfulness based cognitive therapy.</p> <p>Knowledge of the impact of IAPT Treatments on a person's functioning and ability to find</p>

		employment, remain in employment and return to employment.
	Integration of Mental Health and Employment Interventions	<p>Knowledge of the different models of joint working (collaboration, joint working, supporting the implementation of a work or employment based psychological intervention) between employment advisors and mental health professionals in particular IAPT staff.</p> <p>An ability to work collaboratively with IAPT staff in the development and implementation of a plan of care to address both psychological and employment needs.</p>
Outcome measurement		<p>Knowledge of the purpose and objectives of outcome measurement and its value in the evaluation of client and service outcomes.</p> <p>Knowledge of the IAPT Minimum dataset and its use in IAPT services.</p> <p>An ability to draw on knowledge of commonly used questionnaires and rating scales for mental health and employment outcomes.</p> <p>An ability to work with the client to ensure that measures of the targeted employment problem are meaningful to the client (i.e. are chosen to reflect the client's perceptions of the problem or issue).</p> <p>An ability to draw on knowledge of measurement to ensure that procedures for self-monitoring are relevant (i.e. related to the question being asked), valid (measuring what is intended to be measured) and reliable (i.e. reasonably consistent with how things actually are).</p> <p>An ability to use and to interpret relevant measures routinely throughout the</p>

		intervention, with the aim of establishing both a baseline and indications of progress.
Mental Health Focussed Employment Interventions	Establishing a context for the service and providing rationale for the client of the intervention	<p>An ability to support in context a MH intervention, through clear explanation of the advisor role</p> <p>An ability to ensure that the client understands the nature and the timing of meetings and the schedule of contacts</p>
	Facilitating client led interventions	<p>An ability to understand the use of appropriate self-help materials (including written materials) and self-monitoring materials, and support the client in the use of relevant and effective materials.</p> <p>An ability to help the client problem solve difficulties encountered in the use of written materials, and self-monitoring materials.</p> <p>An ability to communicate effectively about the delivery, implementation and monitoring of interventions both in face-to-face contacts and in telephone contacts</p>
	Capacity organise meetings appropriate pacing	<p>An ability to maintain adherence to an agreed agenda and to 'pace' the session in a manner which ensures that all agreed items can be given appropriate attention (i.e. ensuring that significant issues are not rushed)</p> <p>An ability to balance the need to maintain adherence and pacing while being appropriately responsive to client need:</p> <ul style="list-style-type: none"> • an ability to structure the session in a manner which is congruent with specific issues (e.g. the client's capacity to concentrate) • an ability to balance the need to maintain an appropriate pace against following up important issues raised by the client • an ability to use judgment to decide when issues needs to be pursued and when they could act to divert attention from the

		primary (and agreed) focus of the intervention
Long Term Physical Health Conditions Awareness	Knowledge of the range of presenting issues in people with physical health problems	<p>Knowledge of the presenting issues characteristic of physical health problems and the concerns commonly experienced by clients presenting with these problems</p> <p>Knowledge of the ways in which physical and mental health problems can interact and impact on functioning and individual development (e.g. capacity to maintain, family and social relationships, or to maintain employment and study).</p>
	Knowledge of the impact of and adjustment to long term physical health conditions on the client when planning a course of action	<p>Knowledge of the impact of long-term conditions on the development of functional independence (e.g. on personal care, mobility and communication)</p> <p>Knowledge that chronic illness can:</p> <ul style="list-style-type: none"> • result in lower quality of life • lead to disruption in family structures • lead to higher levels of depression and anxiety in comparison to healthy peers <p>Knowledge that positive adjustment to illness can be thought of as the maintenance of positive emotional wellbeing,</p> <p>Knowledge that understanding the relationship between psychological and physical health problems is critical when planning an intervention, given that: mental health issues may be a precursor or a consequence of a physical disorder, or may be independent of (and unrelated to) the client's health difficulties</p> <p>Knowledge that intervention strategies should focus on the factors that are most likely to help the client manage their health condition more effectively:</p>

		<ul style="list-style-type: none"> • a focus on mental health issues may not always be relevant, and hence may not be acceptable to clients • helping clients to adopt more effective strategies for better condition management may be more relevant than a direct focus on mental health issues
	<p>Understanding Clients' With Long Term Physical Health</p>	<p>Knowledge of psychological theory in explaining how people respond to illness (e.g. their knowledge of about, their illness, attitudes to risk, their perceptions of the illness)</p> <p>Knowledge of the relationship between illness, psychological factors and individual differences in predicting disability and positive adjustment to illness (e.g. anxiety and depression, beliefs about control, coping style)</p>