

**QUEENSLAND COLLEGE OF TEACHERS
STRATEGIC PLAN 2010 – 2014**



QUEENSLAND COLLEGE OF TEACHERS STRATEGIC PLAN

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OUR PURPOSE

The Queensland College of Teachers (QCT) seeks to ensure that teaching in Queensland schools is performed by appropriately qualified, competent and ethical people in the best interests of students, the profession and the public.

OUR VISION

That the teaching profession in Queensland is esteemed for its high standards of professional competence and ethics.

OUR VALUES AND COMMITMENTS

We believe teaching is the most important profession and we value the professionalism and work of Queensland teachers. At the same time, the welfare and best interests of school students are our primary consideration.

In our own work, we commit to operate in a transparent, accountable and ethical manner. We strive to be effective, efficient and capable, and to act in a consultative, responsive and collaborative way. We commit to exhibit authentic and independent leadership.

WHO WE ARE AND WHAT WE DO

The QCT is a statutory authority, funded by the teaching profession. It was established by the Queensland Government on 1 January 2006 under the *Education (Queensland College of Teachers) Act 2005* (the Act), building on the work of previous authorities, namely the Board of Teacher Education (1971–1989) and the Board of Teacher Registration (1989 – 2005).

The QCT consists of the Board and the Office of the QCT.

The QCT develops, maintains and applies professional standards, codes of practice and policies to underpin initial entry to and continuing membership of the profession. Its functions include:

- maintaining a register of approved teachers
 - receiving and assessing applications for teacher registration and for permission to teach
 - ensuring ongoing eligibility for registration or permission to teach by approved teachers
- approving and monitoring Queensland pre-service teacher education programs
- promoting the teaching profession
- managing notifications and complaints about teachers that allege there are grounds for disciplinary action
- conducting investigations into the conduct of approved teachers
- managing disciplinary matters referred to disciplinary committees
- monitoring compliance with the Act and disciplinary orders
- identifying and undertaking research relevant to the work of the QCT and the profession

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MESSAGE FROM THE QCT CHAIR

National partnerships between the Commonwealth and State Governments will be the catalyst for significant change over the next few years in the education environment. Quality teachers are the key to improving student outcomes in these partnerships. The processes associated with registration of teachers will be critical in developing and maintaining a high quality teacher workforce. Queensland has a long and proud history of teacher registration stretching back for more than three decades.

The various Boards that have had responsibility for teacher registration in Queensland have exercised leadership in modelling and promoting teacher registration throughout Australia.

From 2010, all fully registered Queensland teachers who have held registration for at least five years will have to renew their registration. This has not previously been a requirement of teacher registration in Queensland. Those teachers who have been actively teaching in a Queensland school for at least one year in the past five years will need to have completed a prescribed amount of professional development to have their registration renewed without a condition. This requirement has been introduced as teacher quality is linked to professional development. Research on the factors in schools that influence student outcomes has repeatedly identified teacher quality as the single greatest influence on student engagement and outcomes.

Those fully registered teachers who have not taught in Queensland schools for at least one year (or a total of 200 days) in the past five years will have their registration renewed but with a “Returning to Teaching” condition. This means they will have to complete a short professional development program within twelve (12) months before or after returning to teaching in a Queensland school. Queensland is the first state in Australia to introduce such a Returning to Teaching program.

This example illustrates that by building a regulatory system that focuses on quality teaching, the QCT continues to play a leadership role in the regulation of teaching in Australia. Important initiatives such as this also enhance public confidence in the teaching profession.

The purpose of this document is to communicate the strategic direction of the QCT for the next five years. The strategic plan will be reviewed annually to ensure it remains relevant to the dynamic environment of education.

Strategies identified in this document are transferred into annual plans with specific targets and levels of achievement. These are monitored and the outcomes reported to the Minister for Education and Training in the QCT’s annual report.

I am privileged to introduce this document and reaffirm to you that the QCT values teachers and will continue to engage the profession when developing policies and practices.

Dr Joe McCorley
Chair, QCT Board

OUR GOALS AND OBJECTIVES

Each year achievement of the goals will be evaluated using the objectives and performance indicators noted below. The left-hand column below relates the goals to the four areas of the 'balanced score card' approach.

OPERATIONS	GOAL 1: STRENGTHENING THE PROFESSION THROUGH THE DEVELOPMENT AND APPLICATION OF STANDARDS AND EVIDENCE-BASED RESEARCH	
	<i>Our Objectives</i>	<i>Our Performance Indicators</i>
	<ul style="list-style-type: none"> • Maintain and apply Professional Standards For Queensland Teachers by: <ol style="list-style-type: none"> 1. developing, implementing and reviewing policies to guide the profession in their practice; 2. approving and monitoring Queensland pre-service teacher education programs. • Appropriately respond to Commonwealth and State issues related to the QCT's functions and responsibilities. • Undertake, commission and contribute to research and reviews relevant to the work of the QCT. 	<ul style="list-style-type: none"> • Returning to Teaching programs are approved and implemented. • The Continuing Professional Development Framework is reviewed in 2011. • Further quality assurance tools and processes are developed to strengthen pre-service teacher education courses. • QCT policies, processes and procedures are adjusted to accord with the national agenda. • Timely and appropriate feedback is given on proposed national developments. • One major research project and one minor research/review project that contribute to the functions of the QCT are undertaken each year.

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GOAL 1: STRENGTHENING THE PROFESSION THROUGH THE DEVELOPMENT AND APPLICATION OF STANDARDS AND EVIDENCE-BASED RESEARCH	
<i>Our Objectives</i>	<i>Our Performance Indicators</i>
<ul style="list-style-type: none"> • Engage the profession to extend understanding of registration processes and effective use of the approved professional standards for Queensland teachers in these processes. • Progress recommendations 1 and 2 of the Queensland Education Performance Review. 	<ul style="list-style-type: none"> • 90% of teachers surveyed understand the requirements for moving from provisional to full registration and for renewal of registration. • Level of satisfaction of teachers who attend QCT workshops exceeds 80% as measured by feedback/surveys. • Pre-registration tests for aspiring primary school teachers are developed and implemented according to proposed timelines. • A framework to approve professional development in the areas of literacy, numeracy and science is developed and implemented.

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OPERATIONS	GOAL 2: PROTECTING THE PROFESSION AND THE PUBLIC	
	<i>Our Objectives</i>	<i>Our Performance Indicators</i>
	<ul style="list-style-type: none"> • Monitor compliance with QCT legislation and policy. • Implement rigorous processes for entry to and ongoing membership of the teaching profession in Queensland. • Maintain fair practices in the complaints and discipline management processes. 	<ul style="list-style-type: none"> • Compliance issues are identified and appropriate action taken. • A variety of compliance audits are undertaken. • Reasons for rejection or cancellation of teachers' registration or applications are rigorous, sound and fair, resulting in less than 10% of original decisions being overturned at internal appeal stage. • QCT decisions subjected to external review are upheld by an external adjudicator due to processes used by the QCT.

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INTEREST GROUPS	GOAL 3: ENGAGING AND INFLUENCING STAKEHOLDERS	
	<i>Our Objectives</i>	<i>Our Performance Indicators</i>
	<ul style="list-style-type: none"> • Promote an understanding and acceptance of the objectives of the QCT. • Consult with and be accessible to stakeholder groups. • Collaboratively work with the profession. • Use various means to promote the profession. 	<ul style="list-style-type: none"> • Level of satisfaction of major stakeholder organisations with QCT will exceed 80%. • Chair and Director meet with senior officers of major stakeholders at least twice a year. • Major stakeholders are represented on the Professional Standards Committee (PSC). • Stakeholders' satisfaction re involvement on PSC exceeds 80%. • Promote World Teachers' Day and engage in other activities such as teacher research grants, teaching excellence awards, and an annual lecture.

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PEOPLE & ORGANISATIONAL DEVELOPMENT	GOAL 4: ENHANCING ORGANISATIONAL PERFORMANCE	
	<i>Our Objectives</i>	<i>Our Performance Indicators</i>
	<ul style="list-style-type: none"> • Re-engineer systems and processes for renewal of registration. • Provide efficient and effective customer service. • Maintain a positive workplace culture. 	<ul style="list-style-type: none"> • 85% of renewal of registration applications are processed within four weeks of receipt. • All legitimate complaints about QCT service are resolved within four weeks. • Results on the majority of QPASS variables are positive – others neutral.
FINANCE	GOAL 5: ENSURING FINANCIAL STABILITY AND SUSTAINABILITY TO ACCOMPLISH OUR CURRENT AND FUTURE OBJECTIVES	
	<i>Our Objectives</i>	<i>Our Performance Indicators</i>
	<ul style="list-style-type: none"> • Build financial capacity and stability • Enhance corporate governance. • Ensure annual budgets are aligned to strategic priorities and projects. 	<ul style="list-style-type: none"> • Criminal History Check investment targets are achieved. • Projected four-year budgets are developed. • Non-school-based registrants are surveyed. • Unqualified audit reports are received. • QCT activities are achieved within allocated budget.

ATTACHMENT: OUR PRIORITIES FOR 2010

1. Develop and trial pre-registration tests for aspiring primary school teachers, as per recommendation 1 of the Queensland Education Performance Review (QEPR).
2. Develop and administer a professional development framework for primary school teachers and school leaders in the areas of literacy, numeracy, science and assessment, as per recommendation 2 of the Queensland Education Performance Review (QEPR).
3. Participate in the development of National Standards and nationally consistent registration processes.
4. Audit the evidence presented by provisionally registered teachers for moving to full registration and the processes used by schools in recommending these teachers for full registration.
5. Ensure the QCT is 'business-ready' for efficient and effective processing of applications for renewal of registration.
6. Approve Returning to Teaching programs for offering in 2010.
7. Develop a survey instrument designed to provide evidence as to whether graduates of Queensland preservice teacher education programs are 'classroom ready'.
8. Implement provisions for improved criminal history screening of teachers and for reduced duplication in screening of persons for working with children.