Response

To: Contribution of the Not-for-Profit Sector Draft Research Report

Date: Tuesday, 24 November 2009

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1.   AuSAE

The Australian Society of Association Executives (AuSAE) began in 1954 during a conference in Victoria now known as the Australian Administrative Staff College. Originally called the Secretaries Club after the organisation in the UK, the name was changed to Society of Association Executives in 1961. Societies were formed in New South Wales in 1967, Western Australia in 1969 and Queensland in 1984. Initially membership was restricted to Chief Executives of appropriate associations. The foundation membership consisted of 25 members. After the membership criteria was extended in the 1960s to include other Senior Executives membership grew rapidly over the years to well over 500 members.

1.1   Structure

AuSAE is a national organisation with chapters in each state. The national office is located in Melbourne. On a national level, AuSAE provides news and industry information as well as professional development resources. Each state chapter provides opportunities to attend networking functions, seminars and other events such as industry trade fairs. AuSAE functions regularly attract high profile speakers from the supporting professions, local and national government and service industries. Members are encouraged to meet, compare and draw on experience and knowledge and discuss universal industry problems and issues.

1.2   Vision

Association Management is recognised as a unique form of human endeavour and is practised in Australia at the highest levels of excellence

1.3   Mission

AuSAE will lead in creating an environment, in Australia, in which Association Management is duly recognised and respected as a profession. AuSAE will lead in the development of professional, competent association managers.

2.   Draft Research Report Endorsed

The Australian Society of Association Executives congratulates the Productivity Commission on the draft research report on the contributions of the Not-for-Profit Sector's contribution to Australian society and ways that governments might better facilitate those contributions.

The Board of AuSAE strongly endorses the general direction of the draft recommendations contained in the research report and the purposes of those recommendations for:

- ➢ Building a better knowledge base

- ➢ Smarter regulation of the not-for-profit sector

- ➢ Realising funding opportunities for the sector

- ➢ Facilitating social innovation and sector development

- ➢ Sustaining the not-for-profit workforce

- ➢ Improving the effectiveness of direct government funding

- ➢ Removing impediments to better value government funded services

- ➢ Building stronger, more effective relationships for the future

AuSAE particularly welcomes the wealth of research into the not-for-profit sector that has been assembled and brought together through the research report. The unparalleled detail and quality of the research report as it maps and describes the wonderful variety of the not-for-profit sector and its many contributions to Australian society is in itself is a valuable tool for the sector.

AuSAE would like to see more done with this work, lest its value be ignored and lost.

The Board of AuSAE *recommends* that for the final research report, the Productivity Commission endeavour to present the wealth of information collated in the report as a benchmarking tool that could be used by individual not-for-profits to better understand their own place, role, structure and functions in the context of the overall sector. This tool could then be maintained and expanded as part of the recommended *Information Development Plan.*

Once the final report is delivered to the Australian Government, AuSAE will be joining with the other peak not-for-profit bodies to advocate the adoption of the Productivity Commission's recommendations and will closely monitor progress.

Through links with the American Society of Association Executives (ASAE), the Canadian Society of Association Executives (CSAE) and the European Society of Association Executives (ESAE), AuSAE monitors developments in the not-for-profit sector, particularly in trade, professional, healthcare and sporting associations in other countries. Through this, we know that governments and peak bodies are grappling with the question of information and communication technologies (ICT) and the role they can play in the not-for-profit sector. It seems that the old paradigm of regarding ICT as just a tool may be inadequate. Instead, the deployment of ICT is becoming a matter of strategic importance – 'old World' versus 'new World' organisations. As an example, ASAE reports that in the United States most significant trade or professional associations already have an online education program (some of which can be quite elaborate and sophisticated) as a key asset of the organisation. This, in AuSAE's experience stands in stark contrast to Australia.

The Board of AuSAE *recommends* that the final research report of the Productivity Commission consider the role of ICT in more detail and in particular, the way governments can work to ensure that Australia's not-for-profit sector builds a broad ICT capability as an essential component of improving the sector's efficiency and contributions to Australian society.

3.   Office for Not-for-Profit Sector Engagement

AuSAE believes that one of the most important recommendations in the research report is draft recommendation 13.2, the establishment of an Office for Not-for-Profit Sector Engagement within the Prime Minister's portfolio. Section 13 of the research report makes several key points about peak bodies, partnerships, coalitions, research and most importantly the role high level support in

government can play in any development and reform process in the not-for-profit sector, all of which resonate with AuSAE's experiences over the past fifty years.

In short, good ideas and initiatives by peak bodies and others to assist in the development of the not-for-profit sector in Australia have sometimes languished in the past because it has been difficult to identify which government department to approach or because of just plain government disinterest. The Productivity Commission's draft research report makes the case for government involvement at the highest level well.

4.   Professional standards

In October 2009, Robert Fitzgerald presented the draft research report to the Australian Society of Association Executives Third Sector Leaders Symposium in Melbourne. At that Symposium, the Board of AuSAE also outlined the framework underling the *Certified Association Executive* program offered by the CSAE and AuSAE in Australia and the broader surrounding region. In part, this was because sections nine and ten of the draft research report do make recommendations relating to supporting improvements in the competency levels of the paid and voluntary workforce and their Boards in the not-for-profit sector. The CAE framework can be one key way of supporting those recommendations.

Initially developed in Canada and now adopted by AuSAE, the CAE framework is organised in six broad domains containing forty-four (44) competencies, each supported by three dimensions. Taken together, this describes the role, function, knowledge base and skill set of not-for-profit management. This structure is attached to this response to the Productivity Commissions draft research report.

The Board of AuSAE *recommends* that the Productivity Commission consider the CAE framework in the final research report and make recommendations in support of research into the development of the CAE framework as a set of professional standards for managers in the not-for-profit sector. As a beginning, AuSAE would like to see:

> ➢ Universities or other research organisations consider ways that an association executive can evaluate themselves against the CAE framework

> ➢ The use of portfolios to present a case for a new role or employment as a complement to standard job applications

> ➢ The development of appraisal tools

> ➢ Evidence based validation of the CAE framework in the Australian context

> ➢ Use of the CAE framework to develop an Australian curriculum for professional development in the not-for-profit sector

Attachment

Not-for-Profit Management Competencies

NOT-FOR-PROFIT MANAGEMENT COMPETENCIES
Overview

The following list includes an overview of the 'Not-for-Profit Competencies' divided into six competency domains.

LEADERSHIP	STRUCTURE & ENVIRONMENT	DIRECTION & STRATEGY
1. Vision	9. History, Current Status, Trends & Issues	14. Strategic Management
2. Working Together	10. Governance & Decision Making	15. Planning
3. Facilitation & Commitment	11. Policy & Bylaws	16. Implementation
4. Continuous Learning	12. Volunteers	17. Monitoring & Evaluation
5. Conceptual Skills	13. Staffing	18. Reporting & Accountability
6. Ethics		19. Knowledge Management
7. Innovation & Creativity		
8. Change & Flexibility		

MEMBERSHIP SERVICES	OPERATIONS SUPPORT	PRODUCTS & SERVICES
20. Understanding Members	28. Human Resources	37. Publications & Information
21. Member Relations	29. Systems & Practices	38. Events
22. Member Communications	30. Technology	39. Education
23. Recruitment & Retention	31. Financial & Management Accounting	40. Advocacy
24. Products & Services	32. Facilities & Equipment	41. Fundraising
25. Quality & Pricing	33. Legal & Statutory	42. Credentialing
26. Marketing	34. Insurance & Tax	43. Other Services
27. Strategy, Standards & Satisfaction	35. Communications & External Relations	44. Strategic Alliances & Partnerships
	36. Continuous Improvement	

Each competency is defined below:

LEADERSHIP

1. Vision
a) Understand the importance of values and vision, and methods and processes for vision development and promotion.
b) Anticipate future needs and developments for the organization.
c) Define a vision with stakeholders and guide individuals and groups towards promoting, sharing, and contributing to the vision.

2. Working Together
a) Understand team building techniques and dynamics.
b) Act as a leader or member of a multi-function team, appreciate the value of diversity and use effective communication skills.
c) Build and motivate teams inside and outside the organization, and resolve conflict.

3. Facilitation & Commitment
a) Understand practices to facilitate situations and engender commitment.
b) Provide self-direction and self-motivation and demonstrate commitment to members and the organization.
c) Facilitate consensus building and commitment towards the mission and its implementation.

4. Continuous Learning
a) Understand self-assessment, mentoring and staff development techniques and practices.
b) Maintain a career management plan and use a mentor.
c) Continually learn and promote the value of learning for self and others.

5. Conceptual Skills
a) Understand decision-making tools and their applications in developing problem-solving strategies using a systems thinking approach.
b) Apply strategic integrative analysis to evaluation of products, services and processes.
c) Identify and analyze situations and problems so that viable solutions are found; approach tasks and problems so that the total system and strategies are taken into account by self and others.

6. Ethics
a) Understand ethical responsibilities and dilemmas.
b) Demonstrate adherence to established or desirable ethical standards.
c) Set highest standards for self and others, and monitor practice.

7. Innovation & Creativity
a) Aware of successful practices to establish innovation and creative environments.
b) Implement innovative and creative products, services and practices.
c) Create an environment where innovation and creativity are encouraged in the organization and lead by example.

8. Change & Flexibility
a) Recognize the stages within the change process and the importance of flexibility and negotiations.
b) Anticipate, respond and adapt approach and style to different leadership demands.
c) Use change management processes to benefit the organization and involve key stakeholders.

STRUCTURE & ENVIRONMENT

9. History, Current Status, Trends & Issues
a) Understand the purpose, relationships, and value of organization.
b) Identify and analyze trends and issues facing organization.
c) Recognize the attributes of a high-performance organization.

10. Governance & Decision Making
a) Understand the distinction between governance and management and applicable responsibilities for decision-making.
b) Provide support to support the model and develop effective and efficient chapter or other multi-level structure relationships.
c) Evaluate current governance and decision-making efforts and establish structures, operating processes and accountability to ensure effectiveness.

11. Policy & Bylaws
a) Understand how policy, board motions and bylaws are developed and implemented.
b) Develop policy options with supporting analysis.
c) Identify the need for policy; develop and recommend policy as appropriate.

12. Volunteers
a) Understand the role of volunteers, whom and how to recruit, train and recognize.
b) Develop orientation and training processes to assist volunteers fulfill their role.
c) Establish and work with governance groups to complete and evaluate their work.

13. Staffing
a) Understand the role of staff and desirable structures to support organizations.
b) Develop practices to attract, retain, evaluate, reward and develop the necessary staff.
c) Establish and maintain a staff structure to support organization governance.

DIRECTION & STRATEGY

14. Strategic Management
a) Understand the importance of developing and maintaining a strategic management process.
b) Establish and maintain a strategic management process.
c) Understand the strategic management process to involve key stakeholders in defining the mission and plans as appropriate.

15. Planning
a) Understand critical components of the planning process.
b) Review an organization's planning situation and identify opportunities for improvement.
c) Assist and guide the organization to establish a vision and mission that is shared by all key stakeholders.

16. Implementation
a) Understand methods and impacts when implementing strategy.
b) Use standards, performance indicators and policy to support strategy implementation.
c) Develop commitment, ownership and timing to reflect resource capability.

17. Monitoring & Evaluation
a) Understand the importance of measurement and practices to monitor and evaluate plans and related processes.
b) Develop effective processes to ensure adequate monitoring and evaluation occurs.
c) Use a continuous improvement approach to review and comment on plans.

18. Reporting & Accountability
a) Understand the extent and responsibility for reporting to fulfill accountability requirements.
b) Develop reporting practices to support accountability.
c) Develop and monitor reports to ensure reported accountabilities are linked to the organization strategic direction and governance requirements.

19. Knowledge Management
a) Understand the nature and elements of Knowledge Management and its relationship to organizational performance.
b) Measure the organization's efforts to improve Knowledge Management activities.
c) Develop recommendations and implement practices to improve Knowledge Management activities.

MEMBERSHIP SERVICES

20. Understanding Members
a) Understand the value and methods of getting member information and the need for self-regulation.
b) Use member input to influence decision-making.
c) Develop and conduct a member survey to determine needs and wants and standards for self-regulation.

21. Member Relations
a) Understand the importance and practices to maintain effective member relations.
b) Personally engage in activities to improve member relations.
c) Evaluate current member relations efforts and develop, implement and manage a member relations program.

22. Member Communications
a) Understand various types of communications and processes used.
b) Seek out and listen to messages from members.
c) Evaluate current member communications efforts and develop, implement and manage a member communications plan.

23. Recruitment & Retention
a) Understand practices used to improve recruitment and retention efforts.
b) Recognize member issues and problems.
c) Evaluate current recruitment and retention efforts and develop, implement and manage a member recruitment and retention program.

24. Products & Services
a) Understand how products and services are approved or abandoned.
b) Use a continuous improvement approach to products and services.
c) Evaluate current new product development and abandonment efforts and develop criteria that should be part of the decision making process.

25. Quality & Pricing
a) Understand the importance of quality in serving members and pricing decisions.
b) Apply quality principles and objectives with self and promote them with others.
c) Evaluate current quality efforts and pricing practices and recommend a plan for improvement.

26. Marketing
a) Understand the importance of marketing and its impact on the organization.
b) Make decisions which give due regard to marketing implications.
c) Evaluate current marketing efforts and develop, implement and manage a marketing plan.

27. Strategy, Standards & Satisfaction
a) Understand the value in linking overall strategy to standards and member satisfaction.
b) Monitor and use the links to direct continuous improvements.
c) Evaluate efforts to link strategy, standards and satisfaction and recommend a plan for improvement.

OPERATIONS SUPPORT

28. Human Resources
a) Understand the strategic human resource management concept and practices necessary to create a productive environment with satisfied participants.
b) Sensitive to diversity and support enhancing strategic human resource management.
c) Evaluate efforts to create an organization that practices strategic human resource management and identify opportunities for improvement.

29. Systems & Practices
a) Understand various operating systems and practices to keep track of members and service their needs.
b) Strive to reduce cycle time, improve access, value and quality.
c) Evaluate efforts to keep track of members and service practices to meet their needs, and through benchmarking, identify opportunities for improvement.

30. Technology
a) Understand issues, trends, and successful technology applications.
b) Use current technology to complete work and make informed decisions.
c) Evaluate use of technology and through benchmarking, identify opportunities for improvement.

31. Financial & Management Accounting
a) Understand the role and importance of financial and management accounting for an organization.
b) Consider the impact on financial resources when making decisions.
c) Evaluate financial and management accounting efforts, identify opportunities for improvement.

32. Facilities & Equipment
a) Understand successful practices for acquisition and application of facilities and equipment.
b) Manage assigned assets efficiently and effectively.
c) Evaluate practices for facilities and equipment, and through benchmarking, identify opportunities for improvement.

33. Legal & Statutory
a) Understand legal and statutory implications for organizations.
b) Comply with requirements.
c) Evaluate compliance efforts and identify opportunities for improvement.

34. Insurance & Tax
a) Understand insurance and tax issues for organizations.
b) Comply with requirements and provide for insurance needs.
c) Evaluate the tax situation and insurance plans and identify opportunities for improvement.

35. Communications & External Relations
a) Understand the importance of external relations and successful practices.
b) Serve as an ambassador for the organization.
c) Evaluate communications and external relations efforts; and through benchmarking develop a plan, implement and manage related activities.

36. Continuous Improvements (Innovation, Creativity & Management Tools)
a) Understand the impact of innovation and creativity in making continuous improvement. Also understand what tools are available and when they should be used.
b) Subscribe to continuous improvement and seek out innovative approaches and adapt them to the organization's unique circumstances and requirements.
c) Evaluate efforts in the use of various management tools and the impact on innovation, creativity and continuous improvement. Identify how continuous improvement efforts can be enhanced.

PRODUCTS & SERVICES

37. Publications & Information
a) Understand how to plan, develop, and manage publications and information.
b) Promote publications and information and continuous improvements to meet member needs.
c) Evaluate efforts to provide quality, relevant and timely publications and information through benchmarking. Identify opportunities for improvement.

38. Events
a) Understand how to plan, develop, and manage a variety of events.
b) Promote events and continuous improvements to meet member needs.
c) Evaluate efforts to provide quality, relevant and timely events through benchmarking and identify opportunities for improvement.

39. Education
a) Understand how to plan, develop, and manage education programs.
b) Promote education programs and continuous improvements to meet member needs.
c) Evaluate efforts to provide quality, relevant and timely education programs through benchmarking and identify opportunities for improvement.

40. Advocacy
a) Understand how to plan, develop, and manage advocacy activities.
b) Promote advocacy activities and continuous improvements to meet member needs.
c) Evaluate efforts to provide quality, relevant and timely advocacy activities through benchmarking and identify opportunities for improvement

41. Fundraising
a) Understand how to plan, develop, and manage fundraising activities.
b) Promote fundraising activities and continuous improvements to serve member needs.
c) Evaluate efforts to provide quality, relevant and timely fundraising activities through benchmarking and identify opportunities for improvement

42. Credentialing
a) Understand how to plan, develop, and manage credentialing programs.
b) Promote credentialing programs and continuous improvements to serve member needs.
c) Evaluate efforts to provide quality, relevant and timely credentialing programs through benchmarking and identify opportunities for improvement

43. Other Services (Standards, Affinity Programs etc.)
a) Understand how to plan, develop, and manage a variety of organization products and services.
b) Promote products and services and continuous improvement to serve members.
c) Evaluate efforts to provide quality, relevant and timely products and services through benchmarking and identify opportunities for improvement

44. Strategic Alliances & Partnerships
a) Understand the importance of alliances and partnerships and how to overcome barriers and reach agreements.
b) Promote use of strategic alliances and partnerships as a tool to get results.
c) Evaluate efforts to establish and operate strategic alliances and partnerships through benchmarking and identify opportunities for improvements.