

Update on Human Resources

Department of Education

Agenda

Item	Time
HR Overview and Progress	15 mins
Staffing Methodology Review	20 mins
Questions	10 mins

Overview

Over the next 12 months HR will focus on a small number of key projects, and do them well

- 1 Priority improvement in core processes (recruitment focus)
A dedicated team to pursue 100+ 'quick win' process improvements to address pain points and improve school recruitment
- 2 Fill school vacancies
Preventing backlog by ensuring teacher, administrative and executive staffing needs are met
- 3 Supporting a high performance culture
Provide relevant supports to drive a high performance culture
- 4 10-year Workforce Supply & Demand tool
Develop a way to map teacher supply issues and make it easier to view gaps in supply and demand
- 5 Teacher Supply Strategy
Alleviate current pressures in teacher supply and develop a 10-year plan that will address known gaps
- 6 Staffing Methodology Review (SMR)
For the first time in more than 25 years, conduct a holistic review into school staffing to ensure the right people are in the right places at the right times
- 7 Human Capital Management Program
Working to simplify our technology landscape by decommissioning 18 of our existing systems, reducing 141 system integrations to 84 and transform 17 business processes with an integrated staffing solution

As part of our plan we are committed to diversity and inclusion strategies and targets to help shape an inclusive and supportive culture

Progress

1&2

Focussing on continuous improvement and an increase in resources mean we are better placed to fill vacancies in Term 4 and beyond

Some of our key improvements

- ✓ Interim approvals extended to default 12 months (previously 6 months) allowing graduates to take up work earlier.
- ✓ New process for casual teaching approval for separating teachers removing the need for screening and ID documents.
- ✓ New national advertising platform EducationHQ.com now used for all advertised teaching and executive roles, extending reach.

In progress:

- ✓ Revised Working With Children Check procedures, tools and guides to support school compliance and reduce the admin burden.
- ✓ Targeted action to clear the backlog of some 600 historic abandonment of employment cases, opening up more roles for permanent appointments.
- ✓ New guidelines for candidates and hiring managers to make processing of merit selection applications more efficient.

Additional resourcing to support delivery

We have increased resources in our teacher recruitment and teacher approval teams

Increase by over 50% from this time last year

We have also realigned out teacher recruitment teams around the Operational Directorates

To further support staff understanding of particular contexts for schools

For 2019, we've also added an Operations Manager to drive and coordinate day-to-day recruitment operations during Term 4 and Term 1 2020.

Supporting a high performance culture

An opportune time for a refresh

- ✓ The Performance and Development Framework launched in 2015 should be revisited to keep it as practical and useful as possible for performance and development of our people
- ✓ We want to drive a more consistent approach to performance and development across schools, with a shift to meaningful conversations to drive continuous improvement
- ✓ Additional resources/support for teachers and school leaders

We are currently consulting with the NSW Teachers Federation on proposed changes to the Framework and PDP

4&5

Having enough quality teachers in our classrooms will be critical for student outcomes

We are developing a Workforce Planning model to better understand the scale and specificity of the teacher supply and demand problem

	Current state	Future state with workforce model
Timeframe	Limited Point in time estimate/current state	Comprehensive Current state, robust 5 year forecast, 10 year forecast
System-level	Limited Some understanding of overall teacher supply and demand issues	Comprehensive Full understanding of teacher supply and demand at an aggregate level
Location-level	Limited Some understanding, with low degree of confidence	Comprehensive Full understanding of location specific supply gaps
KLA-level	Very limited Low visibility into supply and demand issues relating to KLAs	Comprehensive Full understanding of KLA specific supply and demand gaps
Out of field teaching	None No understanding of out of field teaching, limited visibility into teacher supply and demand	Moderate For the first time ever, visibility into the number of out of field teachers (may not include casuals)

Work is underway to develop strategies to address supply and demand gaps

a

Rapid teacher supply strategy
To identify strategies for immediate rollout that address known teacher supply gaps (e.g. rural/remote, STEM subjects).

b

Longer term teacher supply strategy
Longer term, comprehensive teacher supply strategy leveraging data insights from the workforce planning model, aligned with Staffing Methodology Review.

c

Casual relief consideration
Detailed design work around potential options for casual relief, including possible options ('hub and spoke', inbuilt relief model) to address an immediate shortage of casual teachers in schools.

4&5

Targeted initiatives are already underway to increase teacher numbers



Casual teacher resourcing

Class-cover survey to inform enhancement to platform **ROLL-OUT DECEMBER 2019**



Rural and regional areas

Extension of placements for Rural Experience Program **IMPLEMENTED**

Teacher housing, improving housing offering to teachers in rural and remote locations **IMPLEMENTED**

Rural and remote incentives **IMPLEMENTED**



Scholarships

School counselling scholarships **IMPLEMENTED**

Teach.MathsNOW scholarships **COMMENCING**

Teacher Education **IMPLEMENTED**

Teacher Education – Aboriginal scholarships **IMPLEMENTED**

Teach.Rural scholarships **IMPLEMENTED**

Incentive scholarships for high-demand subjects **IMPLEMENTED**

Inclusive practice in education scholarship **IMPLEMENTED**

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Staffing Methodology Review: we have prioritised the top two streams

The review is focusing on staffing entitlement and recruitment policies & processes

Staffing entitlement

1. Increase targeted resources
2. Make the formulae more consistent & equal
3. Provide greater certainty of funding
4. Allow more flexibility to use staffing resources.

Recruitment policies & processes

5. Simplify and speed up recruitment policies & processes.
6. Help get a better 'fit' for the school context.
7. Enable more local choice.

- 1.1 Tailor entitlement to meet the needs of unique settings: SSPs, support classes, hospital, juvenile justice, sports HS, EEC, distance ed, small and new schools.
- 1.2 Increase entitlement for exec staff, exec release time, teacher RFF and admin support.
- 1.3 Make staffing needs-based (vs numbers based), to reflect the complexities of student need.
- 2.1 Equalise the formulae for primary, secondary, central, and SSPs.
- 2.2 Review the drivers for entitlement formulae to better align to school and student needs.
- 3.1 Smooth the funding curve (to remove the 'golden child effect' caused by stepped funding).
- 3.2 Lengthen the funding cycle to longer than a year to enable better planning.
- 4.1 Make the staffing mix more flexible so it can be tailored to the school context.

- 5.1 Simplify and speed up panel processes and requirements.
- 5.2 Make it easier to fill a vacancy.
- 6.1 Increase the rigour in recruitment processes eg. observations, assessments, pre-qualified lists.
- 6.2 Review the transfer points system and help ensure appointments are 'best fit'.
- 7.1 Increase the opportunities for temporary teachers to gain permanent positions.
- 7.2 Increase the specificity of staffing codes to help get the best quality or fit for schools.

Staffing supply

8. Better manage staffing supply
9. More high calibre candidates
10. Better manage supply in targeted areas

School support

11. Make systems like TALEO easier to use
12. Provide more reliable and speedy HR advice

These priorities are also being tackled by other initiatives across the department, and they will be addressed as part of the overall Staffing Methodology Review strategy and road map.

SMR Recruitment: many improvements have been delivered, including casual approval and SASS recruitment, with more underway

What has been achieved in 2019?

- ✓ Implemented automatic casual approval for separating teachers recommended for further employment by their principal
- ✓ New provisions rolled out for final year teacher education students to be granted early interim casual teaching approval for 12 months
- ✓ Priority processing of applications for approval to teach for secondary teachers in KLAs and locations of workforce demand
- ✓ SASS recruitment improvements including online vacancy declaration and new merit selection tools and guides for panels and the introduction of a 12 month currency period for SASS transfers

What is our current focus?

Conducting a series of co-design and engagement sessions with 20+ Principals to test new options for:

- Central and local choice appointments will allow greater flexibility when filling vacant positions
- Improving confidence in central appointments through enhanced certification of current teaching effectiveness (transfer sign off)
- Merit selection approaches to improve the quality and visibility of the leadership pipeline including a revised School Executive Promotion system utilising assessment centres and talent pools
- New pathways to secure quality permanent teachers in every NSW public school

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SMR Entitlement: co-design and engagement sessions with principals are underway to test different entitlement scenarios

What has been achieved in 2019?

- ✓ Built analytical model of current entitlements enabling us to change the formula and assess impact.
- ✓ Carried out deep-dive analysis on key pain-points including Executive Release, Casual Relief, Relief from Face to Face, SLSOs for SSPs
- ✓ Tested deep-dive analysis with key stakeholders, including scenarios for SSPs, high schools, central / community schools, rural and remote schools, primary schools, Connected Communities schools, distance education and EECs

What is our current focus?

- Working towards a new model, that is research-driven and evidence-based, based on diversified drivers for every school
- Conducting co-design and engagement sessions with 15+ Principals in weeks 7 and 8 to test scenarios, the various levers and get a view of a solid cross section of the diversity of NSW public schools
- 16 December workshop where we will present and test the feedback from the Principal sessions for both entitlement and recruitment

Live poll

Go to menti.com

**Enter code
53 06 77**

7

A Live polling of the possible entitlement interventions

Below are 10 possible interventions for your consideration. Choose the top 3 for each question.

List of interventions

1. Targeted executive release
2. Remedy golden child effect
3. Increased executive FTE
4. Improved staffing in rural/remote locations
5. Reduced load for beginning teachers
6. Professional development relief for staff
7. Reduced F2F teaching
8. Staffing formula equity between settings
9. Targeted FTE for specialists around student health and wellbeing
10. Include Business Managers

Question 1

What would have the most impact on student outcomes in your setting?

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Question 2

What would have the most impact on student outcomes at a system level?

Questions

Contact email: StaffingMethodologyReview@det.nsw.edu.au