



Career Development Association Australia

2022 Annual General Meeting

Saturday 14 May 2022

Crowne Plaza Sydney Coogee Beach NSW

8.30 AM AEST

Including CDAA 2021 Annual Reports

Career Development Association of Australia Inc.

ARBN 061 218 639

PO Box 378 Brighton SA 5048

Telephone: 0412 102 477

Email: info@cdaa.org.au

Web: www.cdaa.org.au



Career Development Association Australia

2022 ANNUAL GENERAL MEETING OF THE CAREER DEVELOPMENT ASSOCIATION of AUSTRALIA INC.

The AGM is the formal member meeting for the year where Association performance in the previous year is reported, new executive is ratified, and any other important issues impacting the future of the Association are addressed.

All financial members are invited to attend, however only Life, Fellow, Professional, Associate and Retired Members are entitled to vote on general matters, and Life, Fellow and Professional Members only may vote on constitutional matters.

Best wishes are extended to the incoming Executive for 2022 - 2023.

Contents

Agenda	3
Resolutions	3
Minutes of the 2021 AGM	5
CDAA Annual Report 2021	11
CDAA Financial Report 2021	23
CDAA Strategic Plan 2022 - 2026	39
Declaration of National Executive Committee for 2022-2023	51

CAREER DEVELOPMENT ASSOCIATION OF
AUSTRALIA INC. ARBN 061 218 639

2022 ANNUAL GENERAL MEETING

8.30 am AEST Saturday 14 May 2022,

Crowne Plaza Sydney Coogee Beach NSW

Agenda

1	Open Meeting	National President, Linda Jeffrey
2	Attendees	National Manager, Peter Mansfield
3	Declaration of Proxy Receipts and Allocations	National Manager, Peter Mansfield
4	Declaration of Meeting Quorum	National Manager, Peter Mansfield
5	Apologies	National Manager, Peter Mansfield
6	Minutes of the 2021 AGM	National Secretary, Mariana Joseph
7	CDAA Annual Report 2021	National President, Mariana Joseph
8	CDAA Financial Report 2021	National Treasurer, Stephen Wyatt
9	CDAA Strategic Plan 2022 - 2026	National President, Linda Jeffrey
10	Declaration of National Executive Committee 2022-2023	Returning Officer, Peter Mansfield
11	Acknowledgement of Retiring Committee Members	National President, Linda Jeffrey
12	Close Meeting	National President, Linda Jeffrey

Resolutions

Agenda Item	Resolution
6	<i>It is resolved that the minutes as presented for the 2021 CDAA Annual General Meeting held by Online Meeting on 27 May 2021 are an accurate record of that meeting. Moved: M Joseph</i>
7	<i>It is resolved that the CDAA Annual Report for 2021, inclusive of President's Report, Division Activity, and Organisational Health, be accepted. Moved: L Jeffrey</i>
8	<i>It is resolved that the CDAA 2021 Financial Report, inclusive of 2021 Statement of Accounts, 2021 Committee Member Payment Report and Auditor's Report be accepted. Moved: S Wyatt</i>
9	<i>It is resolved that the CDAA Strategic Plan 2022 - 2026, as presented at the CDAA 2022 AGM, be adopted. Moved L Jeffrey</i>

6. Minutes of the 2021 AGM

National Secretary Mariana Joseph

DRAFT Minutes of the 2021 Annual General Meeting
Online Meeting via Zoom
27 May 2021

1. Open Meeting

The National President of CDAA Wanda Hayes in the Chair.
Meeting opened, and all members welcomed at 7.00pm AEST.

Wanda Hayes acknowledged first nations and peoples across all of Australia where members reside. Particular mention was made of Victoria members in light of the 4th COVID lockdown now occurring in that state.

2. Attendees

<i>Name</i>	<i>Member Type</i>
Nicola Barnard	Professional
Kristin Baumann	Professional
Airlie Bell	Professional
Michelle Braham	Professional
Carole Brown	Life
Caroline Byrne	Associate
Rhonda Cadman	Professional
Gregory Calvert	Fellow
Karen Cavu	Professional
Sean Croon	Professional
Tony Crosby	Fellow
Adrienne De Morais	Associate
Kate Flaherty	Fellow
Rupert French	Fellow
Gillian Harris	Professional
Wanda Hayes	Fellow
Lesley Hazelwood	Professional
Rebecca Herbertson	Professional
Brian Horan	Professional
Jacquie Hoyes	Professional
Linda Jeffrey	Professional
Sue Jerome	Professional
Bev Johnson	Professional
Ty Jones	Professional
Mariana Joseph	Fellow
Alan Kilfoyle	Professional
Gillian Lana	Professional
Wai Lee	Professional
Tom Lillyman	Professional
Trent Loader	Professional
Shayne Lorac-Moon	Professional
Jane Lowder	Professional

Jennifer	Luke	Professional
Johanna	Mawdsley	Retired
Sarah	McKinna	Professional
Michelle	Miller	Professional
Meera	Miller	Professional
Belinda	Oldland	Associate
Robert	Palmer	Professional
Eleanor	Pannall	Professional
Kate	Pardy	Professional
Brendan	Pigott	Professional
Jane	Pingo	Associate
Julie	Preston	Professional
Andrew	Rimington	Life
Lara	Rutherford	Professional
Kim	Shaw	Professional
Anne	Smith	Professional
Leonie	Stanfield	Professional
Belinda	Straughan Winks	Professional
Julie	Street	Professional
Christopher	Summers	Life
Ann	Villiers	Life
Louise	Walsh	Professional
Brigid	Wilkinson	Professional
Ann	Wilson	Professional
Deborah	Winton	Professional
Stephen	Wyatt	Professional

Non-Voting

Trudi	Aitken	Student
Michelle	Bloom	Student
Jonathan	Ferguson	Subscriber
Jonathon	Hazelton	Student
Heather	Lowery-Kappes	CDANZ
Angela	Young	Student

3. Apologies with Proxy Receipts and Allocations

Note: All have voted "Yes" to each of the Resolutions before the Meeting.

<i>Name</i>	<i>Member Type</i>	<i>Proxy Nomination</i>	<i>Votes</i>	
Catherine	Cunningham	Professional	Chair	Y x 4
Claire	Harvey	Professional	Mariana Joseph	Y x 4
Grace	Kinch	Professional	Mariana Joseph	Y x 4
Rick	Mason	Professional	Chair	Y x 4
Col	McCowan	Fellow	Wanda Hayes	Y x 4
Peter	Mcllveen	Fellow	Jennifer Luke	Y x 4
Donna	Naylor	Professional	Jennifer Luke	Y x 4
Julie	Street	Professional	Jennifer Luke	Y x 4
Linda	Terrell	Professional	Chair	Y x 4

4. Declaration of Meeting Quorum

As at 13 May 2021 there were 945 financial CDAA members. The Constitution requires that 5% of members present in person or by proxy constitute a quorum, which is 48. Eligible attendees by proxy and in person at this meeting total 67, therefore a quorum is declared.

Declared by Peter Mansfield, Returning Officer.

5. Apologies

<i>Name</i>		<i>Member Type</i>
John	Drake	Fellow
Mohanan	Morganan	Professional
Joanne	Shambler	Life

6. Minutes of the 2020 AGM

Minutes of the 2020 AGM had been provided to members prior to the meeting. Members were referred to pages 3-7 of the AGM Booklet.

National Secretary Mariana Joseph called for any matters arising. There were none.

It is resolved that the minutes as presented for the 2020 CDAA Annual General Meeting held by Online Meeting on 2 April 2020 are an accurate record of that meeting.

Moved: Mariana Joseph, Seconded Stephen Wyatt

The National Secretary called for a web poll of the motion and on the basis of the poll and proxy votes, declared the motion carried.

7. CDAA Annual Report 2020

Outgoing National President Wanda Hayes spoke to the meeting:

It's with a mixture of sadness and satisfaction that I present to you my final Annual Report as National President of the Career Development Association of Australia.

At the 2017 AGM, I listened to outgoing President Andrew Rimington's Annual Report, knowing he was about to hand over to me - and thinking "what have I done?!?". The wonderful Ann Villiers, my mentor and colleague, asked me the next day what I wished to achieve as President. I spoke with her last week, and she told me she didn't remember our conversation. But I have never forgotten it. I told her my biggest priority was to focus on serving our members to the best of our ability, and building a stronger community. I had a sense of needing to remind the members that we are all the CDAA. Anyone who attended a Division AGM at which I was an attendee in my first couple of years may remember me talking about this. The CDAA is not some "thing" that is separate from us. The CDAA is our community and every one of our members is an equal part of that community.

Now that I am at the end of my Presidency, it's not for me to say what my legacy will be. But I have used my final report to highlight some ways in which I believe we have become stronger together over the past four years. I commend that report to you - there is much in there to celebrate.

There is one particular thing I want to celebrate though. I want to celebrate the collaborative spirit of our Leadership Group. One thing I insisted upon at the start of my Presidency was for us all to formally acknowledge that our Leadership Group has two distinct but equally important arms - the NEC, with a focus on strategic direction and governance has decision-making responsibilities; the Division Presidents with a focus on member engagement has responsibilities around facilitating learning and connection. I chose to chair both groups for most of the last 4 years and have enjoyed working on both sides of our leadership team. It gave me the opportunity to work with so many talented and committed people: too many to name individually. Everything we have achieved has been a collaborative team effort. Thank you to all my Leadership Group colleagues - past and present!

I want to say a special thank you to Carole Brown who encouraged me to nominate for NEC - so long ago. I honestly wouldn't be here without her encouragement, inspiration and leadership.

I have also had the great good fortune to have a fantastic team of National Office staff working with our Leadership Group. It's important that we all recognise how valuable Peter, Georgia and Kay are to our Association.

Finally, I am going to single one person out, and I know he will hate this. Peter Mansfield has been my advisor, my supporter, my colleague, and my friend throughout the past four years. As the Leadership Group changed, he was the constant. Perhaps this is the most significant illustration of the value of having a competent and committed National Manager at the helm of the organisation. That continuity is invaluable to our Association. Because, while our Leadership Group consists entirely of volunteers, most of whom have demanding day jobs, it's Peter's day job to monitor the career development landscape, nationally and internationally. As a result, he has developed an amazing depth and breadth of knowledge about what's going on out there. And he and his team's availability to move quickly when issues and opportunities arise means that we are far more responsive, and are able to act far more strategically than we could when we were reliant almost entirely on volunteers - who were without doubt incredibly talented and committed, but the reality was they had to juggle the business of the CDAA with the demands of their own business or job. And I just want to remind everyone that National Office structure was there before I was President - I didn't create it - I just took advantage of it! So thank you again to Carole and Andrew before me, who worked so hard to put that in place.

It's time for me to stop talking.

I feel so confident in handing over to our new President - she has been working hard already, thinking about where the opportunities are for us to continue to grow. She will have her own challenges - different from mine. She has a fabulous team around her and I look forward to seeing how things take shape under her leadership. We are the CDAA - don't forget it. As long as we all work together we can do amazing things.

Wanda commended the Annual Report to the meeting, which was taken as read. Members were referred to pages 8-25 of the AGM Booklet, provided prior to the meeting. Questions or comments were invited, but there were none.

It is resolved that the CDAA Annual Report for 2020, inclusive of President's Report, Division Activity, Operations Plan Activity and Organisational Health, be accepted.

Moved: Wanda Hayes, Seconded: Mariana Joseph

The National President called for a web poll of the motion and on the basis of the poll and proxy votes, declared the motion carried.

8. CDAA Financial Report 2020

The Financial Report for the year ended 31 December 2020 including the Audit Report, had been provided to members prior to the meeting. Members were referred to pages 26-41 of the AGM Booklet.

National Treasurer Stephen Wyatt noted that the Association is in a sound financial position and thanked the National Manager for good management of the Association's finances. He called for any matters arising. There were none.

It is resolved that the CDAA 2020 Financial Report, inclusive of 2020 Statement of Accounts, 2020 Committee Member Payment Report and Auditor's Report be accepted.

Moved: Stephen Wyatt, Seconded: Kate Flaherty

The National Treasurer called for a web poll of the motion and on the basis of the poll and proxy votes, declared the motion carried.

9. CDAA Constitution Update

The recommended CDAA Constitution update with rationale had been provided to members prior to the meeting. Members were referred to pages 42 and 43 and Appendix 1 of the AGM Booklet. National President Wanda Hayes invited questions or comments, which were responded to.

It is resolved that the Section 4.5 of the CDAA Constitution; Discipline or Expulsion of members, be replaced with the recommended Section 4.5 Discipline of Members, as presented at the CDAA 2021 AGM.

Moved: Wanda Hayes, Seconded: Leonie Stanfield

The National President called for a web poll of the motion by Life, Fellow and Professional members and on the basis of the poll and proxy votes, declared the motion carried by the required 2/3rds majority.

10. Declaration of National Executive Committee for 2021-2022

Returning Officer Peter Mansfield confirmed that the election process and results were in accordance with the Constitution and Election Procedures. Members were referred to page 44 of the AGM Booklet.

The Returning Officer therefore declares Linda Jeffrey elected as National President, Mariana Joseph re-elected as National Secretary and Michelle Braham and Deborah Winton re-elected as General Committee Members for 2021-2023.

CDAA NEC for 2021 – 2022

Position	Member
National President	Linda Jeffrey
National Vice President	vacant
National Secretary	Mariana Joseph
National Treasurer	Stephen Wyatt
General Committee Member	Michelle Braham
General Committee Member	Kate Flaherty
General Committee Member	Leonie Stanfield
General Committee Member	Deborah Winton

The National Vice President position is a casual vacancy. *The Committee may appoint such additional Members as shall be necessary to fill any vacancy in the number to be elected and any Member so appointed shall be deemed to have been elected as a Committee member at the Annual General Meeting.*

11. Acknowledgement of Retiring Committee Members

Incoming National President Linda Jeffrey thanked retiring National President Wanda Hayes

AGM's are a time of change and, at this AGM only one term of office is ending. Sadly, that is the 4-year term of Wanda Hayes as National President. So, on behalf of you all, I offer my most sincere thanks to Wanda.

Reading through Wanda's final presidents report, the successes of her presidency are self-evident. The Association operates in a complex landscape with multiple and sometimes conflicting political and organisational agendas.

Wanda has astutely steered the CDAA ship with her passionate and genuine concern through sometimes turbulent waters over the past 4 years.

Her prime motivation has always been to support the interests of our members and all her decisions have had this motivation as a foundation stone.

To quote from her report, Wanda's first principle is always MEMBERS, MEMBERS, MEMBERS!! – and as a member I deeply appreciate this.

Wanda is an accomplished engager and connector; she's championed a culture of community and connection throughout her presidency - of like-minded individuals from diverse backgrounds working together towards shared objectives.

As a result, CDAA today is a strong and cohesive organisation, with robust governance, and is a valued and informed contributor to both National and International Career Development conversations.

We all know from our work with client groups the importance of self-efficacy. Wanda is a master of gently pushing people to develop their self-belief, encouraging them to aim high to maximise their potential. I've felt Wanda's 'gentle push' personally, and have watched Wanda nurture so many CDAA members, a number of whom are now serving within this leadership group. So, thank you again, for that Wanda.

Fortunately for us all, Wanda is not going to disappear in a puff of purple smoke! She will continue to be a valued contributor to our Association.

Many heartfelt thanks for all your commitment and hard work Wanda – and I'm really looking forward to raising a toast to you at the 2022 National Conference!

Thankyou.

A floral bouquet was delivered to Wanda Hayes earlier in the day, in appreciation.

12. Close Meeting

The incoming National President Linda Jeffrey thanked all members for their attendance and contribution via the chat line at the 2021 AGM. The meeting closed at 7.32pm (AEST).

Resolution:

It is resolved that the minutes as presented for the 2021 CDAA Annual General Meeting held by Online Meeting on 27 May 2021 are an accurate record of that meeting.

Moved: M Joseph

7. CDAA Annual Report 2021

National President Linda Jeffrey

Dear Colleagues

Firstly, can I say how delighted I am that so many of us are able to meet face-to-face at this, the 2022 CDAA AGM.

The last couple of years have not been easy; we all have individual stories about navigating the disruption of COVID and I know for some of you this has been particularly challenging. Whilst there are still uncertainties ahead, the fact that so many of you have been able to attend our 2022 AGM and National Conference is a significant step forward!

This year's annual report reflects a period of intensive membership consultation and strategic forward planning for CDAA, a consistent focus on maintaining and enhancing member services, and a keen NEC focus on facilitating highest standards of governance.

Strategic Planning

In line with the established CDAA planning cycle, and the expiry of the current 2018 – 2022 strategic plan, in the last 12 months your NEC has led an extensive process of consultation and consolidation to develop a new strategy which will guide CDAA forward over the next 4 years. NEC were painstaking in their efforts to consult widely with members and provided many opportunities for feedback to ensure our plans were in line with the reality of member needs. The finalised Strategic plan '*CDAA – Towards 2026*' was unanimously accepted by NEC at their 9th March 2022 meeting and is presented to you on pages 39-50 for endorsement at today's AGM. A 4-hr online Leadership Group meeting was held on 31st October 2021 with DP's, Divisional Reps, NEC, and National Office staff in attendance. This was a professional, enthusiastic, and collaborative meeting; consideration was given to how the career development landscape in Australia may develop over the next four years and delivered valuable insight and information to further inform and fine tune the draft strategic plan.

Membership and Member Services

CDAA Membership numbers have trended very positively over the last 12 months with many new individual, partner and staff members joining our vibrant CDAA community. To date, membership renewals are comparatively at the highest level in the last 4 years; this is an excellent result considering the challenging environment. Thanks in particular to Kay at National Office, who is so helpful when assisting new and existing members through the membership application and renewal process. Thanks also to our Membership Committee, led by Chris Summers, who volunteer their time to diligently review membership applications and ensure standards are upheld.

Divisional Committees, Divisional Presidents, National Executive Committee volunteers and National Office staff work hard to meet member needs, so these figures provide great motivation and reassurance that we are 'on track'. Heartfelt thanks to all leadership group and other members who step up and volunteer their time to support CDAA, please take time to review the Divisional Activity reports at pages 13-15. Despite lockdowns and very limited opportunity to meet face-to-face, your Divisional Presidents along with their Committees have been proactive and innovative over the last 12 months in maintaining a strong Professional Development offering and providing online opportunities for members to stay connected.

With the support of CDAA Vice-President Kate Flaherty, the Divisional Presidents led by Eleanor Pannall (SA) and Amanda McCue (ACT/NT), are currently working on a project to develop national online 'Communities of Interest' groups aimed at sharing knowledge and insight across specific sectors of our industry. The first 4 groups are focussed on the School Sector, Defence, Private Practitioners and Higher Education – please stay tuned to the National Newsletter for details.

As revealed in the last CDAA Newsletter, NEC felt that in conjunction with the next Strategic Plan it would be timely to have a "refresh" of the CDAA brand. The CDAA logo serves a dual purpose. It is an important representation of our Association but is also used by members as a representation of their professional status. We hope you like the new logo and find it a useful addition to your professional branding.

Driving continuous improvement to member services is a long-standing and fundamental goal of CDAA NEC. We are extremely pleased that in addition to the existing Public Indemnity cover provided as a CDAA member benefit, from 1 March 2022 we have negotiated the addition of \$20m Public Liability insurance cover for all CDAA Life, Fellow, Professional and Associate Members.

The CDAA Mentoring Program is a valued member service and has become a symbol of the collaborative ethos of CDAA, and the willingness of CDAA members to share their learning and experience with fellow members. The 2021 program completed with strongly positive feedback expressed by both Mentors and Mentees in the post-program survey. The 2022 CDAA mentoring program commenced in February; thanks to the work of Georgia at National Office, we have a record over 40 mentors & 40 mentees matched and starting their journey.

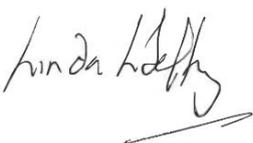
Governance

Providing strong and transparent governance to CDAA as an incorporated not-for-profit membership association, in line with our constitution and procedural guidelines, is a key responsibility of NEC. It is a responsibility we take very seriously and occupies a significant proportion of time in our meetings and in between-meeting discussions. Special thanks to our National Manager Peter Mansfield for always being available to provide his wise, informed, and objective perspective which adds such value to our discussions. National Secretary Mariana Joseph has been working over the past few months on a revision of our Association Procedures Handbook to streamline and update content; she has made great progress in tackling this substantial task. Members can access Association Procedures information on the CDAA website. CDAA is in a sound and stable financial condition, Stephen Wyatt our National Treasurer alongside our National Manager, has been highly effective in overseeing the probity of CDAA's finances. To support good governance, and to mitigate potential risk to your Association, NEC has established a risk register, and scheduled risk management reviews are now integrated into NEC meetings on an ongoing basis. NEC members have been actively representing CDAA nationally throughout the year; Kate Flaherty has attended CICA meetings as CDAA representative; Deborah Winton has represented CDAA on the VET Stakeholder Committee and will share this responsibility with Michelle Miller going forward. Leonie Stanfield continues to provide sage advice based on her valuable past experience in the not for profit sector. Thank you also to Michelle Braham for her contribution over the past year – Michelle has recently resigned from NEC to focus on her "day job" responsibilities.

This report provides a snapshot of CDAA in 2021-2022; we are a diverse and spirited community of individuals connected by a shared vision of maintaining excellence in our professional services and advocating for excellence across our industry. As detailed in the Strategic Plan, over the coming 4 years CDAA will champion best practice, support others to reach and maintain the highest standards of professional, ethical, and informed service, and engage with like-minded stakeholders to proactively promote the value of Career Development and the Career Development services provided by our members.

I hope the next 12 months are productive, interesting, and professionally satisfying for you all.

Kind regards



Linda Jeffrey

Division Activities

ACT.NT Division

A thank you to the previous committee and especially to Kate Flaherty for providing a very smooth transition and for all her fantastic, ongoing support. And big thanks to the current committee for their time and support throughout the year. The current make-up with differing levels of experience and backgrounds means that everyone is bringing something different and unique to it.

The unpredictable events of 2020 (bushfires, hailstorm, Covid-19) meant that we had to adapt to a new normal and adjust our plans accordingly. We still achieved our goal of delivering high quality PD, notably we delivered 2 national-level PD events (organised and delivered by Lisa and Susanne), facilitated a National Career Conversation event (facilitated by Kate), a very well-received webinar led by Ann and we maintained our regular Private Practitioner Network meetings. The transition was challenging but thanks to everyone's commitment went smoothly. There were also benefits to moving to online delivery, notably the ability and our decision to open up our PPNM to interstate and overseas members which has brought new insights and perspectives to our discussions.

Division members ably contributed to ongoing advocacy via media interviews and a video for National Careers Week. There were also three nominations for the National Awards for Excellence, which is a great achievement given the small size of the Division.

Amanda McCue
ACT.NT Division President

NSW Division

CDAA NSW Committee is pleased to present this report to outline our achievements in 2021.

In summary, in 2021 CDAA NSW Division delivered:

- 4 professional developments events (3 webinars and 1 half-day seminar)
- 3 networking events
- 1 government update
- 6.90% increase in membership
- New member engagement
- Establishment of CDAA NSW LinkedIn group (35% of membership are members)

Our success in the NSW Division this year is testament to the incredible team effort of all CDAA NSW Committee Members. I would like to thank all Committee Members for volunteering their time and for their valuable contribution this year. Our success is also testament to all our NSW Members who helped inform our plans by completing the CDAA NSW Division feedback survey at the start of the year, and who engaged actively in the CDAA NSW Division Events and in the CDAA NSW LinkedIn group throughout the year.

Juliana Dignam and Narelle Hess also served as the NSW Division representatives on the 2022 National Conference Planning Committee to provide a local perspective and support decision making for venue and keynote speakers. As we move closer to the 2022 National Conference, CDAA NSW Division members will provide greater input to support the local hosting and social activities.

This year also brought the NSW Government announcement in March of the establishment of Careers NSW. The CDAA NSW Division and CDAA National Manager actively engaged with representatives of Careers NSW and NSW Government to provide a CDAA perspective. The results of the pilot scheme in 2021-2022 will inform the roll-out of the full program from mid-2022.

Narelle Hess
NSW Division President

QLD Division

2021 was, as for most Divisions, the year of hybrid – a mix of online and in person events. It could have been a frustrating challenge, but I believe that the Queensland CDAA stepped up and delivered via both its committee and also its membership. The following is an overview of our hosted events and support provided to members:

- Online groups for Qld CDAA members
- Community of Practice monthly meetups
- The Real Future of Work 12 April – 7 May. National Event.
- National Careers Week 17 – 23 May
- Study Gold Coast Careers Festival
- National Career Conversation – Older Workers
- National Webinar – Linking Career Theory to Practice
- Online Symposium: Career, Workforce & Community in Regional Australia Online Symposium
- Online Good Theory Good Practice

The Perpetual QLD CDAA Volunteer Award was awarded to Tom Lillyman.

To all the Queensland committee, in any events that we were involved in together at different times this year, our teamwork was on display and it was always a pleasure working with you. At all times, it was about providing quality professional development and community support to attendees (and guests) at our events. Special mention also to Shayne Lorac-Moon as Qld CDAA Secretary for 2021. And thank you to two committee members leaving; Natasha Purcell and Donna Naylor.

Jennifer Luke
QLD Division President

SA Division

Division President Eleanor Pannall provided a verbal report to the 2021 SA Division AGM.

TAS Division

Many events across the Association have continued to be hosted online, in some states due to COVID restrictions, but also in recognition of the value of cross-pollination of ideas between Divisions. Tasmanian members have access to a greater range of PD events through this approach. In addition, the TAS Division has hosted:

January Introductions

Career Conversations: Julie Preston on Value-add careers services in Higher Education

The Real Future of Work Tas Discussion

Reading Rooms

Virtual Lunches

Networking Breakfasts

The work of the CDAA would not be possible without the tireless efforts of our Division Committee – thank you for your ongoing commitment and enthusiasm!

Julie Preston
TAS Division President

VIC Division

In what has been a year like no other our committee had a clear focus early on delivering a number of events in 2021 but had to make changes to align with the restrictions that have been in place for the better part of the year. We were able to reshape our planning and provided the following PD events:

- VIC: Speed Networking (Online & In Person) – 11 March
- The Real Future of Work (and how to respond) – VIC Discussion Group 22 April
- VIC Seminar: Mindflight7- Virtual Reality Career Inspiration – 15 June
- Webinar: Getting Your Message Out There – 3 August
- VIC E-Forum: Members Breakfast - Now Online – 27 August
- VIC E-Forum: Members Breakfast - Now Online – 15 October
- Webinar: Recruitment in 2021 – 28 October
- E-Forum: Career Conversation - Coming Out of Lockdown – 16 November
- 2021 CDAA VIC Division AGM – 18 November

Our regular engagement with the public through the SpotJobs Expo was Cancelled due to Covid-19 restrictions.

On behalf of the Victorian CDAA Division, I would like to thank Bruno Doring for his support on the committee over the past 2 years as secretary which has been invaluable to the committee and for me as President. We welcomed Gerard Torpy and Louise Walsh as new members of the committee in 2021. I would like to also acknowledge the work and support of the committee members throughout the year and have appreciated the support Frank Interrigi has provided as our secretary in 2021.

Alan Davies
VIC Division President

WA Division

Division President Bev Johnson provided a verbal report to the 2021 WA Division AGM.

CDA A HEALTH CHECK

2021



1156
MEMBERS

Up from 1118
Members in 2020

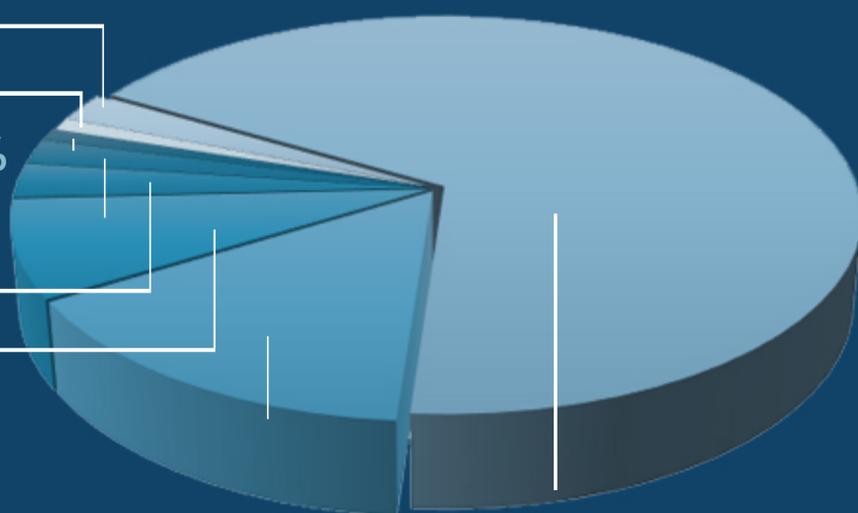


205
PARTNERS

Up from 184
Partners in 2020

MEMBERSHIP BY TYPE 2017 - 2021

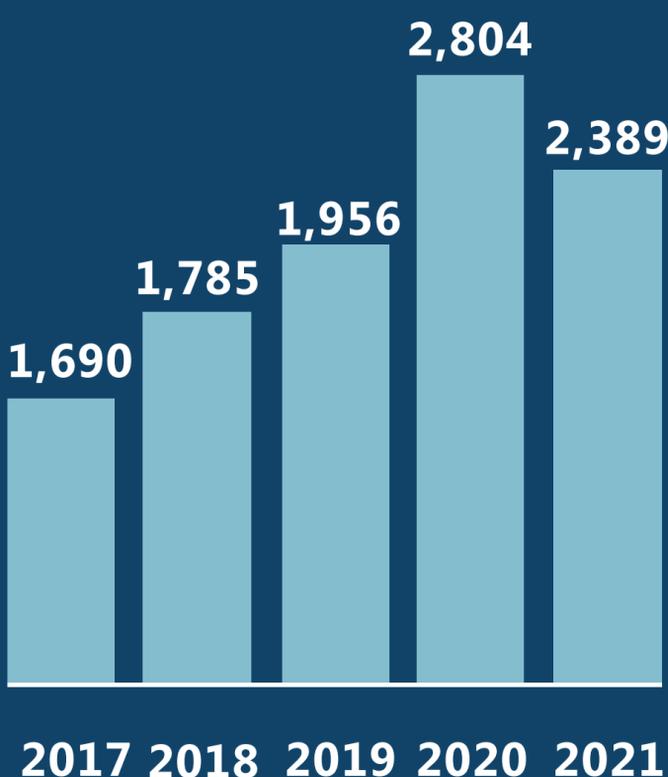
Fellow 2%
Life 1%
Affiliate & Honorary 1%
Retired 3%
Subscriber 4%
Student 7%
Associate 14%
Professional 68%



IN 2021, CDAA MADE A SURPLUS OF \$30.6k (pre audit)

In 2020, CDAA made a surplus of \$7.5k

PD EVENT ATTENDANCE



SOCIAL MEDIA PAGE LIKES

(Facebook, LinkedIn and Twitter)

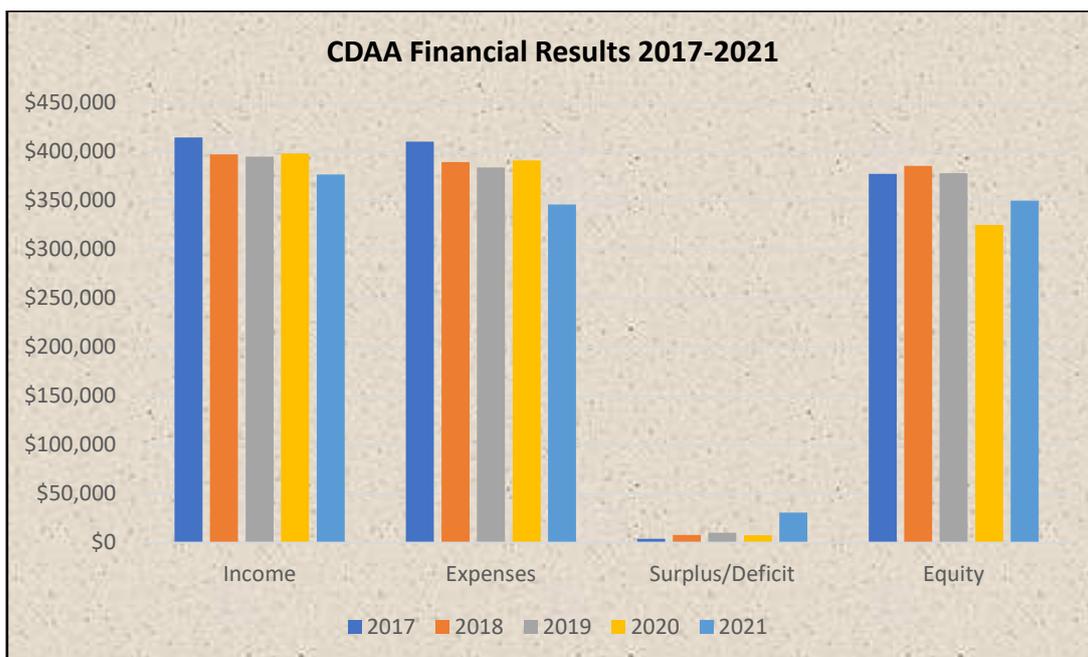


CDA “Health Check” at year-end 2021

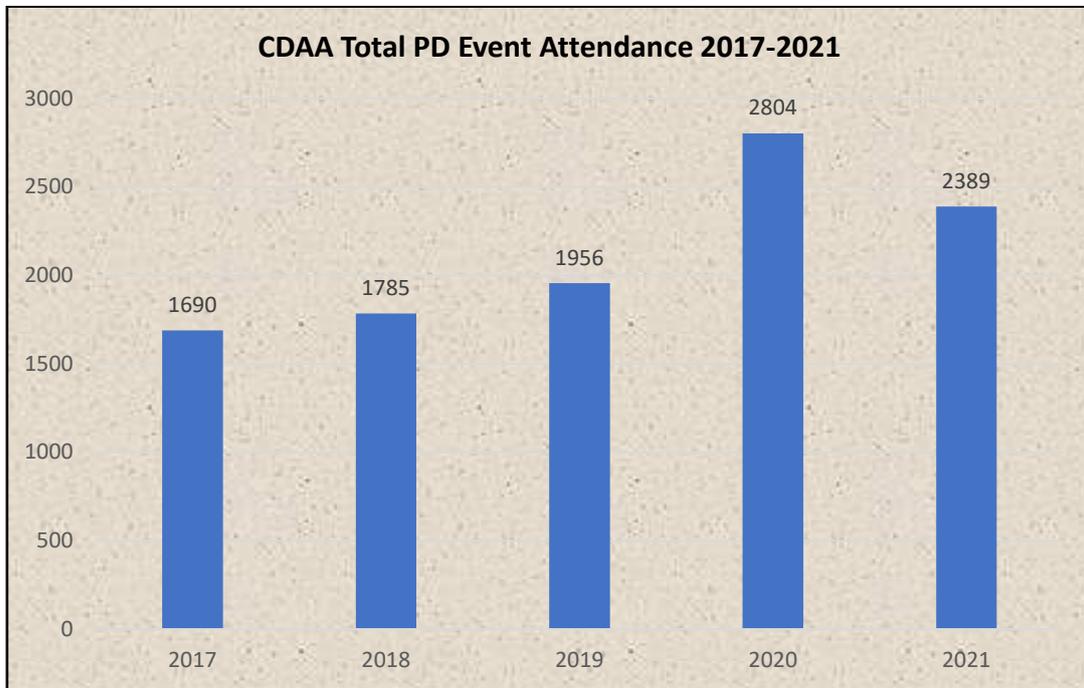
This report is a summary of trends in membership, finances, and engagement to 31 December 2021 within your CDA. Noting another difficult year that 2021 was, the trends are positive, and the organisation is in good health!



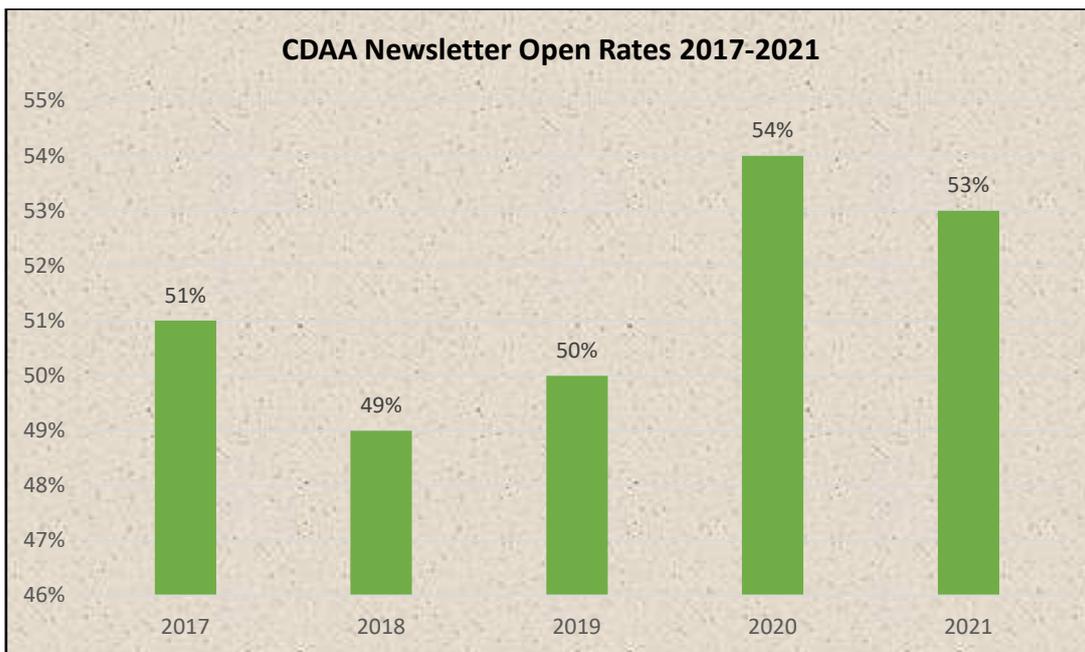
A 6% increase in total numbers at the end of 2021 compared with 2017; with a 3% drop in individual members and a 120% increase in corporate partners and their employees. This generally reflects the overall changes in the sector. New applications for membership remain steady.



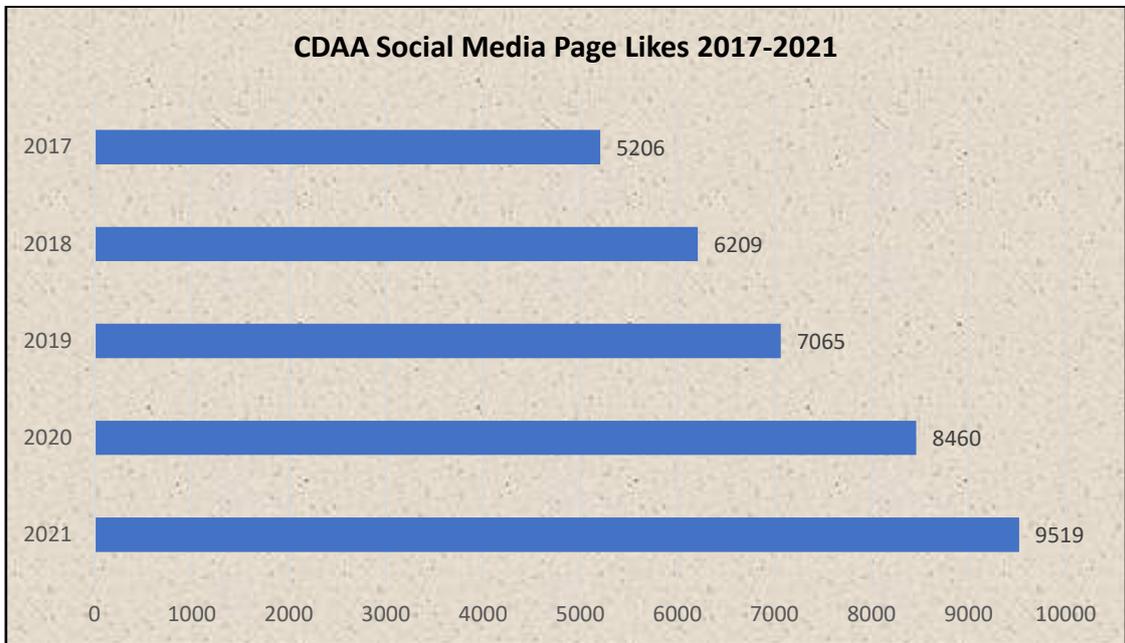
A stable and improving financial situation; with an increased surplus and equity in 2021, primarily due to expenses continuing to be carefully managed.



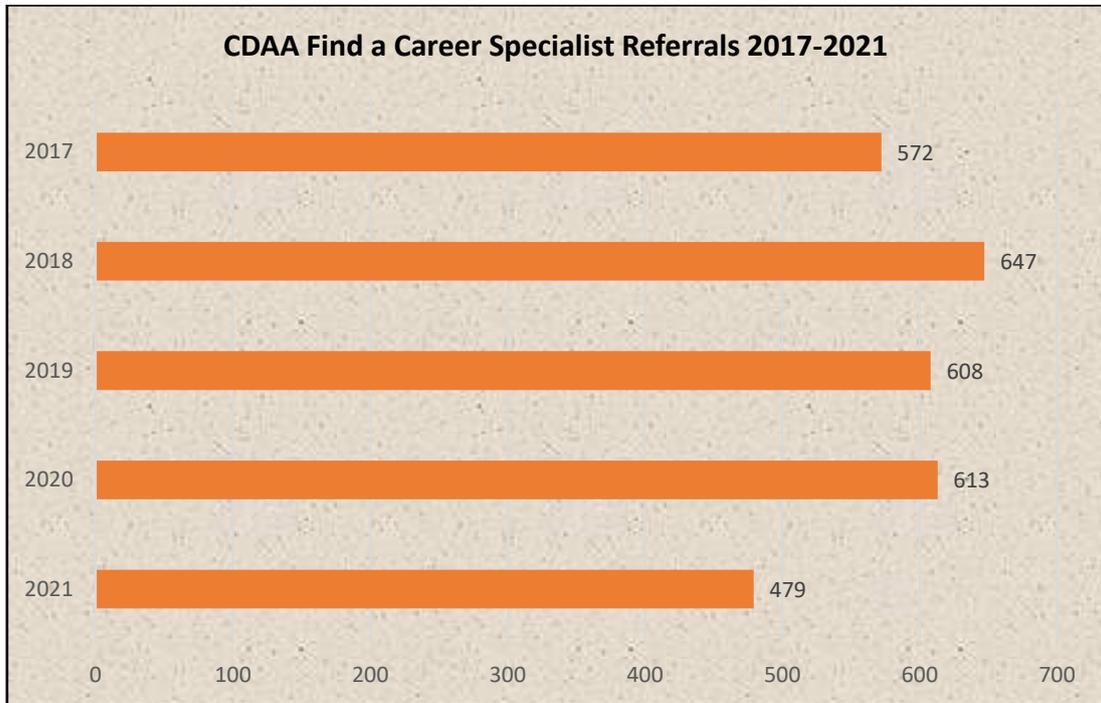
After the high of on-line events in 2020, a decrease in registrations for Division and National PD events in 2021; largely a result of less events being held due to COVID. An increase of 41% from 2017.



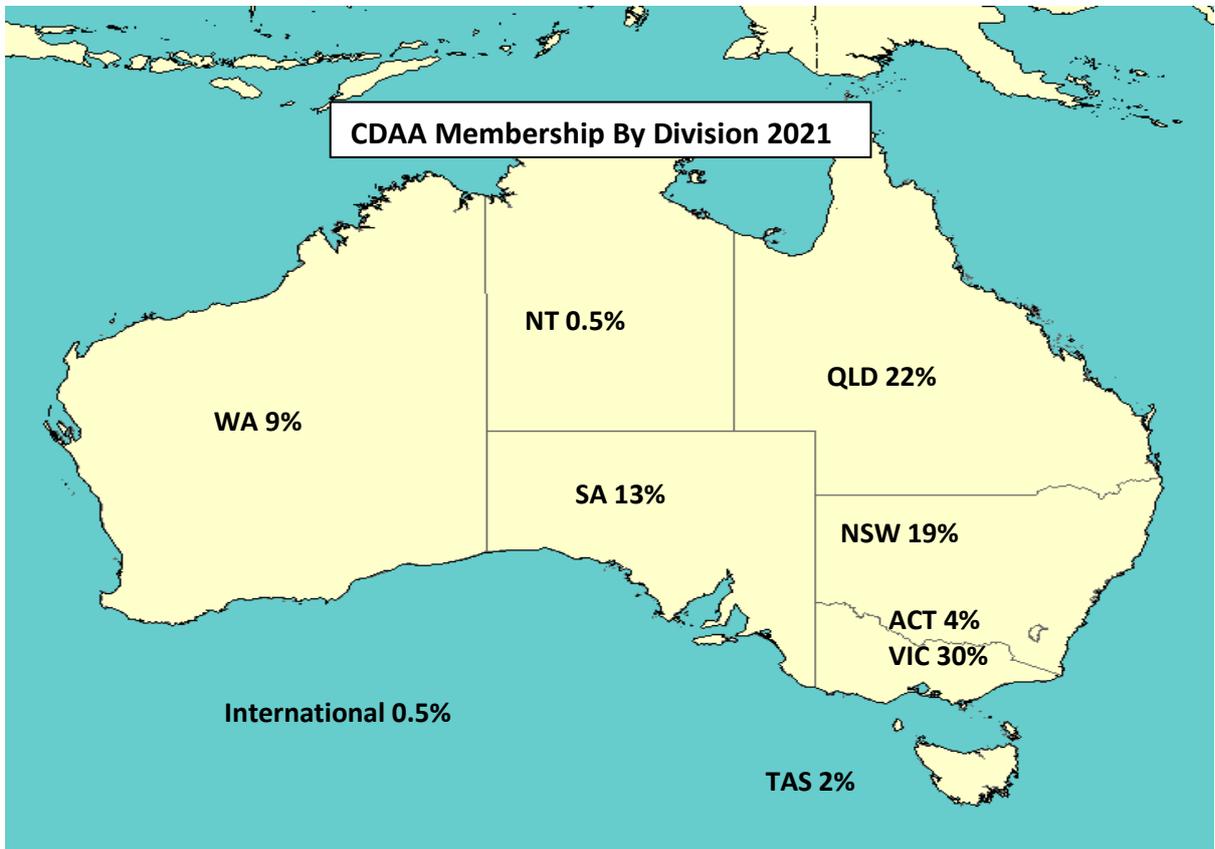
Engagement through Division and National e-newsletters remains consistent and continues to be very high by industry standards.



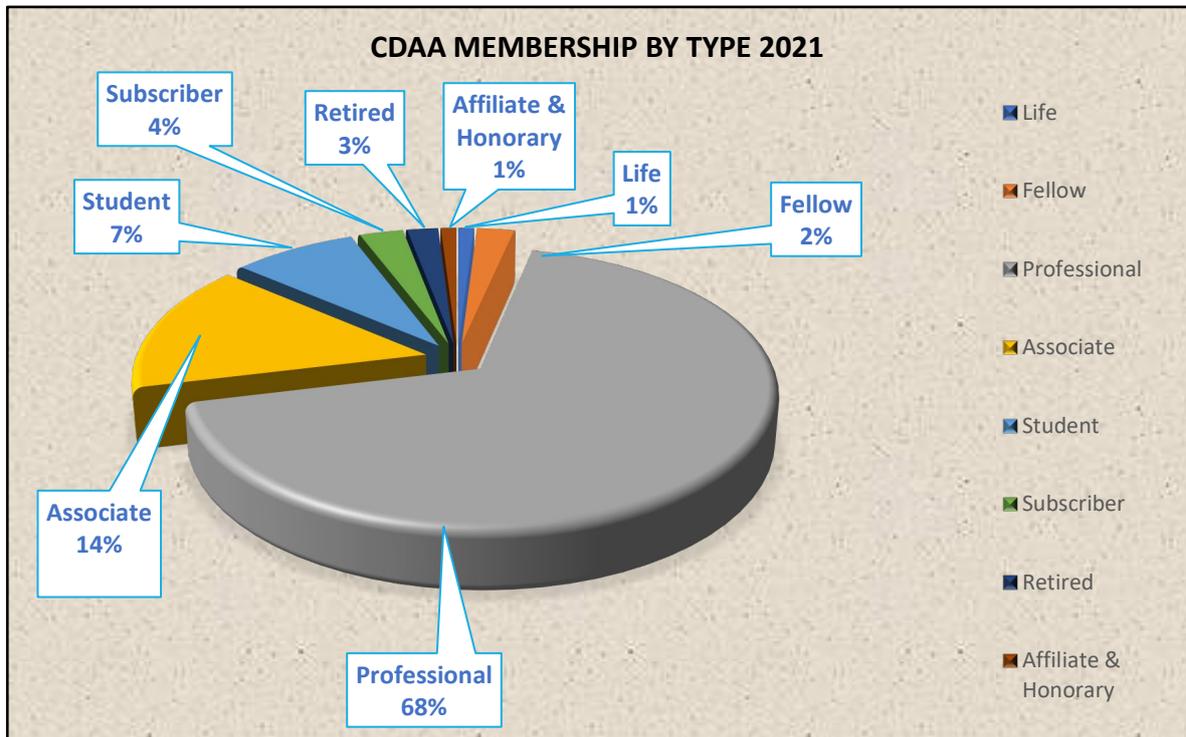
Engagement through social media and the website continues to grow.



The number of public referrals to members was 20% lower in 2021 than 2020. A significant drop occurred in the second half of 2021, which may have been due to the uncertainty caused by the pandemic.



The percentage of membership in each Division remains relatively consistent.



The percentage of each membership type remains relatively consistent.

End of CDAA 2021 Annual Report

Resolution:

It is resolved that the CDAA Annual Report for 2021, inclusive of President's Report, Division Activity, and Organisational Health, be accepted.

Moved: L Jeffrey

8. CDAA Financial Report 2021

National Treasurer Stephen Wyatt

Financial Statements

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

ABN 81 053 778 740

For the year ended 31 December 2021

Prepared by Lee Green & Co Pty Ltd

Contents

Committee's Report

Statement of Income & Expenditure

Statement of Financial Position

Notes to the Financial Statements

Statement by the National Executive Committee

Report by the National Executive Committee

Auditors' Report

Committee's Report

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC For the year ended 31 December 2021

Committee's Report

Your committee members submit the financial report of Career Development Association of Australian Inc ("the Association") for the financial year ended 31 December 2021.

Committee Members

The names of committee members throughout the year and at the date of this report are:

Linda Jeffrey - President	Michelle Braham (part year)
Kate Flaherty - Vice President	Michelle Miller
Mariana Joseph - Secretary	Leonie Stanfield
Stephen Wyatt - Treasurer	Deborah Winton

Principal Activities

The principal activities of the Association during the relevant financial year were supporting its membership through connecting, developing, promoting and growing the career development profession.

Significant Changes

There have been no significant changes in relation to the Association during the year.

Going Concern

This financial report has been prepared on a going concern basis which contemplates continuity of normal activities and the realisation of assets and settlement of liabilities in the ordinary course of those activities. The ability of the Association to continue to operate as a going concern is dependent upon the ability of the Association to generate sufficient cashflows from operations to meet its liabilities. The Committee of the Association believe that the going concern assumption is appropriate.

Operating Result

The operating surplus for the financial year amounted to \$30,653 (2020: \$1,506).

The Committee's Report is signed in accordance with a resolution of the National Executive Committee:



Linda Jeffrey (President)



Stephen Wyatt (Treasurer)

Date 14 / 04 / 2022

Date 14 / 04 / 2022

Statement of Income & Expenditure

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

For the year ended 31 December 2021

	NOTES	2021	2020
Income			
Membership Fees	9	329,010.38	322,931.04
Professional Development	10	25,210.60	24,432.27
Advertising and Sponsorship		1,363.61	886.35
Sponsorship		-	6,163.64
2021 Real Future of Work income		17,723.01	-
Cash Boost Stimulus		-	41,388.00
Employment Options		300.00	-
Total Income		373,607.60	395,801.30
Other Income			
Bank Interest Received		600.35	2,058.12
Consultancy		818.19	1,118.19
Web Store Sales		1,860.20	868.05
Total Other Income		3,278.74	4,044.36
Total Income		376,886.34	399,845.66
Expenditure			
Accounting & Auditing		2,095.00	2,045.00
Administration Sundry		156.50	222.05
Advocacy		1,756.22	436.60
Association Insurance		9,913.41	7,226.94
Bank Fees		263.15	575.82
Bookkeeper		13,018.00	11,940.62
CDAACDANZ Collaboration		-	8,558.24
Collateral and Promotion		544.67	957.18
Depreciation		1,532.63	2,530.13
Division Engagement		95.26	506.60
Employee Expenses	11	214,121.50	210,677.48
Honorariums		12,650.00	10,560.00
International Affiliation fees		197.86	225.24
IT Subscriptions		8,265.03	6,121.21
IT Support		8,923.43	281.50
Membership Services	12	44,146.66	80,038.12
Merchandise		-	2,623.40
NEC & DP Sundry		300.82	202.34
Professional Development Costs	13	10,287.87	6,598.44
Postage & Couriers		183.51	1,490.18
Rent & Storage		2,158.64	28,266.24
2020 Roadshow Expenses Not Refunded		-	5,497.10
Stationery & Printing		898.34	1,632.51
Store Sales Expenses		174.11	226.68

The accompanying notes form part of these financial statements. These statements should be read in conjunction with the attached audit report.

	NOTES	2021	2020
Telephone		2,015.46	1,137.50
Ethics Committee Legals		-	4,840.00
2021 Real Future of Work		1,635.68	-
2021 Cancelled Conference Expenses		-	2,922.65
CDAA Brand Refresh		7,500.00	-
Find a Career Specialist upgrade		3,400.00	-
Total Expenditure		346,233.75	398,339.77
Current Year Surplus/ (Deficit)		30,652.59	1,505.89

The accompanying notes form part of these financial statements. These statements should be read in conjunction with the attached audit report.

Statement of Financial Position

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

As at 31 December 2021

	NOTES	31 DEC 2021	31 DEC 2020
Assets			
Current Assets			
Cash and Bank Accounts	2	402,635	385,678
Prepayments	3	30,022	14,519
Trade and Other Receivables	3	-	45
GST Receivable		2,451	-
Total Current Assets		435,107	400,241
Non-Current Assets			
Electronic Equipment & Furniture	5	5,158	2,683
Total Non-Current Assets		5,158	2,683
Total Assets		440,265	402,924
Liabilities			
Current Liabilities			
Trade and Other Payables	6	963	1,520
Employee Provisions	8	13,693	12,126
GST Payable		-	3,390
Revenue Received in Advance	7	64,429	55,362
Total Current Liabilities		79,085	72,397
Non-Current Liabilities			
Provision for Long Service Leave	8	11,248	11,248
Total Non-Current Liabilities		11,248	11,248
Total Liabilities		90,333	83,645
Net Assets		349,932	319,279
Equity			
Retained Earnings - National		319,279	317,773
Current Year Earnings		30,653	1,506
Total Equity		349,932	319,279

The accompanying notes form part of these financial statements. These statements should be read in conjunction with the attached audit report.

Notes to the Financial Statements

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

For the year ended 31 December 2021

1. Summary of Significant Accounting Policies

These Financial Statements are a special purpose financial report prepared in order to satisfy the financial reporting requirements of the *Associations Incorporation Act 1985*. The Committee has determined that the Association is not a reporting entity.

The Financial Statements have been prepared on an accruals basis in order to recognise the transactions in the period to which they correctly relate. The statements show more than just the receipts and payments for the year and are based on historic costs, so do not take into account changing money values or, except where stated, specifically, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these Financial Statements.

Accounts Receivable and Other Debtors

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from donors. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Property, Plant and Equipment (PPE)

Computer equipment, furniture and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the Association commencing from the time the asset is held ready for use.

Accounts Payable and Other Payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

Employee Provisions

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee provisions have been measured at the amounts expected to be paid when the liability is settled.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the assets and liabilities statement.

Income Tax

The Association is exempt from Income Tax, under the Income Tax Assessment Act 1997.

	2021	2020
2. Cash and Cash Equivalents		
CBA National A/C #6100	201,979	185,022
CBA Term Deposit #9548	200,655	200,655
Total Cash and Cash Equivalents	402,635	385,678

	2021	2020
3. Prepayments		
Prepaid Insurance	5,022	8,240
Prepaid Website Service Fee	-	6,279
Trade Receivables	-	45
Total Prepayments	5,022	14,564

	2021	2020
4. Intangibles		
Membership system (2016)	-	54,100
Accum Depn 2016 CDAA Website	-	(54,100)
Total Intangibles	-	-

	2021	2020
5. Electronic Equipment & Furniture		
Furniture at cost	7,300	7,300
Accum Depn Furniture	(6,271)	(5,541)
Computers and Electronic Equipment	3,915	7,526
Accum Depn - Computers and Electronics	(3,793)	(6,602)
Total Electronic Equipment & Furniture	1,150	2,683

	2021	2020
6. Trade and Other Payables		
Trade Creditors	963	1,520
Total Trade and Other Payables	963	1,520

	2021	2020
7. Revenue Received in Advance		
Associate Membership	5,905	264
Fellow Membership	1,206	-
Professional Membership	43,083	327
Revenue received in Advance	-	54,707
Retired Membership [21060]	355	64
Student Membership	1,927	-
Subscription Membership	1,737	-
Total Revenue Received in Advance	54,214	55,362
	2021	2020

8. Employee Provisions

Current Entitlements		
Provision for Annual Leave	12,228	10,071
Unpaid Superannuation	1,466	2,055
Total Current Entitlements	13,693	12,126
Non-Current Entitlements		
Provision for Long Service Leave	11,248	11,248
Total Non-Current Entitlements	11,248	11,248
Total Employee Provisions	24,941	23,374
	2021	2020

9. Membership Fees

Professional Membership	(229,037)	(227,518)
Associate Membership	(34,192)	(35,839)
Fellow Membership	(7,494)	(9,307)
Student Membership	(6,700)	(5,976)
Subscription Membership	(7,480)	(6,427)
Retired Membership	(2,198)	(2,297)
Corporate Partnership	(37,532)	(30,019)
Joining Fees	(4,378)	(5,549)
Total Membership Fees	(329,010)	(322,931)

	2021	2020
10. Professional Development		
PD National Income	(2,023)	(2,714)
PD NSW Income	(7,359)	(3,850)
PD VIC Income	(2,896)	(891)
PD QLD Income	(3,146)	(4,287)
PD SA Income	(2,250)	(755)
PD WA Income	(6,855)	(8,659)
PD TAS Income	-	(323)
PD ACT Income	(682)	(2,955)
Total Professional Development	(25,211)	(24,432)
	2021	2020
11. Employee Expenses		
Wages & Salaries	190,392	185,735
Superannuation Expense	18,457	17,514
Annual Leave provision	2,157	(2,375)
Long Service Leave Provision	-	7,319
WorkCover Levy	1,256	1,161
Staff Training	1,563	589
Staff Employment Sundry	297	734
Total Employee Expenses	214,122	210,677
	2021	2020
12. Membership Services		
ACP Magazine Editor	-	10,574
Dep'n on Membership Software	-	5,635
Membership Bank Fees	4,624	4,724
Members PI and PL Insurance	24,445	23,752
Membership Services Sundry	-	81
Membership Software Upgrade	-	25,520
Other Subscriptions	-	403
Service Fee Mem. Software	15,078	9,349
Total Membership Services	44,147	80,038

These notes should be read in conjunction with the attached audit report.

	2021	2020
13. Professional Development Costs		
PD National Expenses	2,244	520
PD NSW Expenses	3,155	1,759
PD VIC Expenses	273	90
PD QLD Expenses	635	121
PD SA Expenses	609	44
PD WA Expenses	3,373	3,815
PD ACT Expenses	-	250
Total Professional Development Costs	10,288	6,598

Statement by the National Executive Committee

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

For the year ended 31 December 2021

The National Executive Committee of Career Development Association of Australia Inc, certifies that the Financial Statements attached to this certificate give a true and fair view of the financial position and performance of Career Development Association of Australia Inc during and at the end of the financial year of the Association ending on 31 December 2021.

Having made sufficient enquiries, the National Executive Committee has reasonable grounds to believe that Career Development Association of Australia Inc will be able to meet its debts as and when they fall due.

This statement is made in accordance with a resolution of the National Executive Committee.



Signed: Linda Jeffrey, President

Dated: 14/ 04 / 2022



Signed: Stephen Wyatt, Treasurer

Dated: 14/ 04 / 2022

Report by the National Executive Committee

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

For the year ended 31 December 2021

In accordance with Section 35(5) of the *Associations Incorporation Act 1985*, the National Executive Committee of Career Development Association of Australia Incorporated hereby states that during the year ended 31st December 2021:

(i) no officer of the Association;

(ii) no firm of which the officer is a member; and

(iii) no body corporate in which an officer has a substantial financial interest,

has received or become entitled to receive a benefit as a result of a contract between the officer, firm or body corporate and the Association.

No officer of the Association has received directly or indirectly from the Association any payment or other benefit of a pecuniary value, except for the following:

Officer	Item	Amount (\$)
Michelle Braham	Honarium – Executive Committee Member	550
Alan Davies	Honarium – Division President	550
Kate Flaherty	Honarium – National Vice-President	550
Narelle Hess	Honarium – Division President	550
Linda Jeffrey	Honarium – National President	5,500
Bev Johnson	Honarium – Division President	550
Mariana Joseph	Honarium – National Secretary	550
Jennifer Luke	Honarium – Division President	550
Amanda McCue	Honarium – Division President	550
Michelle Miller	Filled Casual Vacancy	0
Eleanor Pannall	Honarium – Division President	550
Julie Preston	Honarium – Division President	550
Leonie Stanfield	Honarium – Executive Committee Member	550
Deborah Winton	Honarium – Executive Committee Member	550
Stephen Wyatt	Honarium – National Treasurer	550
	Total	12,650

This report is made in accordance with a resolution of the National Executive Committee.



Linda Jeffrey - President

Dated: 14 / 04 / 2022



Stephen Wyatt - Treasurer

Dated: 14 / 04 / 2022

Auditors' Report

CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC

For the year ended 31 December 2021

Independent Auditors' Report to the members of the Association

We have audited the accompanying financial report, being a special purpose financial report, of CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC (the Association), which comprises the committee's report, the statement of financial position as at 31 December 2021, the income and expenditure statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certification by members of the committee on the financial statements giving a true and fair view of the financial position and performance of the Association.

Committee's Responsibility for the Financial Report

The committee of CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC is responsible for the preparation and fair presentation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the *Associations Incorporation Act 1985* and is appropriate to meet the needs of the members. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's record keeping, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Committee, as well as evaluating the overall presentation of the financial report. We have obtained all of the information and explanations we have required.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC as at 31 December 2021 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the *Associations Incorporation Act 1985*.

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to assist CAREER DEVELOPMENT ASSOCIATION OF AUSTRALIA INC to meet the requirements of the *Associations Incorporation Act 1985*. As a result, the financial report may not be suitable for another purpose.

Auditors' signature:



Auditor's address: 190 Fullarton Road, Dulwich SA 5065

Dated: 14 / 4 / 2022

CDAА 2022 Budget vs 2021 and 2020 Actual

BUDGET LINE	2020	2021	2022 Budget
INCOME			
Membership Fees	292,913.00	293,000.00	304,000.00
Corporate Partnership Fees	30,019.00	42,000.00	43,000.00
Professional Development	24,434.00	23,390.00	25,000.00
2021 Real Future of Work		17,300.00	
2022 Sydney Conference			20,000.00
Advertising and Sponsorship	886.00	1,300.00	1,300.00
Web Store Sales	868.00	1,250.00	1,100.00
COVID19 Support	41,388.00		
Bank Interest Received	2,058.00	800.00	800.00
Consultancy	1,118.00	1,000.00	1,000.00
TOTAL INCOME	393,684.00	380,040.00	396,200.00
EXPENSES			
Membership Services	58,380.00	51,000.00	63,885.00
Professional Development	6,599.00	9,640.00	9,500.00
2020 Roadshow	5,497.00		
2021 Cancelled Conference	2,923.00		
2021 Real Future of Work		1,700.00	
Web Store	227.00	160.00	220.00
Engagement & Advocacy	1,169.00	2,400.00	2,400.00
NEC & DP	10,762.00	10,500.00	13,200.00
Administration	63,189.00	42,850.00	38,950.00
Staff Employment	210,677.00	225,000.00	231,643.00
TOTAL OPERATING EXPENSES	359,423.00	343,250.00	359,798.00
Operating Surplus (Deficit)	34,261.00	36,790.00	36,402.00
Operating Surplus as % of Income	8.70%	9.68%	9.19%
Project Income	6,164.00		
Project Expenses	38,919.00	6,138.00	
Provision for Research Projects			15,000.00
Provision for CDAА Brand Refresh			10,500.00
Provision for NEC face to face meeting			9,800.00
Total provision for Projects			35,300.00
Net Surplus (Deficit)	1,506.00	30,652.00	1,102.00

End of Financial Report

Resolution:

It is resolved that the CDAА 2021 Financial Report, inclusive of 2021 Statement of Accounts, 2021 Committee Member Payment Report and Auditor's Report be accepted.

Moved: S Wyatt

9. CDAA Strategic Plan 2022-2026

National President Linda Jeffrey



CDAA STRATEGIC PLAN - TOWARDS 2026 – *For Ratification*

Part 1 – Summary

Part 2 – Complete Plan

CDAA STRATEGIC PLAN - TOWARDS 2026 Part 1 - Summary

CDAA – WHO WE ARE

We are a vibrant, passionate, and connected professional community of multi-sectoral career development practitioners and like-minded partners. We are committed to supporting all Australians at all stages of their working lives, and proud of the positive impact Career Development creates in the lives of our clients.

CDAA – WHAT WE DO

We support each other in developing and improving delivery of equitable access for all Australians to professional, ethical, informed and individually appropriate Career Development services.

CDAA - OUR DESTINATION 2026 - Strategic Outcomes

Professional Identity

Members are recognised and respected by the Australian and International community for highest standards in career development practice, looking outwards as well as inwards to build collaborative alliances to champion the value of Career Development.

Results:

- ❖ A program and process to continue to promote professional identity to governments, other organisational stakeholders, and the public; through activities such as responding to submissions, supporting appropriate initiatives, awards for excellence, advising members of business or grant opportunities and promoting the value of career development.
- ❖ A program and process to communicate and embed the value of career development amongst all stakeholders, creating a culture in which CDAA and all members can contribute.
- ❖ A map of all stakeholders in career development (local and international) to be able to identify alliances/partnerships that will potentially be of mutual benefit, and then design and implement a plan to engage.
- ❖ A program to increase the focus on member professional excellence, including definition(s), how to measure, how to support continuous improvement and the relationship to the Framework for Excellence and the Standards.

Members and Community

Members have pride in belonging to a cohesive multi-sectoral association. They have a sense of connectivity, an understanding of their colleagues' expertise and engage with each other within and across sectors, to network, connect and share best practice.

Results:

- ❖ An understanding of the convergence of 'people-centred' work strands among previously siloed industries and the role of wellness and social equity in career development practice. With a process to educate members as to opportunities.
- ❖ A plan for how CDAA can improve opportunities for networking and information sharing between members and implement additional initiatives to increase member participation in Divisional and National activities.
- ❖ A review of the CDAA membership categories, criteria, and relationship between categories. Also, consideration of how best to recognise, celebrate and potentially leverage the experience of long-term members. Thirdly, to consider any additional opportunities to attract and retain members.
- ❖ An internal system and/or process that will identify the specialities, expertise, and practice of all members, that can be used by members when extra assistance may be required.
- ❖ A significant improvement to an existing, or the addition of a new, product or service for Members.
- ❖ A significant improvement to an existing, or the addition of a new, product or service for Partners.
- ❖ The current opportunities for member connectivity and engagement continue and are improved as practical.

Research, Innovation, and Information

Members are engaged in generating and have ready access to, information on research outcomes, innovations, and up-to-date resources to maintain currency of knowledge, meet evolving professional development needs and support best practice.

Results:

- ❖ Continually updated CDAA website information for both members and the public, including for example; definitions, value, and role of career development, latest research, tools, and resources.
- ❖ Further research facilitated to demonstrate the efficacy of career development in the Australian context, with the resulting evidence distributed broadly.
- ❖ A program developed to stimulate and extend the engagement of CDAA members with research and innovative practice, including PhD students.
- ❖ Continue to provide a CPD program that is relevant, current, and accessible.
- ❖ Recommendations for the purpose, scope, and key activities of the CDAA CPD program, in the context of the likely future industry landscape for CPD and CDAA's size, resources and reach.
- ❖ Once the purpose, scope, and key activities of the CDAA CPD program are confirmed, determine how to best manage the program going forward.

Governance and Management

Robust governance processes through engaged leadership ensure financial sustainability, transparency, and positive repute. Coordinated administration processes through an efficient and approachable National Office support members at all stages of their membership journey.

Results:

- ❖ Recommendations as to future the purpose, scope, and key activities of CDAA, in the context of the likely future industry landscape and CDAA's size, resources and reach.
 - ❖ Recommendations as to the future CDAA leadership structure and roles in the context of the recommended future purpose, scope, and key activities of the association.
 - ❖ Recommendations as to the future of the CDAA Partner program in the context of the recommended future purpose, scope, and key activities of the association.
 - ❖ Identify new streams of income to provide extra revenue to fund new Association activities and develop an implementation plan.
 - ❖ Exploration with CICA and CICA-member organisations, to enhance relationships to facilitate a collaborative approach, and better leverage our different roles, to the advantage of all.
 - ❖ A review of the governance and management processes of the Association to ensure modern practice, clear procedural guidelines, succession planning, appropriate leadership, comprehensive risk management and the modelling of a values-led organisation.
 - ❖ A review of the latest technology and practices available for membership administration and communication, to ensure ongoing efficient and supportive membership processes.
 - ❖ A survey of new and cancelling members to determine consistent reasons and enable the development of strategies for continuous improvement in member relations.
-



CDAA STRATEGIC PLAN - TOWARDS 2026 Part 2 – Complete Plan

CDAA – WHERE WE ARE GOING

CDAA – Towards 2026 is a strategic view of what the CDAA aims to undertake over the next 4 years. Our intention is to reflect the significant changing environment that CDAA members will navigate over this time and give consideration to how the CDAA should be structured and what services should be provided to best support members. Previous CDAA strategy was founded on the “Four Pillars of Excellence”, being Leadership, Research, Practice and Policy; this valuable framework is carried through in our new plan and is incorporated into the new Strategic Outcomes.

Member engagement is one of the key strengths of CDAA: our members are CDAA. Successful execution of *CDAA – Towards 2026* anticipates and relies on rich engagement by passionate and enthusiastic members, finding innovative ways to contribute and achieve the outcomes this plan aspires to.

CDAA – Towards 2026 is a ‘living document’ and so will be reviewed at key points: the Strategic Outcomes, in the context of the changing landscape, will be reviewed in 2024; the Strategies will be reviewed annually and adjusted as necessary.

Many ideas came forward in the initial consultation for this plan, however it is acknowledged that continual work is required to determine the model which will best serve members and their client groups in a changing environment. Therefore, along with strategies to enhance current membership benefits, this plan includes ongoing consideration of “where to next” for CDAA.

CDAA – WHO WE ARE

We are a vibrant, passionate, and connected professional community of multi-sectoral career development practitioners and like-minded partners. We are committed to supporting all Australians at all stages of their working lives, and proud of the positive impact Career Development creates in the lives of our clients.

CDA – WHAT WE DO

We support each other in developing and improving delivery of equitable access for all Australians to professional, ethical, informed and individually appropriate Career Development services.

CDA – OUR DESTINATION 2026 - Strategic Outcomes *(to be reviewed 2024)*

Professional Identity

Members are recognised and respected by the Australian and International community for highest standards in career development practice, looking outwards as well as inwards to build collaborative alliances to champion the value of Career Development.

Members and Community

Members have pride in belonging to a cohesive multi-sectoral association. They have a sense of connectivity, an understanding of their colleagues' expertise and engage with each other within and across sectors, to network, connect and share best practice.

Research, Innovation, and Information

Members are engaged in generating and have ready access to, information on research outcomes, innovations, and up-to-date resources to maintain currency of knowledge, meet evolving professional development needs and support best practice.

Governance and Management

Robust governance processes through engaged leadership ensure financial sustainability, transparency, and positive repute. Coordinated administration processes through an efficient and approachable National Office support members at all stages of their membership journey.

CDAА - OUR JOURNEY 2022-2026 - Changing Landscape *(to be reviewed 2024)*

The career development landscape is constantly changing. When developing this Strategic Plan, the CDAА Leadership Group has canvassed views of members and thought leaders and notes the following changes as likely over the next 4 years:

Career Development in Society – Recent shifts seen in the world of work will continue, with governments, industry and employers having an increasing appetite for career development services. Driven by this appetite the public perception of the existence and value of career development, and by extension, the demand for career development practitioners, will further increase.

Within this greater focus on career development there is likely to be a further stratification of services with those who are disadvantaged or without resources to be catered to by government programs, and those with the requisite resources be looking to their employers or private career practitioners for assistance. In either situation there is likely to be an increased need for qualified career practitioners.

With increased focus on career development, more individuals will realise that career development interventions are not just of value in the usual ‘touchpoints’ (school, first job, redundancy /unemployment), but as an ongoing asset to support a fulfilling working life. To help cement this change, even more factual evidence about the value of career development needs to be researched and promoted.

It is predicted that a number of the ‘people-centred’ work strands, (i.e., workforce management, human resources, recruitment) as well as social equity and wellness will begin to merge, and so our members will need to have an understanding of these various components, how they intersect and how they can help clients at all levels navigate and benefit.

The long-term impact of COVID-19 is unknown, however authoritative commentary points to the pandemic having continuing effects, both on career development practitioners and general society. There has been a paradigm shift from ‘always in the office’ to remote work. The impacts of lockdowns, losing work hours, reduced business, mental and physical fatigue will likely continue as critical factors.

Environmental Change – Globally, climate change will continue to impact governments, businesses, and individuals, triggering a period of significant transition. New industries and jobs are emerging, and others are declining. Career Development Practitioners have the skills and expertise to proactively contribute, to work with individuals and organisations to facilitate effective transitions to deliver sustainable growth and decent work.

Technological Change – There will be continuing significant changes in the technology available to manage careers and career development services. This complexity and sophistication will impact all parties – organisations, individuals, and career practitioners.

CDAA Membership - Increasing commercialisation of career development is likely; services being provided by larger corporates, with CDAA members contracted to deliver the services. CDAA members (especially Professional members), will be sought out by those companies who are successful in winning government/industry contracts. The diversity of the CDAA membership practice, (specialities, industries, business models, delivery methods) should make us the ‘first choice’ for those seeking contractors/employees, however this potential increase in demand may challenge the ability to fulfil all requests.

Ongoing changes in the world of work and technology will require those guiding students & graduates especially to update and maintain current knowledge. The increasing appetite for career development services will be reflected in the education environment, with increasing emphasis at primary school level. Again, the increase in demand for appropriately qualified and experienced career practitioners will occur in education.

A trend towards the mandating of post graduate qualifications for career practitioners is likely to continue and may affect a significant number of members.

To be able to work in this changing landscape a new or improved concept of professional development will be required. Networking and knowledge of our collective capabilities will become more important in this new landscape, however there will also be times when our members find themselves in competition with each other for work.

CDAA - OUR MAP 2022-2026 – Actions *(to be reviewed annually)*

Professional Identity

Members are recognised and respected by the Australian and International community for highest standards in career development practice, looking outwards as well as inwards to build collaborative alliances to champion the value of Career Development.

No.	Action	Results	By When	Who
1.	Develop a program for ongoing engagement with governments and other stakeholders.	A program and process to continue to promote professional identity to governments, other organisational stakeholders, and the public; through activities such as responding to submissions, supporting appropriate initiatives, awards for excellence, advising members of business or grant opportunities and promoting the value of career development.	Program developed by December 2022 and rolled out from 2023.	A member project team led by an NEC member and comprised of National Manager and appropriately experienced members.
2.	Strengthen communication about career development.	A program and process to communicate and embed the value of career development amongst all stakeholders, creating a culture in which CDAA and all members can contribute.	Program planned by December 2022 and rolled out from 2023.	A member project team comprised of appropriately experienced members, secretariat National Events & Communications Officer.

3.	Expand mutually beneficial partnerships.	A map of all stakeholders in career development (local and international) to be able to identify alliances/partnerships that will potentially be of mutual benefit, and then design and implement a plan to engage.	Mapping complete by December 2022 and engagement plan rolled out from 2023.	A member project team led by a Leadership Group member, comprised of appropriately experienced members.
4.	Expand the focus on professional excellence.	A program to increase the focus on member professional excellence, including definition(s), how to measure, how to support continuous improvement and the relationship to the Framework for Excellence and the Standards.	To report with recommended changes to the CDAA 2023 AGM.	A member project team led by an NEC member and comprised of appropriately experienced members.

Members and Community

Members have pride in belonging to a cohesive multi-sectoral association. They have a sense of connectivity, an understanding of their colleagues' expertise and engage with each other within and across sectors, to network, connect and share best practice.

No.	Action	Results	By When	Who
1.	Improve Member Opportunities.	An understanding of the convergence of 'people-centred' work strands among previously siloed industries and the role of wellness and social equity in career development practice. With a process to educate members as to opportunities.	By December 2022.	A member project team comprised of researchers and other relevantly experienced members.
2.	Reconsider Member Engagement.	A plan for how CDAA can improve opportunities for networking and information sharing between members and implement additional initiatives to increase member participation in Divisional and National activities.	To report with recommended changes to the CDAA 2023 AGM.	A project team led by an NEC member and comprising some Division Presidents and Division Committee members.
3.	Reconsider Member Recognition.	A review of the CDAA membership categories, criteria, and relationship between categories. Also, consideration of how best to recognise, celebrate and potentially leverage the experience of long-term members. Thirdly, to consider any additional opportunities to attract and retain members	To report with recommended changes to the CDAA 2023 AGM.	A project team led by the CDAA Membership Committee Chair (or delegate), secretariat National Manager and comprising of some senior members.

4.	Increase Member Cooperation.	An internal system and/or process developed that will identify the specialities, expertise, and practice of all members, that can be used by members when extra assistance may be required	To report with recommended changes to the CDAA 2023 AGM.	National Office.
5.	Improve Member Services.	A significant improvement to an existing, or the addition of a new, product or service for Members.	Annually.	National Office.
6.	Improve Partner Services.	A significant improvement to an existing, or the addition of a new, product or service for Partners.	Annually.	National Office.
7.	Increase Member Connectivity	The current opportunities for member connectivity and engagement continue and are improved as practical.	Ongoing.	Division Committees, National Office, All Members.

Research, Innovation, and Information

Members are engaged in generating and have ready access to, information on research outcomes, innovations, and up-to-date resources to maintain currency of knowledge, meet evolving professional development needs and support best practice.

No.	Action	Results	By When	Who
1.	Update CDAA resources.	Continually updated CDAA website information for both members and the public, including for example; definitions, value, and role of career development, latest research, tools, and resources.	First update by December 2022 and then ongoing.	A member project team comprised of appropriately experienced members and researchers.
2.	Extend the Australian evidence that career development works.	Further research facilitated to demonstrate the efficacy of career development in the Australian context, with the resulting evidence distributed broadly.	First research scoped, costed, and commenced by December 2022.	A member project team led by an NEC member and comprised of appropriately experienced members and researchers.
3.	Engender a collective behaviour of research, innovation and thinking amongst CDAA members.	A program developed to stimulate and extend the engagement of CDAA members with research and innovative practice, including PhD students.	Program commencing by the CDAA 2023 AGM.	A member project team comprised of appropriately experienced members and researchers.
4.	Continue the current CDAA CPD program.	Continue to provide a CPD program that is relevant, current, and accessible.	Ongoing.	Division Committees, National Office, All Members.

5.	Reconsider the CDAA CPD program.	Recommendations for the purpose, scope, and key activities of the CDAA CPD program, in the context of the likely future industry landscape for CPD and CDAA's size, resources and reach.	By December 2022.	A project team led by a Leadership Group member, secretariat National Events & Communications Officer and comprising of some Division Presidents and NEC members.
6.	Reconsider management of a revised CDAA CPD Program.	Once the purpose, scope, and key activities of the CDAA CPD program are confirmed, determine how to best manage the program going forward.	To report with recommended changes to the CDAA 2023 AGM.	A project team led by a Leadership Group member, secretariat National Events & Communications Officer and comprising of some Division Presidents and NEC members.

Governance and Management

Robust governance processes through engaged leadership ensure financial sustainability, transparency, and positive repute. Coordinated administration processes through an efficient and approachable National Office support members at all stages of their membership journey.

No.	Action	Results	By When	Who
1.	Reconsider the purpose, scope, and key activities of CDAA:	Recommendations as to future the purpose, scope, and key activities of CDAA, in the context of the likely future industry landscape and CDAA's size, resources and reach.	To report with recommended changes to the CDAA 2023 AGM.	A member project team led by the National President (or delegate), secretariat National Manager.
2.	Reconsider the CDAA leadership structure and roles.	Recommendations as to the future CDAA leadership structure and roles in the context of the recommended future purpose, scope, and key activities of the association.	To report with recommended changes to the CDAA 2024 AGM.	A member project team led by the National President (or delegate), secretariat National Manager.
3.	Reconsider the CDAA Partner program.	Recommendations as to the future of the CDAA Partner program in the context of the recommended future purpose, scope, and key activities of the association.	To report with recommended changes to the CDAA 2024 AGM.	A project team led by the National Manager and comprising of some CDAA Partners and NEC members.
4.	Explore potential additional revenue sources for CDAA.	Identify new streams of income to provide extra revenue to fund new Association activities and develop an implementation plan.	To report with recommended changes to the CDAA 2023 AGM.	National Treasurer, National Manager.
5.	Enhance the CDAA - CICA relationship.	Exploration with CICA and CICA-member organisations, to enhance relationships to facilitate a collaborative approach, and better leverage our different roles, to the advantage of all.	Initial actions by December 2022 and ongoing.	CDAA CICA delegate and NEC.

6.	Ongoing organisational governance & management improvements.	A review of the governance and management processes of the Association to ensure modern practice, clear procedural guidelines, succession planning, appropriate leadership, comprehensive risk management and the modelling of a values-led organisation	Annual	National Secretary.
7.	Ongoing membership administration improvements.	A review of the latest technology and practices available for membership administration and communication, to ensure ongoing efficient and supportive membership processes.	Annual	National Office.
8.	Member entry & exit survey.	The survey of new and cancelling members will determine consistent reasons and enable the development of strategies for continuous improvement in member relations.	Annual.	National Office.

Resolution:

It is resolved that the CDAA Strategic Plan 2022 - 2026, as presented at the CDAA 2022 AGM, be adopted.

Moved L Jeffrey

10. Declaration of National Executive Committee for 2022-2023

Returning Officer Peter Mansfield

Under constitutional requirements for rotational turnover of National Executive Committee (NEC) positions on a biennial basis, positions vacated for nomination and election in conjunction with the 2022 AGM are National Vice President, National Treasurer, and two General Committee positions. A third General Committee casual position is also vacant.

NEC nominations for the five positions opened on 28 March 2021 and closed on 22 April 2022.

All four rotational positions received one nomination each, with the incumbents volunteering to continue to serve their colleagues for another two-year term. According to the CDAA Election Procedures if the number of valid nominations for election as Committee members is equivalent to the number of vacancies, the Returning Officer shall declare the candidates elected at the Annual General Meeting.

The Returning Officer therefore declares

- National Vice President – Kate Flaherty
- National Treasurer – Stephen Wyatt
- General Committee – Leonie Stanfield and Michelle Miller

CDAA NEC for 2022 – 2023 at AGM

Position	Member
National President	Linda Jeffrey
National Vice President	Kate Flaherty
National Secretary	Mariana Joseph
National Treasurer	Stephen Wyatt
General Committee Member	Leonie Stanfield
General Committee Member	Michelle Miller
General Committee Member	Deborah Winton
General Committee Member	Casual 12 months - vacant

The fourth General Committee position is now a casual vacancy. *The Committee may appoint such additional Members as shall be necessary to fill any vacancy in the number to be elected and any Member so appointed shall be deemed to have been elected as a Committee member at the Annual General Meeting.*



Peter Mansfield
Returning Officer