

STRATEGIC DIRECTIONS

2019 to 2021

The South Australian State Schools Administrative Officers Association (SASSAOA) is for business leaders working in South Australian public schools. Membership eligibility criteria is described in the constitution. SASSAOA is a progressive, representative body for school business, administrative and financial leaders; current and aspiring, focussing on building workforce capacity and collaboration.

We are committed to authentic working partnerships with the Department for Education, and other professional associations, supporting the delivery of a world class system, including co-designing its business, procedures, and processes. Our strategic directions are underpinned by the department's strategic plan. Significant successful outcomes for school business systems have resulted from positive connections, consultancy and collaboration with the department. Our strategic directions are supported by a 3 year funding agreement between SASSAOA and the department.

MISSION

Our focus on building workforce capacity, collaboration, and delivery of world class educational business leadership in South Australian public schools, aims to transform educational business knowledge and systems to enable successful outcomes for every student. This is achieved by recognising the growing role of business leaders in schools and supporting them to build their professional capacity to lead and manage the complexities of education business administration and operational practice, thereby releasing educational leaders to focus on teaching and learning.

VISION

To provide an influential and empowering voice for members by building business leadership capacity and recognition of the workforce through futures focussed professional development, consultative and collaborative connections, and world class education system improvement.

VALUES

- Integrity - through our actions we model principled moral purpose, consistency and probity
- Growth - we model growth mindsets, self and system wide improvement and capacity building of all of school business leaders
- Innovation - we are futures focused, seeking continuous and authentic transformation of educational business systems

PRIORITY 1: DEVELOPING A COLLABORATIVE CULTURE

OBJECTIVE	STRATEGY	WHO	WHEN	RESOURCING	INDICATORS
1.1 Strengthen relationships with sites and corporate departments	<ul style="list-style-type: none"> ● Build and sustain collaborative, influential relationships with other professional associations, including Australian Association of Government School Administrators (ASBLA), by leading or engaging in discussions, major initiatives and submissions 	ABLA representatives, assisted by executive and marketing committees, and whole committee	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ● Participation in two ASBLA face to face and two zoom meetings per year ● Contribution to the national agenda ● Members are aware of national developments/initiatives and planning through minutes and reports ● Representative voice at national level for South Australian education system and business leaders
	<ul style="list-style-type: none"> ● Build and sustain collaborative and influential partnerships by engaging in co-designing initiatives, providing advice and submissions supporting the department's strategic directions about issues affecting public education business leaders 	Executive committee, all committee	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ● Provide and discuss meaningful agenda items at senior executive group (SEG) and association leaders' meetings once per term, and report back to management committee and members ● Management committee advocates on behalf of members' concerns/feedback to appropriate corporate departments ● Members aware of departmental strategic directions, initiatives, developments and critical information
	<ul style="list-style-type: none"> ● Use networks to enhance community, state and national understanding of education in South Australia (SA) 	All committee	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ● Members informed via a range of platforms eg: social media, website, email and at events ● Formal reports forwarded to presidents of other associations, the department, other relevant stakeholders ● Wide distribution of Annual Report ● Readily available informational documents on website

	<ul style="list-style-type: none"> ● Contribute to informed debate about improvement of the quality of education outcomes in SA 	Consultative committees	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ● Attendance at four leaders association meetings, once per term ● Attendance at SEG meetings ● Management committee contribute to system wide improvement advice and programs ● Consultation with the department and other associations in relation to system wide improvements ● SASSAOA voice is represented at state and national levels via appropriate platforms
1.2 Build the influence and voice of the association	<ul style="list-style-type: none"> ● Grow membership base <ul style="list-style-type: none"> - investigate/implement associate memberships - promote association with other relevant associations, eg: principal's associations - collaborate with local schools - investigate which sites do not have active membership - brand positioning and marketing 	Led by marketing committee	Targets for: 2019 2020 2021	Marketing budget (total for 2019 to 2020 \$10,000)	<ul style="list-style-type: none"> ● Increase membership from 226 (2018) by 10% over 3 years ● Promotional documents developed and available for distribution ● Business plan developed and implemented including marketing, financial and strategic plans ● Website completed and launched ● Attendance at other associations' events, meetings, etc
	<ul style="list-style-type: none"> ● National membership <ul style="list-style-type: none"> - voice and active participation to increase SASSAOA and South Australian presence nationally - attending AAGSA face to face and voice meetings - email correspondence with presidents of other associations highlighting SASSAOA achievements/activities - invite interstate conference delegates to present state 	Led by AAGSA representatives		AAGSA and interstate conference budget (\$30,000 2019-2020)	<ul style="list-style-type: none"> ● Active participation in two AAGSA face to face and two zoom meetings per year ● SA reports presented at all AAGSA events ● 2-6 delegates from other states attend SASSAOA events ● Reporting from AAGSA meetings to SASSAOA meetings and other appropriate member events

	reports or other relevant information at annual conference				
	<ul style="list-style-type: none"> Increased intrastate presence: <ul style="list-style-type: none"> Presence at regional professional development and conferences Agenda items at hub meetings / site based exec meetings include association voice Actively encouraging and/or building hub groups in inactive areas Ensure members are well informed about the department's plans, policies and initiatives 	Led by Professional Development and Events and Marketing (PD&E) committees, all committee	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> Ensure information from the department is shared with members on all platforms and at all events Determine timing of regional conferences and ensure 2 or more SASSAOA representatives attend SASSAOA representatives attend regional conferences and professional development to share departmental information, recruit members and raise the SASSAOA profile SASSAOA committee members ensure agenda item at hub meetings that management committee attend (present president's report)

PRIORITY 2: PRIORITISE PROFESSIONAL LEADERSHIP

<i>OBJECTIVE</i>	<i>STRATEGY</i>	<i>WHO</i>	<i>WHEN</i>	<i>RESOURCING</i>	<i>INDICATORS</i>
2.1 Increase professional capacity and recognition of education business leaders to enable principals to focus on leading pedagogy	<ul style="list-style-type: none"> Analyse the current capacity of business managers in SA to identify professional learning requirements 	Led by executive and PD&E committees	1 June 2019	Marketing budget \$10 000 2019 to 2020	<ul style="list-style-type: none"> Consult with principal associations to determine their perspective of current capacity Consult with members to determine current perceptions of workforce business management capacity Consult with the department to determine minimum standards of high performing business leaders in education
	<ul style="list-style-type: none"> Work collaboratively with People and Culture (P&C) and unions to refine position descriptors and key performance indicators required at SSO5 and SSO6 	All committee	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> Provide a platform for ongoing improvement to role descriptions, responsibilities and complexity of business management in schools Updated position information descriptors (PIDs) and descriptors available on intranet Business leaders advised about new PIDs,

	<ul style="list-style-type: none"> • Work with department and unions to develop relevant and current position indicator descriptors, role descriptions, responsibilities etc 				<p>descriptors</p> <ul style="list-style-type: none"> • Provide avenues for corporate staff to gain comprehensive understanding about the roles of business managers and other business leaders in schools
	<ul style="list-style-type: none"> • Presence at principals' associations conferences and meetings <ul style="list-style-type: none"> - increase awareness and benefit of association membership to education leaders 	Executive	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> • Contact made with principals' associations and meeting dates agreed • 1 or more principals' association events has been attended by at least one SASSAOA representative • Attend in a collaborative capacity at regular meetings to discuss and formulate system wide improvements and foci for education business management • Invitations to principals' associations presidents to attend SASSAOA meetings
	<ul style="list-style-type: none"> • Provide nationally or globally accredited qualification opportunities for business leaders in SA 	Julie Heddle, Tracey Aberle, Elizabeth Golding, Wendy Hayes, Julie Collings-Wells	2019 to 2021	\$12,000	<ul style="list-style-type: none"> • Graduate Certificate Education Business Leadership agreed as a relevant qualification for business leaders in SA • Deakin University, Education Business Leadership, Unit 1 - Leading Strategy a Change offered to members through Expression of Interest • Successful completion of Leading Strategy and Change by 20 members
2.2 Contribute to the development of a sustainable succession strategy to create career pathways ensuring the department is an employer of choice.	<ul style="list-style-type: none"> • Examine leadership models nationally and globally and apply principles and learnings gained <ul style="list-style-type: none"> - public education - private education - external organisations - other education associations 	Executive AAGSA reps	30 June 2019	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> • Contact Business Managers Victoria (BMV) and AAGSA presidents to obtain contact details of national and global peer associations • BMV provided appropriate global connections contact • Global business management associations presidents list compiled for potential partnerships

					<ul style="list-style-type: none"> ● Connections made with Business Management associations in UK to develop a global perspective Institute of School Business Leadership (UK) Association of School Business Officials International (ASBO) (USA) ● Arrange initial contact meeting and future contact times to further inform future directions of SASSAOA and business leadership in South Australia ● Investigate other leadership models from non-education organisations.
<ul style="list-style-type: none"> ● Develop and implement a mentoring strategy for aspiring leaders 	Executive	1 December 2020	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ● Members consulted about their needs ● Work collaboratively with the department's Registered Training Office (RTO) to co-design an aspiring leaders program, and other relevant training opportunities ● Identify learning needs of business leaders and aspiring business leaders to work towards relevant professional development to increase the capacity of business leaders in SA 	
<ul style="list-style-type: none"> ● Providing advice and recommendations to the department in relation to building leadership capacity 	Led by PD&E committee and communicated via executive and PD&E representative to senior executive group meetings	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ● Principals' associations consulted to determine their perspective of gaps ● P&C consulted to determine their perception of gaps ● Strategy developed reflecting needs of stakeholders ● Business case developed for implementation of strategy ● Implementation of mentoring program ● Focus for 2018 to 2020 developed and shared with SEG and Leaders Association Meeting groups 	

					<ul style="list-style-type: none"> ●Increasing department’s understanding about the scope and depth of current and future business leadership in education ●Deakin Graduate Certificate available in SA and supported by department ●Mentoring / Aspiring leaders strategy developed
	<ul style="list-style-type: none"> ●Advocate for public education with a particular emphasis on state school business leaders 	All committee	2019 to 2021	Work undertaken and time volunteered - agreed to by nomination for committee	<ul style="list-style-type: none"> ●Positively advocate and represent public education in public forums, and events ●school based advocacy supported by SASSAOA at association events and consultative meetings ●Ensure SASSAOA business is reported on at Hub and regional meetings

PRIORITY 3: BUILDING A WORLD CLASS EDUCATION SYSTEM

OBJECTIVE	STRATEGY	WHO	BY WHEN	RESOURCING	INDICATORS
3.1 Development and implementation of system wide, futures focussed improved practices and processes	<ul style="list-style-type: none"> ●Develop structure and roles and responsibilities of subcommittees to underpin strategic direction and priorities 	Operations committee	1 December 2019	Budget to support release or administrative work of president (\$18 000 2019)	<ul style="list-style-type: none"> ●Roles and responsibilities document ratified for management committee, executive committee, office bearers, and sub committees To be reviewed annually post conference ●All committee have clear understanding of the commitment, roles and responsibilities required to be part of the management committee ●Members have transparent understanding of the work the management committee undertake To be put on website
	<ul style="list-style-type: none"> ●Consultation with department about process and systems to support schools 	Executive committee, whole committee	2019 to 2021	Work undertaken and time volunteered - agreed to by	<ul style="list-style-type: none"> ●Ensure consultation with the department to co-design implementation and support for sites eg: Education Management System (EMS) ●Attend scheduled meetings with the department’s senior executive group

				nomination for committee	<ul style="list-style-type: none"> ● Invite relevant department heads to attend SASSAOA meetings to discuss system improvement ● Work collaboratively with principals' associations to assist with implementations ● Develop documents and communication strategies to promote and report on strategies developed with the department and SASSAOA
	<ul style="list-style-type: none"> ● Developing strategies to support aspiring and current business leaders to lead and implement change, and to ensure relevant professional development opportunities are offered 	Led by PD&E committee, communicated via executive committee to department	2019 to 2021		<ul style="list-style-type: none"> ● Consult with members and the department to identify what is required to support and increase capacity of business leaders and aspiring business leaders to confidently lead and manage implementation of change ● Provide a platform to co-design future improvements to performance management support and resources in collaboration with the department ● Strategies developed supporting aspiring business leaders
	<ul style="list-style-type: none"> ● Plan, organise and run an annual Conference including sourcing and provision of quality presenters 	PD&E committee, assisted by all committee	Annually	Total budget of \$40,000 2019 for professional development	<ul style="list-style-type: none"> ● 150 members attend annual conference ● Speakers and topics chosen with world class educational system in mind ● Seek comprehensive and regular feedback from members to assist with planning of professional development at conference ● Analyse members feedback to inform professional development selected ● Consult with the department to ensure professional development for business leaders aligns with departmental strategic directions ● Event organisers contracted via market tender for conferences and events as required

	<ul style="list-style-type: none"> ● Participation at and reporting on interstate conferences and events 	Led by AAGSA representatives and executive committee	Annually	\$15,000 total budget 2019 Members contribute to their attendance	<ul style="list-style-type: none"> ● At least 5 committee or SASSAOA members attend interstate events ● Committee members attend national or global events ● 1 to 5 members attend national or global events ● SASSAOA business reported on at interstate events ● AAGSA business reported on at SASSAOA events
	<ul style="list-style-type: none"> ● Development of association financial plans and procedures and budgets 	Led by finance committee	1 December 2019	Budget to support release of president (\$18,000 2019)	<ul style="list-style-type: none"> ● Clearly defined descriptions of roles and responsibilities ● Review processes ● financial planning and strategy documents developed ● Current operational budgets and three year forecasting budgets developed
	<ul style="list-style-type: none"> ● Development of association operational plans and procedures 	Operations committee	1 December 2019	Budget to support release of president (\$18,000 2019)	<ul style="list-style-type: none"> ● Clearly defined descriptions of roles and responsibilities ● Induction procedure developed ● Association self-assessment review processes developed ● Business Plan developed ● A range of forms, templates and processes developed and formalised
	<ul style="list-style-type: none"> ● Development of association marketing plans and procedures 	Marketing committee	1 December 2019	Budget to support release of president (\$18,000 2019)	<ul style="list-style-type: none"> ● Clearly defined descriptions of roles and responsibilities ● Marketing planning and strategy documents developed ● Current operational budgets and three year forecasting budgets developed for marketing purposes ● Ascertain membership spread to inform marketing pushes

					<ul style="list-style-type: none"> ● A branded range of forms, templates and processes developed and formalised
	<ul style="list-style-type: none"> ● Development of association professional development and events plans and procedures 	PD&E committee	1 December 2019	Budget to support release of president (\$18,000 2019)	<ul style="list-style-type: none"> ● Clearly defined descriptions of roles and responsibilities ● Strategies and forms developed to ensure consistent processes for selecting and maintaining records of presenters are maintained and accessible ● Develop a range of surveys for events and ascertaining members professional development needs ● A range of forms, templates and processes developed and formalised