



ACT
Government
Education

EDUCATION DIRECTORATE WORKFORCE STRATEGY 2021-2023

Delivering the workforce for the future of education

February 2021



A message from the Director-General

The ACT Education Directorate is committed to developing and delivering educational services to empower each child and young person in the ACT to learn for life.

Our strength is our people. We share a belief in the life-changing impact of education, and this fuels our commitment to the children and young people that attend our schools.

The Directorate's Workforce Strategy 2021-2023 (the Strategy) will make sure we have the right workforce, with the right capabilities, in the right capacity, at the right time to deliver learning outcomes for children and young people in the ACT.

The Strategy has been designed to deliver improved planning of workforce requirements, participation, and student learning outcomes through an integrated and evidence-based workforce planning framework. It will provide a shared vision for the workforce that aligns our strategic priorities and drives the capability of our people to deliver learning outcomes.

We will support ACT Public Schools with the teaching workforce needed to deliver quality learning experiences for all students, from early childhood through to high school and college.

The Education Support Office and our schools will be resources with highly skilled people who work collaboratively to design systems, policies and programs that deliver schools where students love to learn.

The Strategy is underpinned by six focus areas that will drive our actions across the next three years to address challenges and build the Directorate's workforce for the future of education.



Katy Haire
Director-General, ACT Education Directorate

The Changing Education System

The education system is experiencing an increasing pace of change, with impacts across early childcare through to tertiary and vocational education. Population growth, demographic change, increased urbanisation, rapidly advancing technology, enhanced learning models, new government initiatives, and student and employee expectations, are continuously reshaping the public education system

Within this dynamic environment, the ACT Education Directorate identifies the following critical challenges for priority focus for the workforce across the next three years:

Teacher Pipeline Shortage | Projections over the next decade forecast strong overall growth in demand for teachers, but a decline in the number of teaching graduates.

Evidence Driven Analysis | The maturity of our systems, functions and processes that enable our strategic priorities impede our ability to effectively plan, manage and mobilise our workforce.

Rapidly changing student needs | Changing economic, social, technological, and environmental pressures and the ongoing impacts of the COVID-19 pandemic on education and teaching will see a paradigm shift for teaching and learning in Australia.

Professional and Leadership Demands | Leadership excellence across all levels of the organisation is critical to delivering a high quality and effective education system. Changing student needs and teaching skills will place new demands on leadership roles and competencies.

Staff Safety and Wellbeing | ACT Education operates in a challenging environment where there is rapid and continual change, difficult and at times distressing scenarios and the threat of occupational violence.

Reflecting the communities that we serve | The ACT has a growing population, and its characteristics are changing and reshaping the nature and diversity of the communities we serve.

ACT public education at a glance



50,272
STUDENTS



90 PUBLIC
SCHOOLS

3%

**Average Year-on-
Year Enrolment
Growth to 2023**

5%

**Annual
Teacher
Turn Over**



**7,681
Education
staff
60% Teachers
or School
Leaders**



52%
**Male
students**

24%
**Male Teachers or
School Leaders**



5%
**Students
with a
disability**

2%
**Teachers or
School Leaders
with a disability**



4.2% **Aboriginal
or Torres Strait Islander
Students**

1.5% **Aboriginal or
Torres Strait Islander
Teachers or School Leaders**



22.0%
**Students with main
language other than English**

9.6%
**Teachers or School Leaders
with main language other
than English**

*Diversity statistics based on voluntary self-identification

Our Response

To respond to these challenges, the Directorate will identify, attract, develop and retain a future-focused workforce which moves us towards the achievement of the [EDU Strategic Plan 2018-2021](#) (Strategic Plan). The EDU Workforce Strategy 2021-2023 (Workforce Strategy) provides the framework for achieving this.

Our people are the strength of our system. They enact our Strategic Plan and lead us to success. Through the Workforce Strategy, we will build a highly capable workforce for the future of education and an education system that ensures every child and young person has access to high quality education to achieve their full potential.

The Workforce Strategy is underpinned by six focus areas that will shape and drive actions across a three-year horizon to ensure that we:

- > get the foundations of workforce design and planning right within the first 12 months,
- > develop capability and capacity in our workforce across the Directorate over the next two years, and
- > build on our achievements to position the Directorate for ongoing success.



Focus Areas

- 1. Strategic recruitment of teachers and education professionals to meet current and emerging needs** | We recognise the importance of teacher quality as a key determinant of student's experiences and learning outcomes. We will continue to identify, attract, develop, and retain classroom teachers with qualifications and specialisations that respond to areas of need including early childhood and disability education. We will also continue to strengthen the recruitment of education professionals such as allied health, vocational education, and psychology professionals to deliver additional services to children and young people in the ACT Public School system.
- 2. Evidence-driven and integrated workforce planning to enable our service delivery model** | We are committed to delivering the workforce that will enable the service delivery model for the Directorate as a connected system. We will enable an agile and future-focused workforce ensuring that we have the required people, skills, and staffing levels to achieve our strategic objectives. We will also identify functions that are best driven and owned by the system allowing schools to focus on what work genuinely adds value to impact students' learning growth and school performance.
- 3. A highly capable, skilled and future-focused workforce** | We are a leading learning organisation committed to ongoing investment in the capability and development of our people so that they can reach their full potential. We will continue to empower teachers, school leaders, principals, and professionals in the Directorate to deliver and/or support student-centred learning outcomes for children and young people in the ACT Public School system.
- 4. Leadership excellence and development at all levels** | We recognise that a high quality, effective and inclusive education system is critically reliant on leadership excellence at all levels, with a deliberate and ongoing priority on improving the pathways for leadership and enabling high performance at all levels across the system. We are committed to a continued and explicit leadership capability and performance development framework for our workforce.
- 5. Workforce Safety and Wellbeing** | We provide workplaces with physical and psychological environments that promote the safety and wellbeing of everyone and enable our staff to participate fully by being healthy, engaged, and skilled to perform at their best. We develop and implement strategies to manage, mitigate and/or prevent risks and build workforce resilience and confidence to deliver services.
- 6. A diverse and inclusive workforce to reflect the communities we serve** | We foster and promote inclusive environments where every student and staff member can see their whole-self thriving, succeeding, and fully participating. We recognise and celebrate the diversity in our communities and reflect this in the unique and positive cultures of individual schools and workplaces.

Next Steps

The ACT Education Directorate will build collaborative and productive relationships across internal and external stakeholders and partners across the education sector to deliver this Workforce Strategy with a focus on ensuring that our activities and programs are aligned to our strategic priorities.

Over the next three years, the Directorate will design and implement a range of activities to address the challenges facing the sector in order to achieve positive outcomes against the six focus areas.

Through the Workforce Strategy, we will build a highly capable, skilled and future-focused workforce that supports the Future of Education and builds an education system that ensures every child and young person has access to quality education to achieve their full potential.

