

## Response to Key Attributes for Directors of AASW – Brooke Kooymans

This table outlines my qualifications and experiences that align with the key attributes expected of a Director at the AASW. I am confident that my commitment to professional integrity, cultural awareness, strategic thinking, and collaborative leadership will continue to contribute to the advancement of the Association and the social work profession as a whole.

Key Attribute	Response
<b>1. Professional Integrity</b>	A core principle of the AASW Code of Ethics is professional integrity, which demands honesty, transparency, accountability, and the courage to act in the best interests of the community and profession. I have demonstrated this consistently as a long-standing Director, Committee Chair, and company director for more than 20 years. As Chair of the AASW Ethics Committee, I was instrumental in the delivery of the new Code of Ethics in 2020 and have subsequently navigated within the AASW, complex and sensitive ethical issues with fairness, ensuring decisions upheld the credibility of the Association. My AICD training and deep governance experience reinforce my capacity to act with independence, diligence, and good faith, as required under the Corporations Act. Integrity has been the foundation of my leadership, allowing me to consistently prioritise the Association's reputation, sustainability, and member trust above individual interests.
<b>2. Cultural Awareness and Humility</b>	Effective leadership of a national association requires cultural humility and an unwavering commitment to inclusion. On the AASW Board I have consistently advocated for culturally safe policies and inclusive governance, ensuring diverse perspectives—particularly those of Aboriginal and Torres Strait Islander peoples, migrants, and people from culturally and linguistically diverse communities—inform decision-making. I recognise that cultural responsiveness is not static but a continuous process of listening, reflecting, and adapting. As National President, I would embed this principle at the core of our governance and member engagement, ensuring the Association reflects and respects the diversity of our profession and the communities we serve.
<b>3. Critical Thinking</b>	I bring a rigorous, evidence-based approach to governance. My PhD research sharpened my ability to analyse complex systems and propose practical solutions—skills that I apply when evaluating Board papers, assessing risk, and making decisions in the best interests of the Association. With 20+ years of directorship experience and AICD training, I approach issues with structured critical analysis, weighing both short- and long-term implications. On the Board, I have consistently contributed to evidence-informed decision making, whether evaluating policy proposals, financial strategies, or workforce needs. This ability to think critically and

	strategically ensures the AASW remains robust, accountable, and forward-looking.
<b>4. Communicates Constructively</b>	I am an articulate, diplomatic communicator who strives to ensure clarity and respect in all interactions. As a Board Director and current chair of the Finance & Risk Committees, I have facilitated constructive dialogue on sensitive and complex matters. I bring diplomacy, clarity, and fairness to discussions, ensuring all voices are heard while keeping decisions aligned with organisational purpose. I am skilled at balancing the legal, ethical, and reputational dimensions of issues, and my communication style fosters consensus without compromising integrity. These skills are essential for a National President, who chairs the board and who must lead respectfully, represent the Association credibly to external stakeholders, and build confidence among members.
<b>5. Focuses Strategically</b>	My leadership is grounded in a long-term, strategic perspective developed through 20+ years as a company director, seven years on the AASW Board, and formal AICD governance training. I have worked to ensure that Board decisions are future-focused—whether in workforce planning, risk management, financial oversight, or positioning the Association in a rapidly changing policy environment. I understand the President’s role on the board as collectively steering the AASW toward sustainability, relevance, and influence. My contributions consistently centre on aligning immediate actions with broader strategic goals, ensuring the Association is equipped to meet the future needs of our members and the communities they serve.
<b>6. Collaborates in the Best Interests of AASW</b>	I fully recognise that as a Director—and particularly as National President—my responsibility is to act in the best interests of the AASW as a whole. I bring a collaborative leadership style that values consensus, inclusion, and the ability to unite diverse perspectives behind shared goals. As Chair of multiple Committees, I have led processes that respected robust debate while achieving timely, fair, and accountable outcomes. My two decades of governance experience have honed my ability to build effective partnerships across Directors, staff, and stakeholders, always with the Association’s mission at the centre. Collaboration, for me, is not about compromise for its own sake, but about advancing the collective interests of the profession through respectful, principled engagement.