

Key Attribute Statement – Mark Brown

Professional Integrity

I am dedicated to the highest standards of professional integrity in all aspects of my social work practice. I am committed to upholding the core values of the profession and to applying them consistently in interactions with clients, colleagues, and the communities I serve. I demonstrate honesty, transparency, and accountability whilst also acknowledging limitations. I adhere strongly to established ethical standards and maintain professional boundaries. I pursue ongoing learning and self-reflection to enhance competence, stay informed about evidence-based approaches, and integrate culturally responsive practices. I collaborate ethically with colleagues, supervisors, and allied professionals to advocate for those who need a voice. I demonstrate respect, empathy, and cultural humility in all interactions, recognizing the inherent dignity of every individual. I contribute to the profession by sharing knowledge, engaging in ethical research practices, and participating in supervision, case consultations, and continuing education. This is evidenced in my teaching of social work students. I understand that integrity is fundamental to effective social work and to the trust placed in us by clients, agencies, and communities.

Cultural Awareness and Humility

I am grounded in the belief that every person's dignity, voice, and humanity deserve acknowledgment, respect, and opportunity. My professional journey has been shaped by a commitment to cultural awareness and humility as the foundation of ethical, effective, and person-centred practice. I believe that meaningful social impact arises when we listen deeply, learn continually, and respond with humility to the diverse communities we serve. Throughout my career, I have worked with clients and communities across a wide range of cultural, linguistic, socioeconomic, and historically marginalized contexts. I approach every engagement with curiosity and humility, recognising that I bring limited lived experience to others' realities and that valuable knowledge resides within the communities themselves. This awareness informs every aspect of my work. I embrace a learning mindset, inviting diverse perspectives, and acknowledging when I do not know or fully understand. I encourage open dialogue, constructive challenge, and shared decision-making. I am inspired by the possibility of a national organisation that not only delivers essential services but also embodies inclusion in its governance and practice. If given the opportunity to serve as a member of the board, I will dedicate my energy to advancing culturally informed, person-centred, and equity-focused leadership that benefits every individual we are privileged to serve.

Critical Thinking

Throughout my working life, I have prioritised critical thinking as the cornerstone of effective decision-making—rigorous analysis, reflective judgment, and an openness to diverse perspectives. I do this by systematically evaluating evidence, identifying underlying assumptions, and weighing potential risks and benefits. Key competencies that I would bring to the board include strategic governance and policy insight, risk assessment and ethical leadership, stakeholder engagement and

collaboration, data-informed decision making and an ability to implement the principles of change management and innovation. I bring a practitioner's lens grounded in field realities, combined with strategic thinking, governance experience, and a passion for systemic reform. I am adept at balancing competing priorities, navigating complex regulatory environments, and building consensus among stakeholders with differing priorities. Further, I would strive to ensure that every decision reflects evidence, ethics, and the dignity and rights of those we serve, while fostering innovation and long-term resilience for the organisation and the communities it serves.

Communicates Constructively

My professional philosophy centres on constructive communication—listening actively, articulating concerns clearly, and building consensus across diverse stakeholders. During my career I have been required to communicate at several different levels, such as participating in audit committees, facilitating constructive dialogue with service users, and communicating with peers on the executive board within a private hospital setting. I bring a collaborative leadership style that seeks to empower colleagues, listen with empathy, and challenge assumptions in service of better outcomes. I am committed to upholding the highest standards of integrity, accountability, and transparency in all board activities, including fiduciary responsibility, conflict-of-interest management, and ethical decision-making. I will champion constructive communication as the foundation for effective governance, steer strategic initiatives that address pressing social needs, and advocate for resources and policies that improve the lives of those we serve. I am eager to contribute my expertise, learn from fellow directors, and help steer the organisation toward a more equitable and impactful future.

Focuses Strategically

My career has been anchored in the fundamental belief that strong governance and strategic collaboration are essential to advancing social justice and improving outcomes for the communities we serve. I bring a proven track record of strategic planning, stakeholder engagement, and results-driven program development that align with the organisation's mission and long-term vision. This is demonstrated in my work on the executive board of a private health organisation. I have contributed to policy development at local and national levels, translating data and frontline insights into advocacy strategies that influence funding, service delivery, and systemic change. I bring experience in budgeting, resource allocation, and risk management, ensuring financial sustainability while maintaining program quality and equity. I have served on committees focused on governance, compliance, and evaluating organisational risk, including safeguarding, data privacy, and ethical standards. I have built and nurtured collaborations with community groups, government agencies, nonprofit partners and consumers to co-create solutions, and I will use these abilities to advance the AASW and the social work profession.

Collaborates in the Best Interests of the Association

I have a strong commitment to empowerment, equity, and collaboration, which is underpinned by a dedication to ethical practice and continuous learning. Throughout my career, I have demonstrated strong leadership, strategic thinking, and an understanding of the social service landscape. In my role as head of department of quality, safety and risk, I led initiatives that advanced access to services,

workforce development, and policy resulting in improved client outcomes, robust governance frameworks and stronger partnerships. As such, I bring experience in governance, program evaluation, and stakeholder engagement, having served on the executive board for the organisation where I helped shape policies, standards, and strategic priorities. I also have a commitment to supporting initiatives that enhance workforce development, supervision, and professional standards to elevate the social work profession nationally. I believe that the AASW can enhance our collective impact, influence policy in meaningful ways, and create a supportive ecosystem for social workers to serve with integrity and effectiveness. I am committed to representing diverse voices within the field and ensuring that our strategies reflect the needs of clients, practitioners, and communities across the nation.