



Career Development Association Australia

## **CDAA STRATEGIC PLAN - TOWARDS 2026**

*Advancing Professional Career Discovery & Growth*

## CDAA – WHERE WE ARE GOING

*CDAA – Towards 2026* is a strategic view of what the CDAA aims to undertake over the next 4 years. Our intention is to reflect the significant changing environment that CDAA members will navigate over this time and give consideration to how the CDAA should be structured and what services should be provided to best support members. Previous CDAA strategy was founded on the “Four Pillars of Excellence”, being Leadership, Research, Practice and Policy; this valuable framework is carried through in our new plan and is incorporated into the new Strategic Outcomes.

Member engagement is one of the key strengths of CDAA: our members are CDAA. Successful execution of *CDAA – Towards 2026* anticipates and relies on rich engagement by passionate and enthusiastic members, finding innovative ways to contribute and achieve the outcomes this plan aspires to.

*CDAA – Towards 2026* is a ‘living document’ and so will be reviewed at key points: the Strategic Outcomes, in the context of the changing landscape, will be reviewed in 2024; the Strategies will be reviewed annually and adjusted as necessary.

Many ideas came forward in the initial consultation for this plan, however it is acknowledged that continual work is required to determine the model which will best serve members and their client groups in a changing environment. Therefore, along with strategies to enhance current membership benefits, this plan includes ongoing consideration of “where to next” for CDAA.

## CDAA – WHO WE ARE

We are a vibrant, passionate, and connected professional community of multi-sectoral career development practitioners and like-minded partners. We are committed to supporting all Australians at all stages of their working lives, and proud of the positive impact Career Development creates in the lives of our clients.

## CDAA – WHAT WE DO

We support each other in developing and improving delivery of equitable access for all Australians to professional, ethical, informed and individually appropriate Career Development services.

## **CDAA – OUR DESTINATION 2026 – Strategic Outcomes** *(to be reviewed 2024)*

### **Professional Identity**

*Members are recognised and respected by the Australian and International community for highest standards in career development practice, looking outwards as well as inwards to build collaborative alliances to champion the value of Career Development.*

### **Members and Community**

*Members have pride in belonging to a cohesive multi-sectoral association. They have a sense of connectivity, an understanding of their colleagues' expertise and engage with each other within and across sectors, to network, connect and share best practice.*

### **Research, Innovation, and Information**

*Members are engaged in generating and have ready access to, information on research outcomes, innovations, and up-to-date resources to maintain currency of knowledge, meet evolving professional development needs and support best practice.*

### **Governance and Management**

*Robust governance processes through engaged leadership ensure financial sustainability, transparency, and positive repute. Coordinated administration processes through an efficient and approachable National Office support members at all stages of their membership journey.*

## **CDAA – OUR JOURNEY 2022-2026 – Changing Landscape** *(to be reviewed 2024)*

The career development landscape is constantly changing. When developing this Strategic Plan, the CDAA Leadership Group has canvassed views of members and thought leaders and notes the following changes as likely over the next 4 years:

**Career Development in Society** – Recent shifts seen in the world of work will continue, with governments, industry and employers having an increasing appetite for career development services. Driven by this appetite the public perception of the existence and value of career development, and by extension, the demand for career development practitioners, will further increase.

Within this greater focus on career development there is likely to be a further stratification of services with those who are disadvantaged or without resources to be catered to by government programs, and those with the requisite resources be looking to their employers or private career practitioners for assistance. In either situation there is likely to be an increased need for qualified career practitioners.

With increased focus on career development, more individuals will realise that career development interventions are not just of value in the usual 'touchpoints' (school, first job, redundancy /unemployment), but as an ongoing asset to support a fulfilling working life. To help cement this change, even more factual evidence about the value of career development needs to be researched and promoted.

It is predicted that a number of the 'people-centred' work strands, (i.e., workforce management, human resources, recruitment) as well as social equity and wellness will begin to merge, and so our members will need to have an understanding of these various components, how they intersect and how they can help clients at all levels navigate and benefit.

The long-term impact of COVID-19 is unknown, however authoritative commentary points to the pandemic having continuing effects, both on career development practitioners and general society. There has been a paradigm shift from 'always in the office' to remote work. The impacts of lockdowns, losing work hours, reduced business, mental and physical fatigue will likely continue as critical factors.

**Environmental Change** – Globally, climate change will continue to impact governments, businesses, and individuals, triggering a period of significant transition. New industries and jobs are emerging, and others are declining. Career Development Practitioners have the skills and expertise to proactively contribute, to work with individuals and organisations to facilitate effective transitions to deliver sustainable growth and decent work.

**Technological Change** – There will be continuing significant changes in the technology available to manage careers and career development services. This complexity and sophistication will impact all parties – organisations, individuals and career practitioners.

**CDAА Membership** - Increasing commercialisation of career development is likely; services being provided by larger corporates, with CDAА members contracted to deliver the services. CDAА members (especially Professional members), will be sought out by those companies who are successful in winning government/industry contracts. The diversity of the CDAА membership practice, (specialities, industries, business models, delivery methods) should make us the 'first choice' for those seeking contractors/employees, however this potential increase in demand may challenge the ability to fulfil all requests.

Ongoing changes in the world of work and technology will require those guiding students & graduates especially to update and maintain current knowledge. The increasing appetite for career development services will be reflected in the education environment, with increasing emphasis at primary school level. Again, the increase in demand for appropriately qualified and experienced career practitioners will occur in education.

A trend towards the mandating of post graduate qualifications for career practitioners is likely to continue and may affect a significant number of members.

To be able to work in this changing landscape a new or improved concept of professional development will be required. Networking and knowledge of our collective capabilities will become more important in this new landscape, however there will also be times when our members find themselves in competition with each other for work.

## CDA – OUR MAP 2022-2026 – Actions *(to be reviewed annually)*

### Professional Identity

*Members are recognised and respected by the Australian and International community for highest standards in career development practice, looking outwards as well as inwards to build collaborative alliances to champion the value of Career Development.*

No.	Action	Results	By When	Who
1.	Develop a program for ongoing engagement with governments and other stakeholders.	A program and process to continue to promote professional identity to governments, other organisational stakeholders, and the public; through activities such as responding to submissions, supporting appropriate initiatives, awards for excellence, advising members of business or grant opportunities and promoting the value of career development.	Program developed by December 2022 and rolled out from 2023.	A member project team led by an NEC member and comprised of National Manager and appropriately experienced members.
2.	Strengthen communication about career development.	A program and process to communicate and embed the value of career development amongst all stakeholders, creating a culture in which CDA and all members can contribute.	Program planned by December 2022 and rolled out from 2023.	A member project team comprised of appropriately experienced members, secretariat National Events & Communications Officer.
3.	Expand mutually beneficial partnerships.	A map of all stakeholders in career development (local and international) to be able to identify alliances/partnerships that will potentially be of mutual benefit, and then design and implement a plan to engage.	Mapping complete by December 2022 and engagement plan rolled out from 2023.	A member project team led by a Leadership Group member, comprised of appropriately experienced members.
4.	Expand the focus on professional excellence.	A program to increase the focus on member professional excellence, including definition(s), how to measure, how to support continuous improvement and the relationship to the Framework for Excellence and the Standards.	To report with recommended changes to the CDA 2023 AGM.	A member project team led by an NEC member and comprised of appropriately experienced members.

## Members and Community

*Members have pride in belonging to a cohesive multi-sectoral association. They have a sense of connectivity, an understanding of their colleagues' expertise and engage with each other within and across sectors, to network, connect and share best practice.*

No.	Action	Results	By When	Who
1.	Improve Member Opportunities.	An understanding of the convergence of 'people-centred' work strands among previously siloed industries and the role of wellness and social equity in career development practice. With a process to educate members as to opportunities.	By December 2022.	A member project team comprised of researchers and other relevantly experienced members.
2.	Reconsider Member Engagement.	A plan for how CDAA can improve opportunities for networking and information sharing between members and implement additional initiatives to increase member participation in Divisional and National activities.	To report with recommended changes to the CDAA 2023 AGM.	A project team led by an NEC member and comprising some Division Presidents and Division Committee members.
3.	Reconsider Member Recognition.	A review of the CDAA membership categories, criteria, and relationship between categories. Also, consideration of how best to recognise, celebrate and potentially leverage the experience of long-term members. Thirdly, to consider any additional opportunities to attract and retain members	To report with recommended changes to the CDAA 2023 AGM.	A project team led by the CDAA Membership Committee Chair (or delegate), secretariat National Manager and comprising of some senior members.
4.	Increase Member Cooperation.	An internal system and/or process developed that will identify the specialities, expertise, and practice of all members, that can be used by members when extra assistance may be required	To report with recommended changes to the CDAA 2023 AGM.	National Office.
5.	Improve Member Services.	A significant improvement to an existing, or the addition of a new, product or service for Members.	Annually.	National Office.
6.	Improve Partner Services.	A significant improvement to an existing, or the addition of a new, product or service for Partners.	Annually.	National Office.
7.	Increase Member Connectivity	The current opportunities for member connectivity and engagement continue and are improved as practical.	Ongoing.	Division Committees, National Office, All Members.

## Research, Innovation, and Information

*Members are engaged in generating and have ready access to, information on research outcomes, innovations, and up-to-date resources to maintain currency of knowledge, meet evolving professional development needs and support best practice.*

No.	Action	Results	By When	Who
1.	Update CDAA resources.	Continually updated CDAA website information for both members and the public, including for example; definitions, value, and role of career development, latest research, tools, and resources.	First update by December 2022 and then ongoing.	A member project team comprised of appropriately experienced members and researchers.
2.	Extend the Australian evidence that career development works.	Further research facilitated to demonstrate the efficacy of career development in the Australian context, with the resulting evidence distributed broadly.	First research scoped, costed, and commenced by December 2022.	A member project team led by an NEC member and comprised of appropriately experienced members and researchers.
3.	Engender a collective behaviour of research, innovation and thinking amongst CDAA members.	A program developed to stimulate and extend the engagement of CDAA members with research and innovative practice, including PhD students.	Program commencing by the CDAA 2023 AGM.	A member project team comprised of appropriately experienced members and researchers.
4.	Continue the current CDAA CPD program.	Continue to provide a CPD program that is relevant, current, and accessible.	Ongoing.	Division Committees, National Office, All Members.
5.	Reconsider the CDAA CPD program.	Recommendations for the purpose, scope, and key activities of the CDAA CPD program, in the context of the likely future industry landscape for CPD and CDAA's size, resources and reach.	By December 2022.	A project team led by a Leadership Group member, secretariat National Events & Communications Officer and comprising of some Division Presidents and NEC members.
6.	Reconsider management of a revised CDAA CPD Program.	Once the purpose, scope, and key activities of the CDAA CPD program are confirmed, determine how to best manage the program going forward.	To report with recommended changes to the CDAA 2023 AGM.	A project team led by a Leadership Group member, secretariat National Events & Communications Officer and comprising of some Division Presidents and NEC members.

## Governance and Management

*Robust governance processes through engaged leadership ensure financial sustainability, transparency, and positive repute. Coordinated administration processes through an efficient and approachable National Office support members at all stages of their membership journey.*

No.	Action	Results	By When	Who
1.	Reconsider the purpose, scope, and key activities of CDAA:	Recommendations as to future the purpose, scope, and key activities of CDAA, in the context of the likely future industry landscape and CDAA's size, resources and reach.	To report with recommended changes to the CDAA 2023 AGM.	A member project team led by the National President (or delegate), secretariat National Manager.
2.	Reconsider the CDAA leadership structure and roles.	Recommendations as to the future CDAA leadership structure and roles in the context of the recommended future purpose, scope, and key activities of the association.	To report with recommended changes to the CDAA 2024 AGM.	A member project team led by the National President (or delegate), secretariat National Manager.
3.	Reconsider the CDAA Partner program.	Recommendations as to the future of the CDAA Partner program in the context of the recommended future purpose, scope, and key activities of the association.	To report with recommended changes to the CDAA 2024 AGM.	A project team led by the National Manager and comprising of some CDAA Partners and NEC members.
4.	Explore potential additional revenue sources for CDAA.	Identify new streams of income to provide extra revenue to fund new Association activities and develop an implementation plan.	To report with recommended changes to the CDAA 2023 AGM.	National Treasurer, National Manager.
5.	Enhance the CDAA - CICA relationship.	Exploration with CICA and CICA-member organisations, to enhance relationships to facilitate a collaborative approach, and better leverage our different roles, to the advantage of all.	Initial actions by December 2022 and ongoing.	CDAA CICA delegate and NEC.
6.	Ongoing organisational governance & management improvements.	A review of the governance and management processes of the Association to ensure modern practice, clear procedural guidelines, succession planning, appropriate leadership, comprehensive risk management and the modelling of a values-led organisation	Annual	National Secretary.
7.	Ongoing membership administration improvements.	A review of the latest technology and practices available for membership administration and communication, to ensure ongoing efficient and supportive membership processes.	Annual	National Office.
8.	Member entry & exit survey.	The survey of new and cancelling members will determine consistent reasons and enable the development of strategies for continuous improvement in member relations.	Annual.	National Office.