

Strategic Plan 2014-17

Strategic Goals - Framework

<p>Goals:</p> <p>To achieve our vision we need:</p>	<p>Goal 1</p> <p>To be innovators in knowledge, skills and actions for social workers</p>	<p>Goal 2</p> <p>To be a strong voice for social justice, relevant and engaged with stakeholders</p>	<p>Goal 3</p> <p>To provide responsible governance and management of the AASW in partnership with Branches and National Committees</p>	<p>Goal 4</p> <p>To build a strong sustainable membership and equity base</p>
<p>Outcomes:</p> <p>As each goal is reached, it is expected these outcomes will be achieved. They demonstrate the impact on the profession, the community and the people with whom we work.</p>	<ul style="list-style-type: none"> ○ To provide a framework and support for high quality, relevant social work education in tertiary institutions ○ To deliver the CPD strategy that ensures the continuing development of contemporary social work practice, knowledge and skills within the AASW membership ○ To support the ongoing career development of members. 	<ul style="list-style-type: none"> ○ To provide independent, articulate, highly visible advocacy on social policy issues ○ To develop AASW's reputation as a provider of choice in relevant, high quality CPD ○ To build stronger stakeholder engagement ○ To be identified as a responsible self-regulating profession. 	<ul style="list-style-type: none"> ○ To develop and enhance the governance capability of the Board and the organisation as a whole ○ To have a staff group that is engaged, supported and satisfied with their employer ○ To build ongoing engagement between Board, National Office, National Committees, Committees of the Board and Branches. 	<ul style="list-style-type: none"> ○ To continue to build a strong and sustainable financial base for the AASW as a growing and dynamic professional association ○ To reach 10k members by 2016 through demonstration of value and reward for membership.

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Strategic Goals

Revised 24 May 2014

Our Vision

The Australian Association of Social Workers (AASW) is the lead national Association for Australian Professional Social Workers. We set the benchmark for professional education and practice in Social Work. We have a strong voice on matters of social inclusion, social justice, human rights and issues that impact upon the quality of life of all Australians. We seek a close and collaborate relationship with educational institutions, industry, government, client associations, and the community. The AASW acknowledges the critical importance of the contribution made by Aboriginal and Torres Strait Islander members.

Our Mission

The AASW has corporate responsibility for promoting and regulating the Social Work profession in Australia. The AASW represents Social Workers by ensuring the sustainable development of the profession, the maintenance of accountability and compliance with the benchmark standards, and the promotion of Professional identity. Membership offers Social Workers the opportunity to work collectively to contribute to Australian Society, its communities and institutions, in a way that is dedicated to improving social inclusion and social well-being.

Strategic Goal 1

To be innovators in knowledge, skills and actions for social workers

	Outcome	Strategy	Measures
1.	To provide a framework and support for high quality, relevant social work education in tertiary institutions	<p>Implement the rolling calendar of accreditation reviews</p> <p>Active engagement with our stakeholders around implementation of high quality education program</p> <p>Providing timely feedback and advice to stakeholders and members about educational and practice standards relevant to high quality education.</p>	<ul style="list-style-type: none"> • 100% compliance with annual calendar of university reviews • Regular participation in forums with our stakeholders • 80% satisfaction of framework with stakeholders including Heads of School, students, field educators, employers
2.	To deliver the CPD strategy that ensures the continuing development of contemporary social work practice, knowledge and skills within the AASW membership	<p>Implement the Continuing Professional Development strategy ensuring</p> <ul style="list-style-type: none"> • member and employer consultation • development of policy and curriculum 	<ul style="list-style-type: none"> • Member consultations conducted by December 2014 • Employer consultations by June 2015 • Policy and initial curriculum developed by December 2014
		<p>Establish a Social Work On-line Training (SWOT) program</p>	<ul style="list-style-type: none"> • National Office develop content and pilot SWOT program by September 30, 2014 • Each Branch develop and provide one CPD activity that contributes to development of SWOT content
		<p>To initiate and develop innovative social work practice papers which promote contemporary and advanced practice based on theory and research</p>	<ul style="list-style-type: none"> • 3 papers per year
		<p>Develop CPD partnerships with other professional organisations, private providers and members to develop content</p>	<ul style="list-style-type: none"> • One partnership developed by June 2015
3.	To support the ongoing career development of members	<p>Develop member coaching and mentoring strategy and model</p>	<ul style="list-style-type: none"> • Policy paper developed by March 2015

Strategic Goal 2

To be a strong voice for social justice, relevant and engaged with stakeholders

Outcome		Strategy	Measures
1.	To provide independent, articulate, highly visible advocacy on social policy issues	Develop AASW social policy position papers and statements	<ul style="list-style-type: none"> • 3 Position Papers and 12 Position Statements per year (by National Social Policy Committee)
		Continue to develop an AASW media strategy that coordinates and integrates Branch activities	<ul style="list-style-type: none"> • Two press releases per month and two other type of publications (eg letters to the Editor) • At least one publication in media outlet per month • At least weekly updates and promotion of the AASW in social media
2.	To develop AASW's reputation as a provider of choice in relevant, high quality CPD	Develop promotional material to market AASW CPD program and materials to employers and other stakeholders	<ul style="list-style-type: none"> • At least one large employer to promote and purchase a 'package' of SWOT CPD material
3.	To build stronger stakeholder engagement	Develop a member consultation strategy	<ul style="list-style-type: none"> • Strategy paper by March 2015 • Conduct a member survey by June 2015
		To improve collaboration with Schools of Social Work	<ul style="list-style-type: none"> • To ensure representation at all Heads of Schools meetings • To develop an active project partnership with the Heads of Schools group
4.	To be identified as a responsible self-regulating profession	To actively promote the collective trademark to employers as a measure of quality assurance	<ul style="list-style-type: none"> • At least 3 employers in any State or Territory actively recruiting SW with the accredited trademark • To have 10% of members using the collective trademark by December 2014
		Actively contribute to the development of the National Alliance of Self Regulating Health Professions (NASRHP) model	<ul style="list-style-type: none"> • Considered by the Board in August 14
		To implement Mutual Recognition Agreements (MRA) with other countries	<ul style="list-style-type: none"> • Complete NZ agreement by July 2014 • Active negotiations with one other country

Strategic Goal 3

To provide responsible governance and management of the AASW in partnership with Branches and National Committees

Outcome		Strategy	Measures
1.	To develop and enhance the governance capability of the board and the organisation as a whole	Review and update Board governance policies and procedures	<ul style="list-style-type: none"> • Publish policy and procedures by October 2014
		Board Director governance training	<ul style="list-style-type: none"> • All Directors complete governance training within 6 months of election
		Develop an AASW risk management strategy, framework and matrix	<ul style="list-style-type: none"> • Review quarterly
2.	To have a staff group that is engaged, supported and satisfied with their employer	Implement ongoing review and management of appropriate HR practices including organisational structures, performance supervision and appraisal	<ul style="list-style-type: none"> • Performance appraisals completed for all staff
		Ensure staff have access to relevant training and development opportunities	<ul style="list-style-type: none"> • All staff offered PD opportunities annually
		Conduct an annual staff climate survey	<ul style="list-style-type: none"> • Climate survey outcomes discussed with appropriate actions implemented.
3.	To build ongoing engagement between Board, National Office, National Committees, Committees of the Board and Branches	Develop collaborative structure and processes between National Office and Branches	<ul style="list-style-type: none"> • Board to meet at least annually with Branch Presidents in conjunction with monthly teleconferences • National Office to convene bi annual meeting with Branch Managers • Active liaison between national committees and Board.

Strategic Goal 4

To build a strong sustainable membership and equity base

Outcome		Strategy	Measures
1.	To continue to build a strong and sustainable financial base for the AASW as a growing and dynamic professional association.	Establish, monitor and manage an annual budget that has an operating surplus	<ul style="list-style-type: none"> To grow retained earnings by \$300k per annum
		Implement a cash management strategy and detailed plan to protect AASW funds	<ul style="list-style-type: none"> Value of earnings retained in accordance with the annual and monthly cash management plan
2.	To reach 10k members by 2016 through demonstration of value and reward for membership	Develop and implement a AASW membership strategy	<ul style="list-style-type: none"> To grow membership by 10% per annum to reach 10k members for 2016

Working together for professional excellence and social justice