improving the client's life. After the social worker and client have agreed on a plan of action, fulfilling the contract agreement occurs during the treatment and intervention stage. Successful implementation of the action plan requires a goal-oriented interaction between the social worker and client. Both parties are accountable for completing specific tasks agreed to within the contract. Tasks may be directed toward the client's individual issues or may be related to other resource systems within the client's environment (Hepworth et al., 2012). As with all parts of the helping process, resources, treatment, and/or interventions must be initiated and sustained with a sense of connectedness and caring toward the client. Research indicates that the quality of the helping relationship is one of the most important factors in obtaining positive client outcomes regardless of the treatment (Skovholt, 2005; Wampold, 2001). This indicates that effective social workers must be able to bond with clients who may not have the skills to form positive attachments (Skovholt, 2005).

Another consideration for social workers to keep in mind is the client's ability to be actively involved in completing the treatment phase of the relationship. Clients should help in determining the pace of the evolution of the helping process and the implementation and completion of the action or intervention plan. Essential to successful implementation of the action plan is the development and mobilization of resources. This may include the following:

- Tapping into client resources and strengths identified in the assessment phase
- Activating resources identified and committed by the client's family or friends
- Creating alliances with community agencies who may possess important resources for the client
- Using existing and future alliances to expand opportunities for the client (Johnson & Yanca, 2009; Miley et al., 2013; Sheafor & Horejsi, 2015).

Together, the social worker and client carry out the mutually agreed-on plan of action. In this process, the client and social worker take on specific roles. Roles are defined as the particular obligations and expectations that both have accepted as an outcome of the social worker–client contract (Zastrow & Kirst-Ashman, 2013). (For a more complete discussion of social work roles, see the "Social Worker Roles" section later in this chapter.) For example, a client presenting with the problem of unemployment due to a work-related injury requires the social worker to be a broker of services. Expectations of this role may include the social worker seeking out training programs for reemployment, workers' compensation benefits, and transportation and child care for the client if needed. Additionally, the social worker would take on the role of counselor and would provide emotional support as the client works through his or her issues of loss related to injury and job displacement. In the role of an advocate, the social worker might assist the client in campaigning for better safety measures being put in place at the work site in order to protect other workers from possible future injuries. Client roles would include following up on employment leads, completing necessary paperwork for workers' compensation benefits, seeking out child care from friends and relatives, and exploring education and training opportunities. Successful implementation occurs in the context of a social worker–client relationship that is imbued with trust, a belief that change is possible, and a commitment to fulfilling the role expectations as defined by the action plan and contract (Hepworth et al., 2012).

Evaluation

Completing the plan of action or intervention phase is followed by an evaluation of how successful the intervention has been at alleviating the client's problem. Evaluation seeks answers to practical questions about how practice or intervention was implemented, how the intervention and the process of treatment helped mitigate the client problem, and how the evaluation outcomes of practice can inform future practice (Julkunen, 2011). During the evaluation and termination phases, the social worker assesses client successes and barriers to change and the extent to which the goals set by the client and social worker at the outset of the helping relationship have actually been attained. Ultimately, evaluation asks, how effective has the intervention been in resolving the client's presenting problem (Sheafor & Horejsi, 2015)? Does the problem still exist, or has it been mitigated or completely resolved? In order to answer these evaluation questions, the social worker may assess some of the following factors that were identified as contributing to the client's presenting problem(s):

- Change in client-specific attitudes, beliefs, and behaviors
- Change in the ability and manner in which the client interacts with various members of his or her environment and success in completing transactions in various settings (home, school, work, community, etc.)
- Essential changes to the client's environment (e.g., extracting oneself from an unhealthy relationship)
- Changes in client roles within his or her family and peer structures, workplace, and community
- Changes that have occurred outside of the client as a result of the intervention (e.g., more autonomy in the workplace, greater respect from others in the client's environment, improved school performance by client's child as a result of better parent/teacher relationships) (Johnson & Yanca, 2001; Miley et al., 2013; Sheafor & Horejsi, 2015)

Like assessment, evaluation is an ongoing process that occurs throughout the helping relationship to give direction to intervention strategies. When one intervention does not appear to be effective, the social worker and client may agree on an alternative approach. This process may continue until the presenting problems and subsequent issues are resolved.

It is through the evaluation process that the social worker and client come to a conclusion about the effectiveness of the helping relationship. Based on this conclusion, the social worker and client may mutually decide if the therapeutic relationship should continue, be renegotiated, or be terminated. If the goals set forth at the beginning of the helping process remain relevant to the client's progress, the relationship will most likely continue. If the client's circumstances have changed and the goals are no longer relevant, the contract may be renegotiated, new goals set, and a new action plan developed. If the goals have been attained and the presenting problem has been resolved, the relationship will most likely be terminated. Over time, the social work practitioner will acquire a repertoire of successful treatment strategies that can be valuable for treating a wide range of client problems.

Termination

Termination, the final stage of the helping relationship, is the process where the client and the social worker mutually determine when and how the helping relationship will