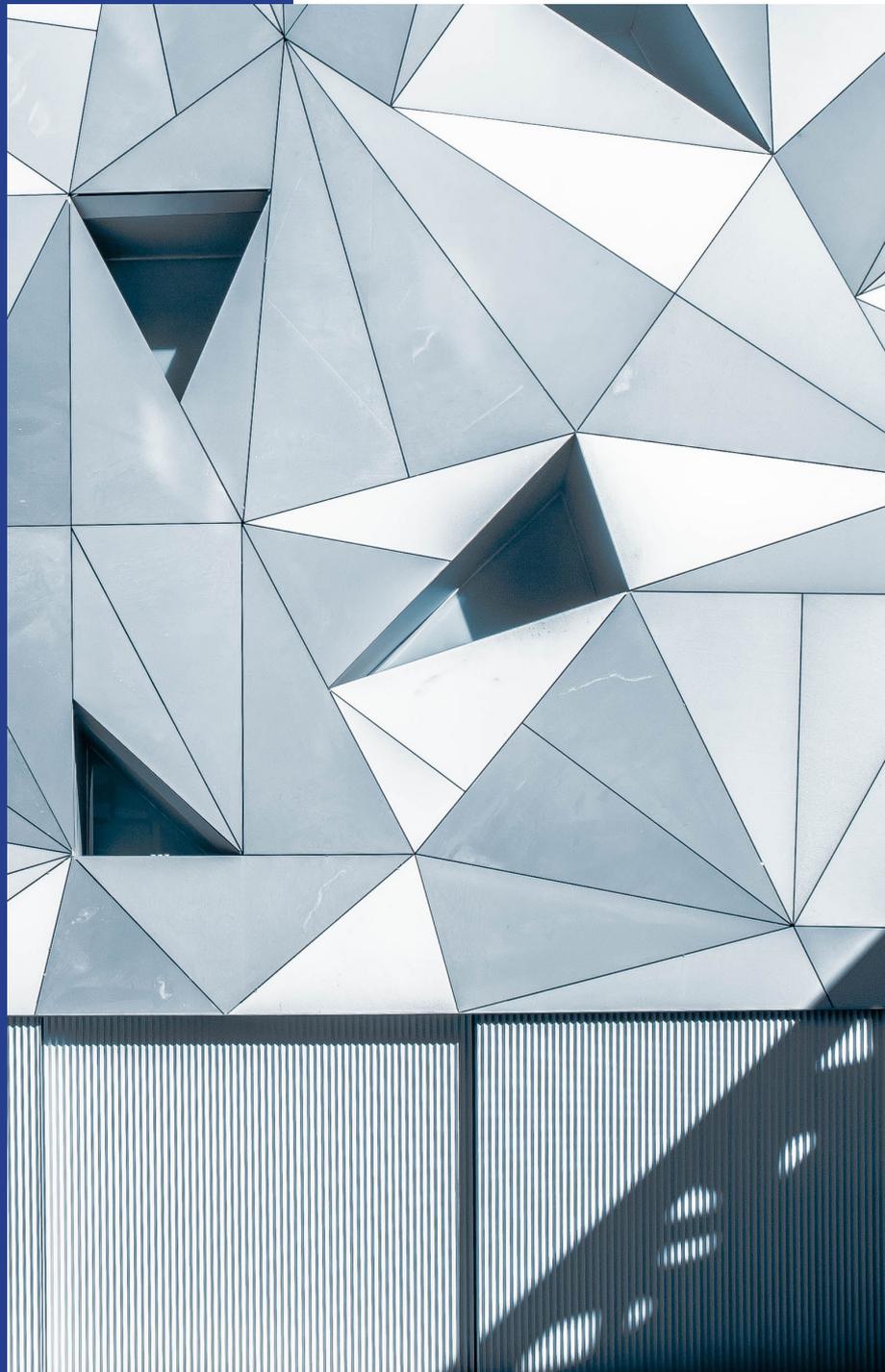




Australian Institute of
Training and Development

AITD Strategic Plan

2019 - 2022



Introduction

The board of the Australian Institute of Training and Development (AITD) have developed this three-year strategic plan in consultation with a wide range of stakeholders.

The chief executive officer (CEO) of AITD will implement the plan operationally with the assistance of the AITD support centre team.

Our Purpose

AITD was founded in 1971 as a not-for-profit professional association owned by its members. AITD is a company limited by guarantee and governed by a constitution and board of directors. The AITD constitution is published on our website, www.aitd.com.au

Initially established to facilitate networking among individuals with an interest in training and development, over the past five decades AITD has established itself as the leading membership association in the learning and development profession and expanded its reach, attracting members across Australia and the Asia-Pacific region.

The association has moved from focusing solely on training to a broader, more diverse member base. AITD members now include educators, consultants, coaches, trainers, course coordinators, mentors, instructors, chief learning officers, academics, teachers, facilitators, human resources and organisational development professionals, instructional designers and assessors.

Our Mission

AITD exists to promote and encourage excellence in learning by:

- developing the capability of its members
- facilitating networking and information exchange between fellow learning and development professionals
- representing its members to government, the community and business
- providing accreditation as the accepted arbiter of professional standards
- establishing, promoting and maintaining foundations to reinvest in the learning and development profession

Our Vision

The vision of AITD is to be an industry leader who is seen as the curator of valued learning and development information. We leverage our position and profile to advance professional practice.

AITD members and supporters are the lifeblood of the organisation, bringing energy, enthusiasm and a passion for learning.

Our Values

Our values guide our decision making and behaviour, underpin the wide range of interactions and professional relationships we have with each other, our members and the broader learning development community, contribute to our strategic direction and provide a set of unifying themes that motivate and engage our people.

- **Connecting** – We are the central connection point for our community.
- **Learning** – We support and encourage shared learning across our community.
- **Sharing** – We foster knowledge transfer and growth amongst our community.
- **Innovating** – We are thought leaders in the learning, training and development space.



The nature of work is changing and this has an impact on workplace learning.

Operational Context and Environment

AITD is the association of choice for training, learning and development professionals and has made a significant contribution to enhancing the capacity and capability of the broader learning and development community for almost 50 years.

We are located in Asia Pacific, the fastest growing, most highly populated region in the world – a region that is experiencing a phase of increased urbanisation and middle-income status.

The nature of work is changing and this has an impact on workplace learning. The future is not solely face-to-face training, but rather a richer, blended, social and technological experience. There is now a focus on learning as a performance tool, rather than just training to drive a service.

AITD members have a diversity of interests and specialities and a willingness to contribute to our community. Our member community is loyal and has breadth and depth of experience in the profession, allowing us to leverage accumulated industry know-how. People join member associations in large part because of the human contact and the connection.

Stakeholders

Our AITD stakeholders include:

- Members
- Volunteers – board and divisional council members
- Facilitators
- Strategic partners
- Industry supporters
- Client organisations
- Government
- Other national and international industry organisations and associations
- AITD support centre team
- Learning & development vendors, developers and suppliers

Insights

Our members and stakeholders have told us they want AITD to:

- **Make it clear and obvious** – I want messages that are distinct and communicated through visible and useful mediums.
- **Tailor it to me** – I want to feel important and valued through a personalised experience.
- **Let me contribute** – I have a lot to offer and want a chance to contribute.
- **Give me tools I can use** – I want tools I can use in my day to day work.
- **Tell me what I need to know** – I want transparency and clarity when it comes to information from AITD.
- **Put me first** – I want the organisation to focus on my needs.
- **Show me something new and different** – I want AITD to be my trusted partner in making sense of change.
- **Give me a clear path** – I am looking for ways to grow in my industry.

Strategic Principles

The principles underlying the strategic priorities are based on the member insights:



Our messages are **clear** and **distinct**



We put our **members first** by considering the way they work, think and act



Our offerings are evolving and **connect** with our **community**



We focus on guiding our community **towards the future**

Strategic Focus Areas

Strategic Focus Areas

FOCUS AREA | 01

Develop and implement a comprehensive marketing strategy to raise brand awareness and penetrate new and emerging markets.

Strategic Projects

- 1.1. Brand project to review the currency of the existing brand
- 1.2. Seek out aligned organisations (nationally and internationally) that offer a natural fit to AITD and establish strategic partnerships
- 1.3. Develop a marketing plan based on the comprehensive marketing strategy

AITD members will benefit from an increased positive profile for the organisation and improved brand recognition, as they will be promoted and recognised as true professionals in the industry and have access to national and international content, products and opportunities.

FOCUS AREA | 03

Develop and implement new products and services to generate new revenue streams.

Strategic Projects

- 3.1. A review of the relevance of member categories
- 3.2. New facilitated programs (in-house and public)
- 3.3. eLearning modules and blended solutions

AITD will ensure members have access to the latest and most relevant innovative ideas, products and services, with support to integrate these into their workplaces. AITD will act as an innovation hub providing value to members through future-focused activities which help to re-imagine the future of the learning and development profession.

FOCUS AREA | 02

Align the organisation's resourcing profile, streamline business processes and implement fit-for-purpose business systems to improve member experience and increase productivity and profitability.

Strategic Projects

- 2.1. Customer relationship management (CRM) system replacement project
- 2.2. A new website and member portal

These projects will streamline the member experience, providing easier access to support and resources, as well as tailored and relevant courses and events.

FOCUS AREA | 04

Develop and implement an accreditation program to enhance the professional status of current membership and build a sustainable membership pipeline.

Strategic Projects

- 4.1. Professional accreditation and certification
- 4.2. Continuing professional development (CPD) point scheme

The skills and ability of AITD members will be recognised and formally acknowledged by adopting industry recognised standards and qualifications. AITD members will be provided a defined member pathway and an ethical practice model.

Attributes and Resources

AITD will implement the strategic projects through pragmatic management and use of the following valuable attributes and resources:

Governance

AITD has a strong and committed conscientious leadership team with a “surplus” mindset, increasing risk appetite and a renewed focus on both protecting and creating value through good governance.

Stakeholders

Our community has deep connections and relationships in an international professional network, and encourages the development and sharing of innovative ideas.

Advocacy

AITD is held in high regard by the learning and development community and leverages this as the voice of our members.

Team

The AITD support centre is an energised and engaged team who have demonstrated capacity to deliver high-profile and professional products, services and events which showcase the capability and achievements within the profession.

Innovation

AITD fosters a national conversation on trends and initiatives in learning and development and promotes practical ways to implement these into workplace environments.

Financial Resources

Significant financial reserves support AITD investment into capital projects, new products and services.

Sources of Information

The following sources were referred to in the preparation of this document:

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<https://learningprofessionalnetwork.com/2019-ld-global-sentiment-survey/>

2019 Workplace Learning Report (LinkedIn)
<https://learning.linkedin.com/content/dam/me/business/en-us/amp/learning-solutions/images/workplace-learning-report-2019/pdf/workplace-learning-report-2019.pdf>

AITD Member Survey 2019

AITD Values & Behaviours
<http://www.aitd.com.au/about-aitd/about-the-australian-institute-of-training-and-development>

Are Associations Dying? (Associations Forum presentation, Grant Galvin, CEO Master Builders Qld)

Business Forecast 2019: The Top Issues (In The Black, CPA Australia, December 2018)
<https://www.intheblack.com/articles/2018/12/01/business-forecast-2019-top-issues>

Delivering the Workforce for the Future (Mercer, June 2018)
<https://www.mercer.com/our-thinking/career/delivering-the-workforce-for-the-future.html>

Experience Design Workshop: Brand Refresh 2018 (AITD internal corporate workshop documents)

Research Messages 2018 (National Centre for Vocational Educational Research)
https://www.ncver.edu.au/__data/assets/pdf_file/0030/5007549/Research-messages-2018.pdf

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<https://www.mercer.com.au/content/dam/mercer/attachments/asia-pacific/australia/Talent/mercer-talent-ecosystems.pdf>

The Future of Learning (Elisabeth Richard Bach, FranklinCovey Denmark, September, 2016)
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Whitepaper: 2019 HR Trends (ELMO Cloud HR & Payroll, December 2018)
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