

Saskatchewan Association of Social Workers Strategic Plan

Vision

SASW aspires to a Saskatchewan where:
 Social policies reflect the values and principles of social justice
 All social work practiced in the province is accountable through regulation
 All social workers are supported in their practice
 The profession is regarded by the public as an important contributor to human and social well-being

Mission

SASW is a member-based organization that governs the profession of social work and serves and protects the public interest through:

Regulation of the social work profession	Support to competent and ethical social work practice	Promotion of the profession	Advocacy for social justice
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Values

Respect	Ethical Conduct	Social Justice	Leadership & Accountability	Fairness & Transparency
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Measures of Success

Percentage growth in membership	Percentage of members whose employers required registered membership in SASW as a term of employment	Total number of public complaints received as a percentage of total membership	Financial resources sufficient to maintain operations for current year and two quarters of the next fiscal year	Annual Advisory Board survey assessing organizational performance
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Goals

G1: To regulate the practice of Social Work	G2: To support good and ethical social work practice	G3: To promote the profession of social work	G4: To support social justice and advocate for social issues	G5: To promote sound governance and administration
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Strategic Priorities

SP1: Greater engagement of members, stakeholders and partners	SP2: Required registration for eligible staff in Child Welfare Programs of the Ministry of Social Services	SP3: Ongoing growth and development of volunteers and branch organizations	SP4: Strong human, physical and organizational infrastructure with capacity to support anticipated growth	SP5: Greater utilization of technology in administration, governance, advocacy and communication	SP6: Improved profile of the SASW, social workers, their practice and the value we bring to our growing communities
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**Saskatchewan Association of Social Workers
2013-2016 Strategic Plan
Final Report
January 14, 2013**

Introduction

The Saskatchewan Association of Social Workers engaged the assistance of Praxis Consulting to assist in the development of a four year strategic plan. The planning process began with the appointment of a strategic planning committee. The Committee was comprised of:

Carole Bryant, Chair
Hazel Berg
Victoria Walton
Murray Wotherspoon
Richard Hazel, Executive Director

The committee agreed to terms of reference and approach (attached).

The strategic planning process began with an environmental scanning process involving a literature review and a survey of the membership. Survey results are available under separate cover. A facilitated meeting of the Advisory Board was then held on October 18 & 19, 2012. The Strategic Planning Committee took the results of the environmental scan and the facilitated session to produce the attached plan.

Planning Session Results

Twenty-Three participants attended the planning session in October resulting in a review and validation of the SASW vision, mission, values and principles. The five areas of emphasis that have led the work of the Association over the past nine years were also re-confirmed. These five areas, as captured in the Association's mission statement are: to promote, advocate, support, regulate and govern the profession.

A number of key themes were identified during the planning session, including the placing of greater emphasis in the following areas:

- Member engagement and communications.
- Building upon and strengthening Branch organizations.
- Engagement of key partners and stakeholders toward achievement of commonly desired ends.
- Work with employers to expand the range of employer-required registration of eligible staff, with the ultimate goal of having 'ownership of practice' added to *The Social Workers Act*.
- Preparing the organization to accommodate anticipated growth in membership numbers.
- Greater utilization of technology in the administration and governance of the organization with a particular reference to online registration. Further, that communication technology is better utilized in membership support and advocacy work of the Association.

A transcript of the planning session documents is available through the SASW office.

Strategic Planning Committee Recommendations

The Strategic Planning Committee reviewed the planning outputs and put forward the following recommendations:

Vision Statement

The current vision of the SASW was re-affirmed as it stands.

SASW aspires to a Saskatchewan where:

- *social policies reflect the values and principles of social justice*
- *all social work practiced in the province is accountable through regulation*
- *all social workers are supported in their practice*
- *the profession is regarded by the public as an important contributor to human and social well-being.*

Current Mission Statement

The Saskatchewan Association of Social Workers is a member based organization that supports, promotes and regulates the competent, ethical practice of social work to protect the public, strengthen the profession and serve the public interest.

SASW advocates for social justice and contributes to social policy.

Recommended Mission Statement

The Strategic Planning Committee recommends the following mission statement as per the suggestions received from the attendees at the strategic planning workshop. The revised vision statement provides a more succinct statement of the role of the Association and integrates social justice with the other three primary roles of the Association. It further enforces that the role of the association to govern and protect the public interest is paramount.

The recommended statement is as follows:

SASW is a member-based organization that governs the profession of social work and serves and protects the public interest through:

- *Regulation of the social work profession;*
- *Support to competent and ethical social work practice;*
- *Promotion of the profession; and,*
- *Advocacy for social justice.*

Values Statements

The SASW values statements were reaffirmed.

SASW, representing social workers in Saskatchewan, is guided by the following values and principles:

Respect

- *Every individual has the right to be treated with dignity and respect.*

- *Diversity and inclusiveness are valued and pursued.*

Ethical Conduct

- *The policies and actions of SASW are consistent with its Mission and Vision, the CASW Code of Ethics (2005), The Social Workers Act, and its By-Laws and Standards of Practice.*
- *SASW has the responsibility to hold its members accountable to the CASW Code of Ethics (2005) through its regulatory role.*

Social Justice

- *SASW values and pursues the promotion of social justice through its members across society generally and also in relation to the individuals with whom we work.*
- *SASW engages in and promotes diverse approaches to collective advocacy.*

Leadership and Accountability

- *SASW offers responsible and responsive leadership.*
- *SASW is guided by a strategic plan and values the achievement of measurable outcomes.*
- *SASW addresses issues and conducts activities in a timely and efficient manner.*
- *SASW is fiscally responsible in its operations.*
- *SASW is accountable to the public and the membership.*
- *Council, staff and others acting on behalf of SASW are credible and knowledgeable.*

Fairness and Transparency

- *SASW strives to provide accessible member services province wide.*
- *The communication of SASW is clear.*
- *Policies and processes are transparent, democratic, and reflect quality and consistency.*

Goal Statements

The Strategic Planning Committee recommends that the following statements be adopted as goals of the association. These goals have been previously listed as “areas of emphasis”. As the Association continues to reconfirm these areas as its core work, each has been re-crafted into goals to which the Association is held to account. These goal statements are enduring and should be the pre-occupation of all work of the Association.

Goal statements have been numbered to ensure easy reference throughout the SASW operations plan.

- G1: To regulate the practice of social work*
- G2: To support good and ethical social work practice*
- G3: To promote the profession of social work*
- G4: To support social justice and advocate for social issues*
- G5: To provide sound governance and administration of the organization*

Strategic Priorities

The Strategic Planning Committee recommends the following strategic priorities over the period 2013 – 2016. The Strategic priorities are carefully worded to capture the themes derived from the facilitated session and the pre-session research.

Strategic priorities are those areas in which the Association must focus its work toward accomplishing the desired goals as listed above.

Strategic priorities have been numbered to ensure easy reference throughout the SASW operations plan:

- SP1: Greater engagement of members, stakeholders and partners*
- SP2: Required registration for eligible staff in Child Welfare Programs of the Ministry of Social Services*
- SP3: Ongoing growth and development of volunteers and branch organizations*
- SP4: Strong human, physical and financial organizational infrastructure necessary to support anticipated growth*
- SP5: Greater utilization of technology to support administration, governance, advocacy and communications*
- SP6: Improved profile of the SASW, social workers, their practice and the value we bring to our growing communities.*

Actions and Structure to Support Strategic Priorities

The Strategic Planning Committee deliberated a number actions and structures to support the achievement of the Strategic Directions. The recommendations are found in the chart below.

Note #1: While existing committees may be appropriate for some of the work that is required, newly formed task teams may be required to focus on specific projects. Task Teams are a good mechanism when specific skills are required and/or the work is short-term. Further, delegating project work to a task team allows permanent committees to continue with their work without being distracted by additional activities.

Note #2: The Executive Director acts as ex-officio support to Council/all committees and task teams, so participation in all listed actions is to be assumed. The ED accesses the ex-officio support of the Office Administrator and the Registrar, as required. In addition, the Executive Director is responsible for ensuring that actions identified by the groups under each Strategic Initiative are captured and tracked in the 2013-16 Action Planning chart.

SP1: Greater engagement of members, stakeholders and partners

Strategic Initiatives:	Responsible
- Development of a strategic marketing plan	Council and Public Relations Committee with the involvement of the Social justice Committee, Technology Task Team, Education Committee and consultant support
- Define stakeholders and partners and develop strategic tactics to engage these individuals and organizations. Operationalize the strategy	Social Justice Committee
- Position SASW as a trusted and valued resource to policy makers	Social Justice Committee/Council

SP2 Required registration for eligible staff in Child Welfare Programs of the Ministry of Social Services

Strategic Initiatives:	Responsible
- Work in collaboration with MSS to identify and resolve issues to work toward employer –driven requirement of registration	Joint committee between SASW and MSS – sub-committee of council

SP3 Ongoing growth and development of volunteers and branch organizations

Strategic Initiatives:	Responsible
- Balance Advisory Board role toward greater work emphasis on issue identification and resolution	Advisory Board
- Provide consultative support to branch organizations and lead volunteers	Volunteer development committee and staff
- Enable greater collaboration across Branches (e.g. information technology to enable greater communication)	Volunteer development committee and staff

SP4: Strong human, physical and financial organizational infrastructure necessary to support anticipated growth

Strategic Initiatives:	Responsible
- Review current use of resources in the context of anticipated need. Develop and operationalize plan for adjustment as required.	Council and staff
- Develop a succession plan for the organization.	Council and staff

SP5: Greater utilization of technology to support administration, governance and advocacy

Strategic Initiatives:	Responsible
- Define information technology needs and determine strategy to advance use of technology within the organization. Utilize best practices from other similar organizations.	Technology Task Team
- Investigate issues of confidentiality within the context of use of communications technology within regulatory environment	Technology Task Team
- Consider the use of technology to facilitate online registration	Technology Task Team

SP6: Improved profile of the SASW, social workers, their practice and the value we bring to our growing communities.

Strategic Initiatives:	Responsible
- Increase visibility and public understanding of social work	Public Relations Committee

Measures

The Strategic Planning Committee deliberated over a number of measures from which the Association could track progress and success. The Committee was cautious to select a menu of measures that would allow a balanced perspective on growth, sustainability, governance and management. They were also careful to select a few measures with the greatest impact so as not to hamper the operations of the organization with onerous work in ongoing measurement. Five measures are recommended:

1. Percent of growth in membership
2. Percentage of members whose employers required registered membership in the SASW as a term of employment
3. Total number of public complaints received as a percentage of total membership
4. Financial resources sufficient to maintain operations for current year and two quarters of the next fiscal year
5. Annual Advisory Board survey assessing organizational performance

Strategy Map

A Strategy Map has been crafted to serve as a communications tool for SASW volunteers, staff and stakeholders. The Strategy Map lays out the key elements of the 2013-16 plan on one page. It is intended to be a backdrop for all Board, Council, Committee and Task Force meetings. A copy is attached.

Action Plan

The following template is recommended to support operational planning. As the SASW has done in the past, each committee/task team will be required to complete an action plan as per the template. Two new columns have been added to the template entitled Goal and Strategic Priority. Committee/Task Teams will be required to back test their activities by referencing each objective to a goal or strategic priority.

Goal	Strategic Priority	Objective	Assigned to	Tasks/Activities	Individual Responsible	Completion Date	Progress

In many instances, multiple committees or task forces may be contributing work toward the same goal or strategic priority. This is fine, in fact, it is desirable. By doing so we are ensuring that the Association’s resources are being channelled toward the desired ends. By referencing all objectives back to a goal and/or strategic priority, Council can ensure coordination between committees and task teams working toward the same end thereby having a greater impact and eliminating any redundancies. Council can also ensure that no goal or strategic priority is left without a plan of action.

Next Steps:

Following ratification of the recommendations outlined in the report, committees and task teams to translate the goals and strategic priorities into a set of actions. Operational planning should be the first order of business in year 1 (2013). For committees this is best accomplished by reviewing current work to determine what will be carried over into the next planning cycle and then exploring new work that can be done to advance the goals. For task teams, this is an exercise in project planning whereby the group firstly defines what it can accomplish and then develops a set of tasks and timelines to complete the work.

Committees and Task Teams should develop operational plans with a four year outlook, including a detailed set of actions for year 1.