

STRATEGIC PLAN

2013-2018



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PREPARED BY

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on behalf of the 2013 AIOH Council

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ABOUT THE AUSTRALIAN INSTITUTE OF OCCUPATIONAL HYGIENISTS INC (AIOH)

The Australian Institute of Occupational Hygienists Inc. (AIOH) is Australia's professional association for occupational hygienists. Occupational hygienists are workplace health and safety specialists with a strong focus on the prevention of diseases and ill health caused by workplace activities. The Institute was formed in 1980 and incorporated in Victoria in 1988.

The affairs of the Institute are managed by an elected governing Council comprising an Executive (President, President Elect, Secretary and Treasurer) and three Councillors.

ABOUT THIS PLAN

This strategic plan has been developed by the AIOH Council to assist the Institute to achieve its strategic goals, and to assist the council to assess its performance in relation to these goals. It is the primary planning document of the governing Council.

The plan provides a clear Vision and Mission for the Institute, and identifies key areas of focus (Key Result Areas) in which work is conducted toward achieving that Vision and Mission.

The environment and market scans in the appendices provide background and context for the plan.

The plan is a five year plan but is reviewed and refreshed by the governing Council on an annual basis.

Each year, the Council approves an annual business plan, which is aligned to this strategic plan, and provides detail of the annual program of work toward strategic goals.

OUR VISION

Our vision is for a healthy workplace.

OUR MISSION

Our mission, in working toward the achievement of this vision, is to:

- Raise the profile of the profession of occupational hygiene;
- Influence government and industry to create healthy workplaces; and
- Improve the practice of occupational hygiene, and the knowledge, competence and standing of its practitioners.

KEY RESULT AREAS (KRA'S)

To carry out our mission on a day to day basis, we develop a program of work, delivering our products and services in the following areas:

External focus KRA's

- **Education, training and networking:** Supporting learning and professional development both within the profession (between practitioners), and between practitioners and the fields in which they work;
- **Professional industry standards and certification:** Providing a strong framework for the maintenance of standards in the profession, including acknowledgement of excellence;
- **Information:** Providing a range of pathways for knowledge exchange; and
- **Advocacy:** Representing the profession, building status and awareness, and influence.

Internal focus KRA's

- **Organisational development:** This fifth key result area recognises that to achieve our strategic goals, ongoing reforms to the way we operate are needed. This area requires its own strategies and program of work, and so is contained in the strategic plan to allow the Council to monitor these reforms.

The detailed work we do in each of these Key Result Areas is included in our annual business plan, and may change from time to time depending on our strategic focus, which takes into account long term vs short term goals, industry needs, resources, and environmental factors.

STRATEGIC PLAN

KEY RESULT AREA #1 | EDUCATION, TRAINING AND NETWORKING

Supporting learning and professional development both within the profession (between practitioners), and between practitioners and the fields in which they work.

Area of contribution to our mission:

Improving the practice of occupational hygiene, and the knowledge, competence and standing of its practitioners:

| Output areas | Goal 2018 | Strategies 2013- 2018 |
|--|--|--|
| Training and Professional development | A highly functioning, profitable and comprehensive program of conferencing, workshops and seminars providing extensive opportunities for industry engagement, networking and learning. | Conference: Deliver the annual Conference maintaining the highest possible industry standards |
| | | Workshops/ Seminars: Provide regular education seminars based on industry need or emerging issues, to allow members to maintain or upgrade their professional development |
| | A strong AIOH professional network of well-connected supportive, senior, past and present OH practitioners, supporting less experienced practitioners entering the field. | Establish and maintain a functional and effective mentoring program matching mentors with members wanting mentoring, including Asia/pacific members |
| Education | A network of institutions delivering approved high quality educational programs for the profession | Undertaking formal accreditation of training and education providers. |
| | Provide and/or support occupational hygiene specialist education, training and assessment, including internationally accredited modules. | Investigate the potential role of the Institute in the training opportunities for members and allied professionals. This is to include the consideration of flexibility and potential benefits/costs to the Institute, and may involve a combination of training provision, support for external training providers whilst providing an independent assessment scheme. |
| Networks | A well-connected group of state networks which provide professional support/engagement and attract new members | Appoint State Liaison Officers (SLO's) Consider the role of the SLO's, a program of state/area meetings and the application of KRAs |

KEY RESULT AREA #2 | PROFESSIONAL INDUSTRY STANDARDS AND CERTIFICATION

Providing a strong framework for the maintenance of standards in the profession, including acknowledgement of excellence

Area of contribution to our mission:

Providing a strong framework for the maintenance of standards in the profession, including acknowledgement of excellence.

| Output areas | Goal 2018 | Strategies 2013 - 2018 |
|----------------------|---|---|
| Certification | Provision of a nationally and internationally recognised comprehensive professional certification scheme for members | Facilitate strengthened member participation by providing a clear pathway for progression towards, and maintenance of, certification. |
| | | Develop an internal and external marketing plan for the Certification Scheme that sets out and sells the advantages to members and clients. |
| Awards | A widely respected annual awards program which supports development, and acknowledges excellence within the profession. | Continued development and delivery of the awards program, including achievement of long term sponsorship support Continue to promote the Awards scheme internally within AIOH eg website, newsletter |

KEY RESULT AREA#3 | INFORMATION

Providing a range of pathways for knowledge exchange within the profession.

Areas of contribution to our mission:

*Improving the practice of occupational hygiene, and the knowledge, competence and standing of its practitioners, and;
 Providing forums for the exchange of knowledge, information and ideas.*

| Output areas | Goal 2018 | Strategies 2013 - 2018 |
|--|--|---|
| Knowledge sharing platform amongst the profession | Established reputation as a provider of accurate occupational health and hygiene information through: <ul style="list-style-type: none"> • High quality, extensively read news function from the AIOH to the profession and beyond • Highest quality interactive website | Maintain and further develop a regular newsletter to keep members up to date with contemporary issues and information regarding the profession and the activities of the AIOH |
| | | Further develop the website to provide a range of interactive information services, |
| AIOH information products | A set of high quality publications and documents providing all stakeholders information about the work of the AIOH | Review and improvements to membership marketing materials |
| | | Identify and develop core marketing material, such as an AIOH policy on 'why use a certified hygienist' or 'why employ an occupational hygienist'. |

KEY RESULT AREA #4: ADVOCACY AND INFLUENCE

- Being a leader in industry development and futures planning, consulted by governments and industry on approaches to key challenges, and having successful and productive partnerships with aligned organisations and sectors.
- Achieving recognition and respect for the profession of Occupational Hygiene.

Areas of contribution to our mission:

Raise the profile of the profession of occupational hygiene; and

Influence government and industry to create healthy workplaces.

| Output areas | Goal 2018 | Strategies 2013- 2018 |
|---|---|---|
| Government relations | The AIOH is recognised and respected by governments state and federal as the premier body of knowledge on occupational health and hygiene issues in Australia and consulted on key issues relating to the profession. | Develop an industry reform agenda |
| | | Establish and maintain relationships with industry groups, key government groups, unions and relevant authorities. |
| | | Produce high quality papers on issues affecting regulation and legislation, as issues arise |
| | | Provide representation on Standards Australia and similar committees and technical representation within government and industry working groups |
| Strategic Alliances and stakeholder relationships | The profession of OH is recognised and respected throughout industry, government and wider community | Develop and implement a media strategy |
| | | Develop productive alliances, represented by established MOUs, and aligned project activity on issues of shared interest |
| | | Review membership offerings to include supporter organisations/strategic partners eg employers, kindred organisations and others who wish to be aligned with the AIOH and be known as a strategic partner. Consider a corporate membership level to raise the profile of the AIOH and provide a revenue stream and opportunities for advocacy |
| | | Identify and achieve registration with organisations likely to assist raise the profile and professional status of the AIOH, for example AHPRA, Professionals Australia. |
| | Ensure a high level of technical knowledge, skill and evidence underpins our advocacy and media work | |
| The profile of occupational hygiene is raised at a national and international level | | Build a stronger community profile with community awareness and involvement in occupational hygiene related programs |
| | | Build stronger working relationships with international occupational hygiene organisations Formalise our relationships with memorandums of understanding or similar. |
| | | Support Improved occupational hygiene capabilities in the Asia Pacific region |

KEY RESULT AREA #5: ORGANISATIONAL DEVELOPMENT

Having an administration which supports highest quality service delivery, is structured to deliver maximum outcomes against the strategic plan, and be a leader in industry development and futures planning, unifying industry approaches to key challenges.

| Output areas | Goal 2018 | Strategies 2013- 2018 |
|--|---|---|
| Governance | The AIOH has a highly functioning Governing Council, which carries out its role efficiently and effectively | Ongoing annual review of the strategic plan |
| | | An Annual Report which functions as a high quality marketing document for the Institute. |
| | | Effective financial management |
| | | Creation of a set of policies which guide the internal and external operations of the Institute. |
| | | Council and Committee orientation occurs for new members |
| Management & Administration | A high quality, efficient administration, designed specifically to deliver on strategic objectives in the most efficient way, and assisting the smooth running of the organisation. | A staff team with adequate administrative and financial expertise to manage the affairs of the Institute |
| | | Review the framework of the Council and Committees, including the provision of effective support, member development and succession planning. Develop KRAs accordingly |
| | | Annual audits conducted, unqualified audit reports produced. |
| | | Financial Management practices upgraded and documented |
| | | Administration systems (eg. Human resources) are standardised and documented |
| | | Staff professional development and succession planning is applied |
| Membership | Established Systems for efficient communication with members | Review existing communication systems and processes and make any required changes |
| | The values of AIOH membership are well marketed and promoted | Membership Marketing program developed and implemented on the benefits of the various levels of AIOH membership |
| Financial sustainability | The AIOH is in a strong financial position, with the financial capacity to deliver its full range of products and services as described in this plan. | Develop efficiencies on both the expenditure and income sides of the Institute |
| | | Identify and pursue revenue producing opportunities from the delivery of products and services, government and other funding sources and corporate partnerships |

APPENDICES

APPENDIX #1: ENVIRONMENTAL SCAN

This strategic plan has been prepared with the consideration of the operating environment as it is at the time of writing. It highlights factors in the general environment in which the AIOH operates, including targets, resources, and competitors and finally the positioning of the Institute within this environment. . A summary of these factors includes;

General Environment

- AIOH is one of several professional occupational health and safety organisations in Australia;
- Situated in a growing area of need with increasing work health and safety regulations in Australia;
- Increasing membership numbers creating greater demand for services and greater demand on limited human resources and volunteer executive and council;
- Increasing demand for professional development, mentoring and education opportunities from members;
- Increasing public awareness of occupational health and safety issues however, the profession of occupational hygiene remains under recognised by government, in industry and the community;
- Stronger opportunities for Occupational Hygienist in employment for many years but decreasing opportunities to gain broad experience across the field.

Stakeholders

- Members
- Government/Regulators
- Industry
- Unions
- Community
- Universities
- Potentials sponsors
- International occupational hygiene organisations
- Non Australian Government/Regulators.

Positioning

- The AIOH is the only professional body specialising in occupational hygiene in Australia;
- The AIOH is a not for profit organisation;
- The AIOH has a strong membership base with over 1100 members but is small compared with, for example the SIA which is a key competitor which has a larger membership and stronger voice;
- The AIOH accredits university courses developed to train occupational hygienists;
- The AIOH provides education and training to enhance the professional development of its members and promote occupational hygiene as a means of preventing ill health in workplaces
- The AIOH is an approved OHTA training provider and is positioning itself to take on the role of an OHTA approved examiner
- The AIOH is well placed geographically and developmentally, to provide occupational hygiene support and mentoring to developing occupational hygiene organisations in the Asia Pacific region;
- The AIOH has strong cash reserves however relies heavily on its annual conference and its education capabilities as major sources of income.

Competitors

- Other occupational health and safety organisations such as Safety Institute of Australia, Human Factors and Ergonomics Society of Australia, Australian New Zealand Society of Occupational Medicine, Australasian Faculty of Occupational & Environmental Medicine and Safety in Work Australia,
- Other occupational health and safety certification and registration schemes under development or proposed both in Australia and overseas;

- Private providers and member organisations providing education programs in direct competition to those provided by the AIOH;
- International occupational hygiene bodies providing commercial services to the Asia Pacific region;
- Other organisations competing for sponsorship from industry.

Our Resources

- AIOH website;
- Strong membership base;
- Membership loyalty and commitment to the Institute
- High level of professional and expert knowledge within the membership of the AIOH;
- OHTA; the AIOH is proposing to become an approved examiner for OHTA courses within Australia and the Asia Pacific Region
- Institutional subscriptions.

APPENDIX #2: SWOT ANALYSIS

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Unlike workplace safety, occupational hygiene provides a unique position in the occupational health area in that it focusses on the prevention of ill health caused by workplace activities through prevention and control strategies • Our Institute has a strong backbone of well qualified, experienced and loyal members, and an influx of younger members • International hygiene presence through IOHA giving our profession high level/global recognition • Accreditation process is not naturally threatened by commercial interests within Australia or the region • Reputation enhancement & influence through government partnerships and timely media releases on workplace issues | <ul style="list-style-type: none"> • Occupational hygiene is not a profession protected by law and anyone can call him or herself an occupational hygienist. • The profession of occupational hygienist is not well understood by industry, the regulators and the community. • State regulators have over the past few years actively been involved in reducing the number of occupational hygienists in their employment despite recommendations made in 2006 by a Senate Committee on Workplace Exposure to Toxic Dust that the Australian Safety and Compensation Council, in conjunction with the Heads of Workplace Safety Authorities consider mechanisms to increase the number of occupational hygienists being trained and employed by regulators. • The current situation of the AIOH relying on volunteers to serve on the executive and council is no longer sustainable due to increased workload and need for ensuring business continuation. The current council can only manage to run the day to day affairs but cannot “knock on doors” to promote the AIOH and its capabilities. Neither does it have time to “think strategically” • The council members are not appointed on the basis of strategic or managerial skill. There is a also a continuity challenge with rotations of the president & council • Member resistance to change such as the appointment of a CEO, increases in fees • A demand by members for higher levels of service but an unwillingness to pay for same • Our internal corporate governance structure is weak. Our corporate memory resides in a small few. • COH membership not growing proportionally (members not seeing value?) • Members not upgrading to professional levels (eg. COH) • Potential for future diminishing support from sponsors |

| Opportunities | Threats |
|---|---|
| <ul style="list-style-type: none"> • The AIOH needs to diversify its income stream. Opportunities include: • Taking on the role of OHTA examiner for courses • Strengthening ties with Fiji following the successful BPC in April this year • Employment of and Executive Director will “open doors” to stakeholders and enables opportunities for the AIOH to become the key Institute for advise and expertise on occupational health issues in workplaces • The Asia/pacific region is developing strongly with a need for occupational hygiene skill set. • Income from accreditation/examination processes | <ul style="list-style-type: none"> • Aggressive marketing by kindred organisations in our region, e.g. the AIHA and SIA for market shares • Persons outside the Institute performing the role of OH without appropriate/adequate qualifications. • Members of allied professional organisations working increasingly in the margins of our profession eg Ergos doing noise. • Our cash reserve has taken many yrs to accumulate. One or 2 ‘bad’ conferences will leave us without a buffer . • Too much reliance on income streams that are not in our control • Key administrative knowledge of office, council, committees in too few heads (corporate knowledge risk) • Loss of staff • Commercial training providers taking business from Education arm |