



Strategic Plan

2015 – 2017



Australian Institute of
Training and Development

Introduction

The Australian Institute of Training and Development (AITD) Board and staff have developed this Strategic Plan as an outcome of an extensive strategic planning process.

This Strategic Plan sets out AITD's response to both the external environment (including industry competitiveness, continuing relevance and viability of the association, and changes in the profession) and our internal strengths and opportunities, to build on what members value most about the association. The Strategic Plan sets out the need for AITD to reposition itself to offer and deliver high quality member products and services that supports individual and organisational development. The strategies described in this Strategic Plan for the future will be achieved over the next three years through the preparation and delivery of an annual business plan.



Who we are

AITD was founded in 1971 as a not-for-profit professional association owned by its members. Initially established to facilitate networking among individuals with an interest in training and development, over the past four decades AITD has established itself in the learning and development profession and expanded its reach attracting members across Australia and the Asia-Pacific region.

Over the years 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.

As AITD membership has grown and its demographic profile changed, so too has the range of products and services provided to members. Membership provides professional connectedness and is a means of gaining information, resources, training, and networks to support individuals at all stages of their career.

A comprehensive range of professional development opportunities are offered by AITD including: networking events; courses; conferences; webinars; communities of practice; mentoring; and online discussion forums. AITD provides up-to-date industry information and members can access an online library of journals and ebooks through the member-zone on the AITD website.

Members can demonstrate their commitment to both the learning and development profession and their careers through the use of post-nominals, increasing their standing through the membership pathway, and participating in the prestigious annual Excellence Awards. In addition, members benefit from discounts on AITD events and activities, and special offers through our partners such as discount insurance cover.

AITD has established relationships with government and industry and works to ensure that member interests are represented to those making policy decisions impacting on the learning and development profession and education.

Our Purpose

We are a membership organisation which fosters excellence in individual and organisational learning.

We achieve our purpose through:

- Developing our members;
- Facilitating networking and information exchange;
- Advocating on behalf of our members; and,
- Defining practice standards and providing accreditation.



Operational Context

AITD has been 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 over 40 years.

AITD is in a strong position. We have a re-energised and highly capable National Office team, members who have breadth and depth of experience in the profession, a number of strategic relationships; and we have a national reach with an established broad professional network.

Yet, to remain relevant, to continue to be a leading association, and to sustain and grow the association into the future, we must improve our professional and industry profile and membership strength by doing some things differently.

The learning and development profession has become fragmented and separation along functional lines is resulting in the emergence of niche associations, which in turn dilutes our share of the membership market.

Our membership demographic is changing and we must adapt to meet their needs by offering new and improved value-adding products and services. To maximise the potential of the association and our members and to sustain and grow a membership pipeline, we recognise AITD needs to engage with members and leverage our members' accumulated knowledge and expertise.

How we use technology is leading to changes in people's motivation for joining membership organisations, as they build their own communities around interests and share content within personal networks. We recognise that AITD needs to be more proactive in maintaining its reputation as a trusted and credible source of valuable, timely information.

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. AITD needs to provide members with a diverse range of professional development opportunities, and support our members in building the skills they need to adapt to new trends in workplace learning.

AITD has established relationships with government, corporations, regulators and other professional bodies. While we have been actively involved in advocating for our members, we acknowledge that we have not sufficiently leveraged our position, strengthened these relationships and communicated our involvement to our members.

The Australian economy continues to face significant challenges which in turn will impact AITD and its members. Against this backdrop, AITD needs to develop relevant commercial initiatives and strategic partnerships to generate new revenue streams. We also need to ensure that our business systems and processes are fit for purpose and able to support the current and future needs of our members through a contemporary operating and service delivery model.



Strategic Directions

The Board has identified a number of strategic priorities for the association. During 2015-2017 AITD will:

1. Raise the profile and brand of the organisation;
2. Sustain and grow the membership;
3. Leverage the expertise of the membership; and,
4. Develop relevant products and services to enhance the member value proposition.

With a fresh perspective on its organisational purpose, understanding what the association does well, and the environment in which we operate, AITD will work closely with its members, government, training providers and industry in the implementation of the following strategies.

1. Raise the profile and brand of the organisation

AITD will raise the profile and brand of the organisation through marketing initiatives designed to extend our reach and engage with members. As the most established training and development association in Australia, AITD has more than 40 years of experience supporting members. Despite AITD's longevity, it is acknowledged that brand awareness needs to be increased in some segments within the profession and across industry.

In recent years AITD has increased its involvement with key bodies driving change in the industry. AITD needs to expand and leverage these professional relationships and take its place as a strong advocate for raising the quality of individual and organisational learning in Australia. AITD sees opportunities in broader engagement with regulators, other professional bodies and both the corporate and public sectors to enhance the perception and relevance of AITD.

Specifically, AITD will:

- Develop and implement a comprehensive marketing strategy to penetrate new and emerging markets which includes a digital and social media strategy to improve reach and connectedness with both current and prospective members.
- Define a clear and compelling member value proposition that aligns to organisational purpose and our defined industry and translate this into value adding products and services.
- Develop and maintain strategic partnerships with industry stakeholders to raise the profile of our organisation and the profession, improve AITD's market position and relevance, and lead advocacy and engagement for the profession and our members.

2. Sustain and grow the membership

AITD is committed to engaging our members and supporting them in their careers. As our members approach retirement, AITD needs to continually source new members to sustain and grow our association.

With AITD's established network and national reach there are opportunities to harness our social networks, attract quality prospects and secure a membership pipeline with an improved membership pathway. From students to niche specialists, AITD will seek to broaden our appeal to a wider audience of training, learning and development, organisational development and other professionals.

In order to support the growing membership AITD will need to invest in improving our IT infrastructure and align our resourcing profile to provide efficient and effective customer services to meet member needs.



Specifically, AITD will:

- Develop and implement a strategy to support and enhance current membership while building a sustainable membership pipeline.
- Realign AITD's resources, streamline business processes and implement fit for purpose business systems to enable cost effective development and delivery of member products and services.

3. Leverage the expertise of the membership

AITD recognises that our members have tremendous breadth and depth of experience and a willingness to give back to the profession. AITD will leverage the talent of our members and provide them with opportunities to become involved in various activities. AITD has an important role to play in advocating for and on behalf of members and we will seek member involvement in formulating and communicating our position.

Specifically, AITD will:

- Develop and implement a member engagement model that utilises the expertise of members, leverages technology and improves the association's operations and service delivery.
- Develop and implement a program of participation which provides members with opportunities to be involved in a range of activities and recognises their contributions to AITD and the profession.

4. Develop relevant products and services to enhance the member value proposition

AITD provides a range of benefits to members which can be enhanced and leveraged to meet changing member needs. In the face of increased competition and a changing market, AITD needs to explore allied services to further support members and diversify AITD's revenue streams. In an age of mass customisation and self-service delivery, AITD will harness technology and improve our processes to meet member expectations.

Specifically, AITD will:

- Reposition the organisation to deliver efficient and effective products and services that are valued by members.
- Generate new revenue streams by leveraging funding opportunities and developing new lines of business.
- Explore and develop other commercial initiatives to generate new lines of business and revenue streams.



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