



New Brunswick Association of Social Workers

Strategic Plan 2017-2022



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Background

The New Brunswick Association of Social Workers (NBASW) is an organization representing more than 1,900 members provincially. Its role is the promotion of excellence in social work practice and protection of the public. It fulfills this role through: education of its members and the public; advocacy and social action initiatives; investigating complaints against members; and being involved in discipline when necessary. In late 2016 and early 2017, the NBASW Board of Directors, which is composed of an Executive, representatives from around the province, a First Nations representative, Public representative and national representative (Canadian Association of Social Workers), undertook the creation of a 5-year strategic plan. The purpose of this document is to provide strategic direction and guide the work of NBASW staff and volunteers for the coming years.

Our Vision

NBASW envisions a professional organization that reflects the values of social work, provides ethical leadership and instills public confidence.

Our Mission

The NBASW is an association that protects the public and promotes excellence in social work practice.

Our Values

The New Brunswick Association of Social Workers (NBASW) code of Ethics (2007) identifies these core values:

- Respect for the inherent dignity and worth of persons and the pursuit of social justice
- Integrity in professional practice
- Confidentiality in professional practice
- Competence in professional practice
- Diversity

SWOT Analysis

As part of strategic planning, the NBASW Board of Directors and staff were asked to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT) facing the Association. This process generated many ideas. Among the strengths and opportunities are: the Association's growing membership of approximately 1,900 social workers; increasing engagement with student members; the Association's bilingual status; growing support for the use of technology; the existence of strong values and ethics guiding the profession; and a solid national reputation. Weaknesses and threats identified include: struggles to engage and communicate effectively with members, challenges in providing support to local chapters; barriers to increasing the accessibility of the Annual General Meeting (AGM), and difficulties in maintaining active committees. This analysis was a key consideration when identifying the goals for the next 5 years.

PESTEL Analysis

The strategic planning process also involved a facilitated analysis of Political, Economic, Socio-Cultural, Technological, Environmental and Legal factors (PESTEL analysis).

Political factors to be considered include: First Nations priorities, environmental issues, language and cultural factors, privatization of services and budget constraints, government changes and shifting priorities, and new service delivery models/structures.

Economic factors identified include: a reality of provincial debt and high unemployment; increased cost of living and higher rates of poverty and debt; impacts of globalization, international policies and trade; an aging population and decreasing birth rate; fewer financial resources for social service programs and a focus on quantity over quality of services.

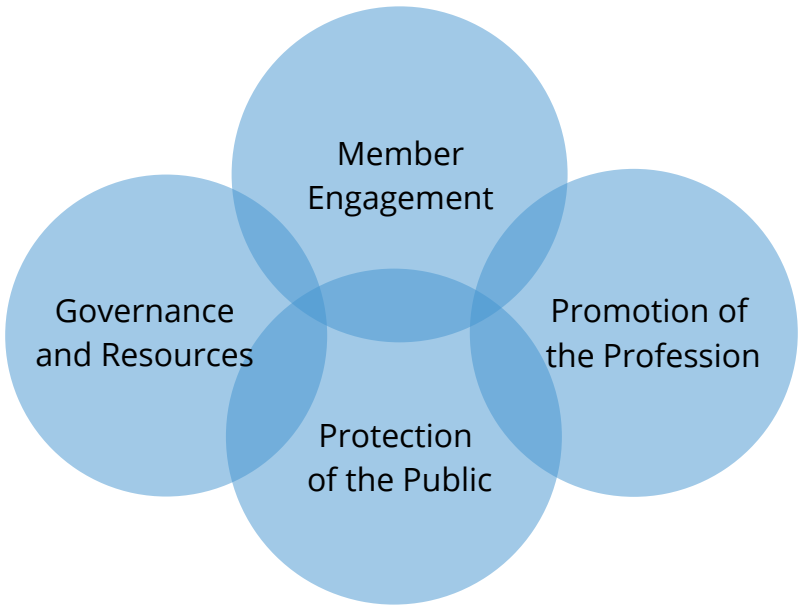
Socio-Cultural factors of importance include: greater isolation and increasing use of technology to replace in-person communication; diverse language and cultural needs and expectations, changing demands for service; prevalence of discrimination, human rights abuses and “anonymous” hatred; strong media influence, increased distractions, and a culture of instant gratification.

Technological realities include: rapidly changing technologies that quickly become outdated; new realities for security and confidentiality concerns; dependence on technology at work; new opportunities to use technology for service provision to the public and members; rapid communication while creating an expectation for instant responses; greater access to information; difficulties with disconnecting, maintaining professional and private boundaries, and establishing appropriate online conduct; increased social isolation and new platforms for exploitation and violence.

Environmental factors include: the impacts of climate change on food production, the occurrence of natural disasters, health and immigration; focus on organics, fair trade and local purchasing; the struggle between natural resources (water, oil, lumber) as a source of revenue and employment versus conservation; the impact of political will on the development and use of sustainable energy solutions, and ecological taxation; and new demands for social work services due to natural disasters or health crises.

Legal factors to be considered include: changes in legislation (NBASW Act, Legalization of Recreational Cannabis, Medical Assistance in Dying); pressures on regulatory bodies regarding their name, regulation of students, entry to the profession, labour mobility, scope of practice and regulation of paraprofessionals; impacts of privacy Acts, official languages Act and other legislation on social work practice; legal proceedings involving First Nations (land claims, residential school settlements, child welfare rulings); influence of the formal legal system on victim services, alternative justice programs and sentencing; unique needs for delivery of services to First Nation communities, refugees and veterans.

Strategic Pillars



Strategic Pillar 1: Member Engagement

Goal #1 – Improve Sense of Belonging

Actions:

- The NBASW offers professional development and career services;
- The NBASW facilitates opportunities for meaningful member contribution; and
- The NBASW implements specialized member networks.

Goal #2 – Improve Communication

Actions:

- The NBASW members are consulted on communication;
- The NBASW implements a detailed communication strategy; and
- The NBASW members have a positive member service experience.

Goal #3 – Improve Participation

Actions:

- The NBASW members are consulted about the types of participation they value;
- The NBASW implements the types of participation opportunities that members value; and
- Participation opportunities are reviewed for effectiveness.

Strategic Pillar 2: Promotion of the Profession

Goal # 1 – Improve Image

Actions:

- The NBASW strikes a promotion of the profession committee;
- The NBASW uses media coverage to promote a positive image of the social work profession;
- The NBASW is a leader in speaking out on social justice and social issues; and
- The NBASW has a public campaign promoting the social work profession.

Goal # 2 – Better Education

Actions:

- The NBASW delivers tailored education about the social work profession to target audiences; and
- The NBASW uses a variety of technologies to educate others about the social work profession.

Goal # 3 – Build Partnerships

Actions:

- The NBASW identifies the most effective partnerships to establish for the promotion of the profession.

Strategic Pillar 3: Protection of the Public

Goal # 1 – Accountability

Actions:

- Policies, procedures and guidelines are reviewed for effectiveness; and
- The NBASW identifies the most effective processes for regulation of entry to the profession, including consideration of the ASWB Exam.

Goal # 2 – Transparency

Actions:

- The information about registration status and disciplinary processes are made highly visible to the public; and
- The NBASW delivers tailored education about the disciplinary process.

Goal # 3 – Accessibility

Actions:

- The NBASW ensures that registration status/process is easy to find;
- The NBASW ensures that materials about disciplinary process and NBASW role are available in plain language and multiple formats; and
- The NBASW complaint submission format is expanded.

Strategic Pillar 4: Governance and Resources

Goal # 1 – Accountability

Actions:

- The NBASW budgets are used efficiently and effectively;
- The NBASW has an updated board manual and training;
- The NBASW has an up to date policy/ procedures manual.

Goal # 2 – Sustainability

Actions:

- The NBASW preserves organizational knowledge by documenting processes, formalizing policies;
- Dues reflect operational costs;
- The NBASW leverages partnerships to create non-dues revenue; and
- The NBASW uses current technologies to remain relevant, accessible, and to reduce costs.

Goal # 3 – Organizational Structure & Functions

Actions:

- The NBASW modernizes its legislation, by-laws and other policies and procedures.

Goal # 4 – Develop a Culture of Continuous Improvement

Actions:

- The NBASW fosters a culture of innovation, adaptability and flexibility;
- The NBASW introduces a mechanism to evaluate all Association activities; and
- An organizational audit is completed by an external company.



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of Social Workers

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