

Empowering Educators, Transforming Communities:

Teacher Workforce Strategy 2023-2027



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Acknowledgement of Country

Catholic Education South Australia acknowledges the traditional custodians of the land, sea, country, and waterways from across Australia.

We honour and pay our respects to Elders past, present and emerging. We extend that respect to all Aboriginal families within our school communities for they hold the memories, traditions, culture and hopes for Aboriginal Australia.

We come together to learn, to share and to journey together.

Acknowledgements

This strategy has been spearheaded by the dedicated members of the People, Leadership, and Culture Section.

We extend our heartfelt gratitude to all those who actively participated in the broader consultation committee. Your thoughtful responses and constructive ideas for change have been invaluable. We deeply appreciate the exceptional work you carry out every day in schools across South Australia, making a positive impact on the lives of young people and their families.

We would like to express our sincere appreciation to the representatives who collaborated closely with us throughout this process. Special thanks to Principals, Teachers, Catholic Education Office Staff, Highly Accomplished and Lead Teachers, and Early Career Teachers for their diligence and commitment in addressing the pressing issue of teacher shortages that we are currently facing. Your valuable insights and contributions have played a crucial role in shaping this strategy and the associated actions.

Together, we are dedicated to overcoming the challenges we face and creating a brighter future for Catholic Education in South Australia.

Empowering Educators

“We recognise the importance of fair pay, conditions, job security and boosting respect of the profession as being key parts of attracting more people to teaching and to keeping the teachers we have in the classroom.”

NTWAP (2022)

“Teachers are the backbone of our education system, serving as the primary catalysts for student success. Their dedication and expertise have a profound impact on shaping the future of our society.”

Australian Institute for Teaching and School Leadership (AITSL)

“Quality teaching is not only essential for student achievement but also for the overall development and well-being of learners. Effective teachers inspire, motivate, and empower their students to reach their full potential.”

Organisation for Economic Co-operation and Development (OECD)

“Investing in teacher quality is a strategic imperative. Effective teachers are key drivers of educational equity, social mobility, and economic prosperity.”

Global Education Monitoring Report by UNESCO

“We have concluded that the single most important action to be pursued is the integrated delivery of initial teacher education. This can be achieved through close partnerships between providers, school systems and schools, and underpins improvement to all aspects of the preparation of teachers.”

Professor Greg Craven (Chair of TEMAG), in Action Now: Classroom Ready Teachers (TEMAG 2014).

“Educating isn’t a profession but an attitude, a way of being. In order to educate you must go out of yourselves and be amidst the young, accompanying them in the stages of their growth, standing beside them.”

Pope Francis, 2013

CESA Teacher Workforce Strategy 2023-2027

Dear Colleagues,

We are delighted to introduce Catholic Education South Australia's new Teacher Workforce Strategy. This document outlines our approach to building a dynamic and sustainable workforce that supports the education and formation of our students now and into the future. This work builds on the strong foundations that are established to accelerate and evolve our system to create sustainability and excellence in schools, centres and offices acknowledging the significant influence of teachers in enabling students to be thriving people, capable learners and leaders for the world God desires.

Within our unique and important Catholic Education system, we value a workforce that is responsive to diverse local contexts and communities of Catholic schools and centres across South Australia. We require, value and are committed to supporting and sustaining teachers who bring their unique, diverse gifts and capabilities, contributing significantly to flourishing students, families, communities and society, now and for the future.

Our vision for Catholic education is to provide an exceptional education that prepares students for a successful and fulfilling life. We create an educational environment which matters to students and their families, and which resonates culturally and deeply. This Strategy supports a workforce to impact and nurture students so that they may 'have life and have it to the full' (John 10:10). Teachers will be capable and confident in supporting and inviting students to grow in faith, life and learning.

Our workforce is central to achieving this vision, and it is our responsibility to ensure that we attract, retain, and develop talented and committed educators who share our values and mission. Global challenges in the profession and unprecedented events in recent years, have highlighted the need to respond in different ways. To achieve this, we have developed a 15-point strategy to attract new talent, develop our educators, recognise and celebrate teacher excellence and improve teacher quality system wide to meet the future needs of our students and communities.

The strategy outlines a range of actions, including the vehicle of social media platforms and teaching forums, the benefits and value of working in Catholic Education, high quality professional development opportunities, and flexible working schedules to achieve work-life balance. Our aim is for the Action Plan to remain a dynamic document, consistently evolving and adapting to our needs. This represents just the initial phase of the collaborative work we will engage in to increase the recruitment, education, and retention of more teachers within our educational settings.

We believe that the Teacher Workforce Strategy represents a significant milestone in strengthening our workforce and elevating the standard of education provided to our students. We encourage all teachers, leaders, and CEO staff to actively engage with and contribute to the initiatives outlined in this Strategy. Together we can build a strong and sustained quality teacher workforce that delivers exceptional quality education.

Thank you for your ongoing commitment to Catholic Education in South Australia.

Dr Neil McGoran
Executive Director
Catholic Education
South Australia

Nichii Mardon
Diocesan Director
Catholic Education
Diocese of Port Pirie

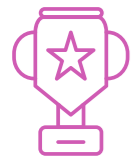
Empowering Educators, Transforming Communities: The Vision for the Catholic Education Workforce in South Australia



Priority Area 5:

Better understanding future teacher workforce needs - To improve the information available for teacher workforce planning.

1. Collect and analyse comprehensive data on the current teacher workforce and future workforce needs, including demographic trends, supply and demand projections, and workforce gaps.
2. Use data and evidence to inform policy and practice decisions related to teacher workforce development, such as identifying areas of need and priority, evaluating the effectiveness of interventions and programs, conditions, incentives and tracking progress and outcomes over time.
3. Foster a collaborative cross-sector approach and partnership between education stakeholders to ensure that teacher workforce development is aligned with the needs and priorities of the education system and the broader society.



Priority Area 4:

Elevating the profession - To recognise the value teachers bring to students, communities and the economy.

1. Implement an evidence-based performance tracking system that identifies excellent teachers and teacher leaders, aligned with the Australian Professional Standards for Teachers (APST) and the CESA Leadership Standard.
2. Raise community awareness of the importance and value of teaching and Catholic education by developing targeted public information campaigns and an overt marketing strategy that highlights our employee value proposition, recruitment and retention opportunities.
3. Elevate the professional status of teachers by implementing a comprehensive social media campaign that utilises platforms such as Facebook and LinkedIn to deliver podcasts, case studies and short video vignettes.



Priority Area 1:

Improving teacher supply - to increase the number of people choosing teaching as a career.

1. Develop a fast tracked and targeted program with Initial Teacher Education (ITE) providers for third and final-year education students to work under a special authority to teach. This approach alleviates staffing shortage and provides increased practical experience, coupled with mentorship, support and professional development.
2. Establish and build on partnerships with local and interstate ITE providers to offer attractive and flexible pathways into teaching, such as graduate programs, fast-track options, and conversion courses for career changers.
3. Provide incentives and support for high-achieving students, particularly those from underrepresented and disadvantaged groups, to pursue teaching as a career, such as scholarships, mentoring and internships.

Priority Area 2:

Strengthening initial teacher education - To ensure initial teacher education supports teacher supply and delivers classroom ready graduates



1. Collaborate with ITE providers to increase the number of preservice teacher placements and experiential learning opportunities in Catholic schools including exposure to quality classroom placements, mentorship and coaching, aligned to the APST.
2. Cultivate a bridge between academics and practitioners, fostering graduate teachers who are comprehensively prepared for the classroom via expanded collaboration with ITE providers, enhanced professional placements for preservice teachers, take up of internship opportunities, ensuring practical knowledge exchange and real-world experience.
3. Develop and provide targeted professional development opportunities based on the APST for registered teachers to strengthen professional practice that meets the learning and wellbeing needs of our diverse student population.

Priority Area 3:

Keeping the teachers we have: To improve retention by increasing support for teachers, enhancing career pathways, reducing unnecessary workload and freeing up teachers to focus on core teaching tasks and collaboration

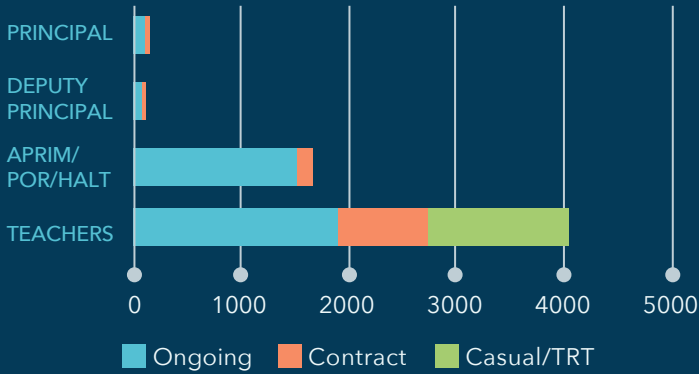


1. Establish a comprehensive and structured system of support and professional growth for teachers including mentorship programs, coaching and professional development opportunities, and psychological support services.
2. Establish clear and transparent career trajectories that allow teachers to achieve full registration through a comprehensive induction and accreditation program provided by the Catholic Education Office. This will lead to the opportunity to undertake national certification through a streamlined pathway for highly accomplished and lead teachers and pave the way for teachers to advance into POR, middle and senior leadership positions.
3. Enact measures specifically designed to lighten the burden on teachers by simplifying administrative responsibilities and eliminating superfluous tasks. Additionally, we will ensure teachers are adequately equipped with necessary resources and support, thus fostering a more efficient and effective teaching environment.

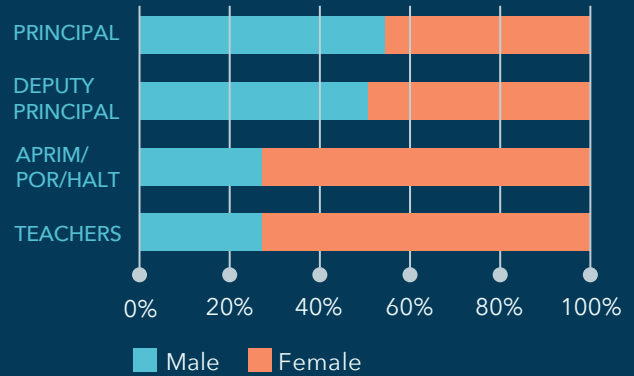


A snapshot of our current Teacher and Leader Workforce

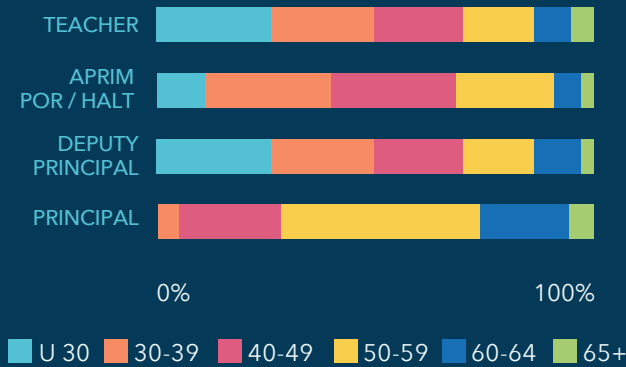
Staff numbers by employment type



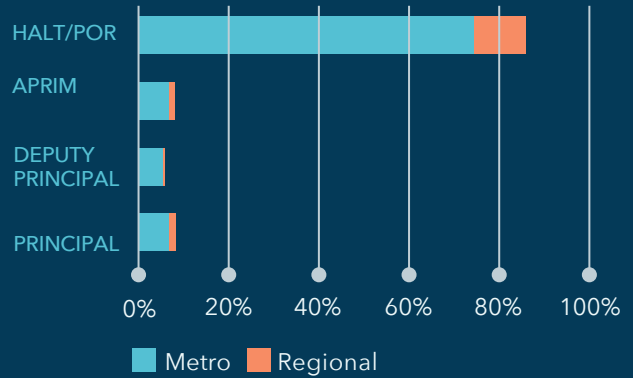
Gender Composition



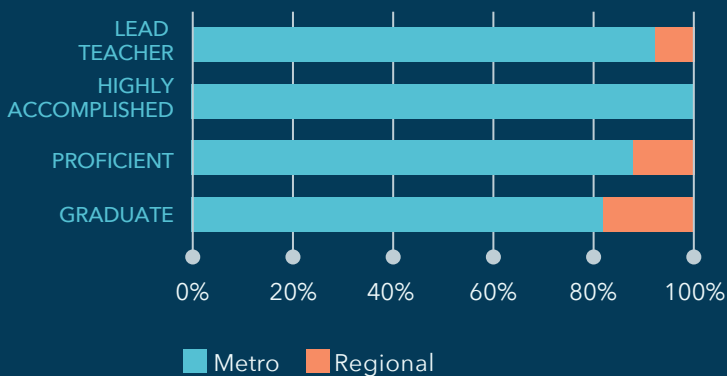
Age Profile



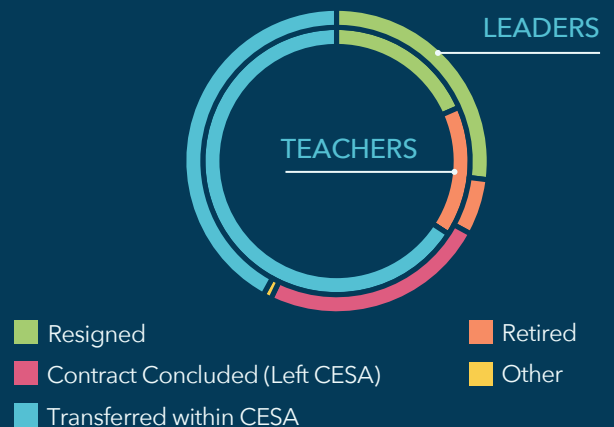
Leadership Position Types



Teacher Career Status by Location



Staff Movement



Our Vision and Goals for Catholic Education:

We are committed to fostering an empowered workforce where every individual has the opportunity to achieve their fullest potential. Our primary focus is on the growth and development of every child, in every classroom, and in every school.

Central to this vision is the cultivation of a culture of professional growth and formation within Catholic Schools, centres, and offices. We are creating an environment that attracts, sustains, and values individuals, their leadership, and their commitment to workforce excellence.

Recognising the significance of a sustainable pipeline of quality teachers and leaders, we prioritise equipping them with the necessary knowledge, skills, and mindsets to effectively accelerate student learning. This shared responsibility lies with Catholic Education and every individual within our organisation.

Our aim is to ensure that every teacher feels confident and proficient in delivering the curriculum. In South Australia, we envision teachers progressing from a proficient level to demonstrating capabilities at the highly accomplished and lead career stages. We believe that Highly Accomplished and Lead Teachers should hold esteemed positions within school leadership structures, actively contributing to their colleagues' teaching and learning practices.

To create a culture that values and rewards high performance, we embrace a growth mindset and the vocational nature of teaching. We are dedicated to conducting detailed workforce planning and forecasting, ensuring that every school's workforce profile aligns with the specific needs of their children and students.

Our goal is to achieve optimal workforce sustainability that fulfills system human resource requirements while setting us apart through our distinctive Catholic culture underpinned by Catholic social teaching and a deep understanding of the theology of the child. Looking beyond 2027, we remain committed to continuous improvement, building on our successes, and refining our approach to attain these goals.

Together, we strive to create a Catholic Education community where growth, excellence, and the wellbeing of every individual are at the core of our mission.



Strategy principles for Catholic Education:



1 **Becoming an Employer of Choice:**

We will be an employer of choice by creating a supportive, inclusive, and engaging workplace culture that attracts and retains the best talent.

2 **Exceptional Environments:**

We will provide exceptional working and learning environments for our teachers and leaders that are safe, healthy, and conducive to effective teaching and learning.

3 **Agility:**

We recognise the diverse needs and circumstances of our teachers and leaders, and we aim to provide tailored and flexible approaches to support their professional growth, faith formation and development.

4 **Collaborative Solutions:**

We believe in collaborating with our teachers and leaders to co-create solutions that are relevant, meaningful and effective. We will work closely together to design and implement policies, programs, and initiatives that support their needs and aspirations.

Our bold 15-point Strategy outlines actions we will take to sustain and grow our teacher workforce into the future.

By 2027 and beyond, success in the Catholic Education sector will be evidenced by the following:

- ✓ Future enterprise agreements will be carefully reviewed and planned to ensure equity with other systems, particularly focusing on benefits for early-career teachers and those who have achieved national certification and hold specific roles within our schools.
- ✓ We will cultivate an interest in teaching as a career among our students through targeted programs and scholarships, leading to a marked increase in those choosing this career pathway.
- ✓ The teacher recruitment process will be simplified and efficient, making the hiring of qualified teachers more streamlined.
- ✓ Clear and robust career pathways will be established within our system, providing teachers with the guidance and opportunities they need to flourish in their roles.
- ✓ This will include a comprehensive pathway for graduates to be supported and scaffolded to attain full registration, ultimately within a reasonable timeframe.
- ✓ The highly accomplished and lead (HALT) certification process will be streamlined and integrated with specific professional learning programs, aiming to boost the size of this group and enhance the developmental support provided to colleagues.
- ✓ Workforce planning will be enhanced to provide more precise data and strategies for attracting, retaining, and building the capacity of teachers in our system.

Implementation

To bring this Teacher Workforce Strategy Action Plan to fruition, Catholic Education South Australia will dedicate necessary resources, ensuring that the proposed strategies are actualised effectively. To spearhead this process, we will assemble a team tasked with the orchestration and tracking of the action plan's progress.

Monitoring and Evaluation

The deployment of the Teacher Workforce Strategy Action Plan will be continuously scrutinised and evaluated by Catholic Education South Australia. Regular report generation and review mechanisms will be established to ensure its successful implementation. By leveraging data and insights gathered from our staff and stakeholders, we aim to create a vibrant and resilient workforce for the future.

Conclusion

Catholic Education South Australia is steadfast in its mission to foster a vibrant, sustainable workforce capable of enhancing our students' educational journey both today and in the years to come.

This Teacher Workforce Strategy Action Plan is a roadmap, detailing our methodologies to draw new talent, retain our dedicated workforce, and nurture our educators to adapt to our students' evolving needs and societal dynamics.

We remain confident that the execution of this plan will bring us closer to our objective of delivering exemplary, Christ-focused education to our students. We eagerly anticipate collaborating with our workforce and stakeholders to actualise this visionary plan.



Adelaide Office

A 116 George Street, Thebarton SA 5031
P PO Box 179, Torrensville Plaza SA 5031
T 08 8301 6600
F 08 8301 6611

info@cesa.catholic.edu.au

www.cesa.catholic.edu.au