

Skills, Attributes, Knowledge and Qualifications Matrix

Candidate	Sandra Croaker, MAASW
Position	Ordinary Director, Board of the Australian Association of Social Workers Limited
Current role	AASW Board Director (appointed April 2026); Deputy Chair, Finance, Audit, Compliance & Risk Committee
Qualifications	PhD (thesis submitted July 2026, under examination); Graduate Certificate of Research Methods, JCU (2019); Bachelor of Social Work and Social Pedagogy (Honours), Alice-Salomon-University of Applied Sciences, Berlin (2001)

Part A: Key attributes (Bylaws E22(b)(iii))

Key attribute	How I demonstrate it	Evidence from my experience
1. Professional integrity	I work to the social work Code of Ethics in practice, teaching and governance. I ask critical questions, hold my own independent judgement, and put the Association and the profession ahead of personal preference.	- Director since April 2026 and Deputy Chair, Finance, Audit, Compliance & Risk Committee - Direct practice in child safety, women's counselling, youth work and homelessness/corrections services (Germany and Australia) - Research on students' suitability for the profession and professional identity (Croaker et al., 2017; Zuchowski et al., 2019) - AASW member since 2017
2. Cultural awareness and humility	I am a migrant, and I work from a critical understanding of my positionality as a white, middle-class woman. As an ally and collaborator, I see diversity as a strength of and to the profession and build culturally safe relationships accordingly.	- Cultural Competence Australia certified online course (2022); Getting it Right cultural awareness program (JCU, 2013); Communication Across Cultures (2013) - Co-founder, Bootstraps Inc. (start-up initiative for refugees and migrants), 2017–2019; Management committee member, Townsville Intercultural Centre, 2015 - Research on refugee self-employment (2019) and integration of Russian German youth (Honours, 2001) - Practice grounded in critical, counter-oppressive and feminist approaches; ongoing commitment to decolonising social work
3. Critical thinking	I am trained to analyse complex issues, test assumptions and weigh options before deciding. I step back and ask whether a task is heading in the right direction, collate information, then test (where appropriate) and review and adjust if required.	- PhD (thesis submitted July 2026, under examination): Field education for eco-social work ready graduates - Graduate Certificate in Research Methods (JCU, 2019); systematic and scoping review training (2017, 2018) - Publications in British Journal of Social Work, Australian Social Work, Advances in Social Work and Welfare Education and others - Social Value and SROI accredited training (2026)
4. Communicates constructively	I explain complex ideas plainly, listen before responding, and look for common ground without avoiding difficult conversations.	- Lecturer and BSW Course Coordinator, JCU; Excellence in Teaching Award (Sessional Staff), 2018 - Facilitation skills training (2013); Conflict Resolution through Theme Centred Interaction (2003); Train-the-trainer, #Right Track Conversations (2017) - Co-founder, content producer and facilitator, Social Workers for Climate Action - Meeting with AASW branches and members before and since board appointment to hear member views directly

Key attribute	How I demonstrate it	Evidence from my experience
5. Focuses strategically	I bring governance experience at national, branch and community level, and I keep the long-term picture in view while the Board works through the Blueprint for Change Strategy.	• AASW Board Director (from April 2026); Deputy Chair, FACR Committee • AASW North Queensland Branch: Management Committee since 2019; Social Policy and Advocacy subcommittee 2020–22; Vice President 2021–22; President 2022–23 • Other governance: Secretary, Yoga Tools For Schools (2014–16); Treasurer, Hermit Park School OSHC P&C (2013–15); Management committee member, Townsville Intercultural Centre (2015) • Owner/manager of a small business (2013–2017) • NFP governance Board director training, Conscious Governance Insights (2026, ongoing) • Core member, Social Work Working Group, Global Consortium on Climate and Health Education, Columbia University (2025–)
6. Collaborates in the best interests of the Association <i>Attribute 6</i>	I work as part of a team, build partnerships across organisations, and value a Board where different views are raised, discussed and decided with respect.	• Working with fellow Directors on implementing the Blueprint for Change • Co-authored research with colleagues across several universities; sessional liaison and supervision roles at Monash, Griffith and Deakin • Co-founder of two community initiatives (Bootstraps; Social Workers for Climate Action) • Supporting greater branch input and resourcing, and member participation in Board subcommittees