

**QUEENSLAND COLLEGE OF TEACHERS  
STRATEGIC PLAN 2012 – 2015**

---



# QUEENSLAND COLLEGE OF TEACHERS STRATEGIC PLAN

---

<b>OUR VISION .....</b>	<b>3</b>
<b>OUR PURPOSE.....</b>	<b>3</b>
<b>OUR VALUES.....</b>	<b>3</b>
<b>WHO WE ARE AND WHAT WE DO .....</b>	<b>4</b>
<b>MESSAGE FROM THE CHAIRPERSON .....</b>	<b>5</b>
<b>OUR KEY RESULT AREAS AND STRATEGIES FOR 2012–2015.....</b>	<b>6</b>
KRA 1 Maintaining and improving quality teaching.....	6
KRA 2 Leading as a contemporary regulator .....	7
KRA 3 Enhancing Services to Teachers .....	8
KRA 4 Valuing our people.....	8
KRA 5 Strengthening organisational capability and sustainability.....	9
<b>ATTACHMENT: OUR PRIORITIES FOR 2012 .....</b>	<b>10</b>

## OUR VISION

The QCT aspires to be a world-class regulatory body which enhances the professionalism of Queensland teachers.

## OUR PURPOSE

The QCT sets and upholds contemporary professional teaching standards in the best interests of Queensland school students.

## OUR VALUES

- Professionalism – we demonstrate through our own actions the highest standards of professional and personal performance
- Transparency and fairness – we act in a transparent, accountable and ethical manner in all decision-making and processes
- Collaborative relationships – we work constructively with all stakeholders in a consultative, responsive and collaborative way
- Leadership – we demonstrate leadership in maintaining a world class regulatory framework
- Exemplary service - we aim to be effective, efficient and capable in our service delivery
- Independence – we exercise an independence of mind in everything we do.

## WHO WE ARE AND WHAT WE DO

The QCT is a statutory body, principally funded by the Queensland teaching profession. The QCT works in the best interests of students, the public and the 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 and hearing disciplinary matters
- monitoring compliance with the Act and disciplinary orders
- identifying and undertaking research relevant to the work of the QCT and the profession

### Contact Us

In Person	By Mail
Level 10 Sherwood House 39 Sherwood Road Toowong Queensland	PO Box 389 Toowong Queensland 4066 AUSTRALIA
By Fax	By Phone
+61 (07) 3870 5006 or +61 (07) 3876 7248	+61 (07) 3377 4777
By Email	Toll Free 1300 720 944 (For callers outside the Brisbane Metropolitan area)
enquiries@qct.edu.au	

## MESSAGE FROM THE CHAIRPERSON OF THE QUEENSLAND COLLEGE OF TEACHERS

Educational research has demonstrated that of all the factors that can be controlled by an education system, the most important by far is the effectiveness of the classroom teacher<sup>1</sup>. Attracting the right people to become teachers, providing high quality pre-service teacher education programs and continuing professional development of people once they have qualified as teachers are key components of a high performing teaching workforce. Not surprisingly, improving teacher quality to lift student attainments has become a major thrust of Queensland education in recent years and will continue to be in the future.

The Queensland Government has commenced implementing a number of initiatives as part of a National Partnership Agreement with the Australian Government. In addition the Queensland Government recently commissioned two major reviews in relation to improving the quality of teaching. These reviews were:

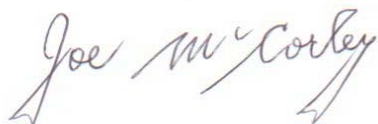
- *A Shared Challenge: Improving Literacy, Numeracy and Science Learning in Queensland Primary Schools* (2009), and
- *A Review of Teacher Education and School Induction* (2010).

The Queensland College of Teachers (QCT) has been tasked with progressing a number of the key recommendations associated with the National Partnership and the two reviews mentioned above. This work will be pivotal to improving the quality of teaching and ensures the QCT continues to play a significant educational leadership role in Queensland and Australia.

The purpose of this document is to communicate the strategic direction of the QCT for the next four 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 are reported to the Minister for Education and Industrial Relations in the QCT's Annual Report.

It is an honour to introduce this document and reaffirm to you that the QCT values professional teachers and the well-being of students.



**Dr Joe McCorley OAM**  
**Chair, QCT Board**

---

<sup>1</sup> Auguste, B., Kihm, P. and Miller, M. (2010) *Closing the Gap: Attracting and retaining top-third graduates to careers in teaching*. McKinsey and Company

## OUR KEY RESULT AREAS AND STRATEGIES

<p><b><i>Key Result Area 1 – Maintaining and improving quality teaching</i></b></p> <p><b>Overall objective: Apply standards to ensure teachers in Queensland schools are qualified, competent and ethical</b></p>	
<p><b>STRATEGIES</b></p> <p><i>Strengthen policies and practices by applying professional standards for Queensland teachers through:</i></p> <ul style="list-style-type: none"> <li>• <i>transitioning to the national professional standards for teachers and the national standards and processes for the accreditation of initial teacher education (ITE) programs</i></li> <li>• <i>finalising the development of and implementing pre-registration tests</i></li> <li>• <i>implementing outcomes of A Flying Start: A Review of Teacher Education and School Induction</i></li> </ul> <p><i>Implement a timely and targeted compliance framework and activities</i></p> <p><i>Develop and implement annual compliance and audit plans</i></p> <p><i>Implement and continue to improve the framework for disciplinary management</i></p>	
<p><b>PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Timelines for implementation of National directions</li> <li>• Timeline for implementation of Queensland Government ITE reforms and pre-registration test</li> <li>• % of annual compliance plan implemented</li> <li>• Number of disciplinary matters decided by QCAT for insufficiency of evidence, inappropriate investigative processes or being contrary to public interest</li> </ul>	<p><b>TARGETS</b></p> <p>As set by MCEECDYA</p> <p>As set by the Queensland Government</p> <p>100% of plan implemented</p> <p>All disciplinary cases are managed in accordance of procedural fairness</p>

<p><b>Key Result Area 2 - Leading as a contemporary regulator</b></p> <p><b>Overall objective: Actively support and promote the teaching profession through state and national leadership as a contemporary regulatory body</b></p>	
<p><b>STRATEGIES</b></p> <p><i>Lead and influence future directions in the regulation of teaching at both state and national levels</i></p> <p><i>Undertake and implement relevant research projects to enhance the evidence basis for regulatory policies</i></p> <p><i>Enhance community awareness and understanding of the teaching profession and the QCT's role, by:</i></p> <ul style="list-style-type: none"> <li>• <i>Showcasing the profession in regular planned ways e.g. through the annual QCT awards</i></li> <li>• <i>Providing formal opportunities for major stakeholders to give feedback to the QCT</i></li> </ul> <p><i>Achieve QCT-identified improvements in policies and legislation relating to the profession of teaching through consulting with stakeholders</i></p> <p><i>Maintain and develop strategic alliances and partnerships with stakeholders locally, nationally and internationally to inform and influence future decision making</i></p>	
<p><b>PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Satisfaction rate of stakeholder groups with the QCT</li> </ul>	<p><b>TARGETS</b></p> <p>At least 80% satisfaction rate</p>

<p><b>Key Result Area 3 - Enhancing services to teachers</b></p> <p><b>Overall objective: Engage, enrol and empower teachers by providing responsive, timely and accurate service delivery</b></p>	
<p><b>STRATEGIES</b></p> <p><i>Enhance teachers' awareness of the QCT's role, processes and services by developing and implementing a communication plan</i></p> <p><i>Enhance services for teachers and deliver services through a variety of media</i></p> <p><i>Strengthen the QCT's promotion of and support for the continuing professional development (CPD) of teachers</i></p>	
<p><b>PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Teachers' satisfaction with the QCT</li> </ul>	<p><b>TARGETS</b></p> <p>At least 80% satisfaction level</p>

<p><b>Key Result Area 4 – Valuing our people</b></p> <p><b>Overall objective: Nurture an engaged, skilled and productive workforce</b></p>	
<p><b>STRATEGIES</b></p> <p><i>Continue to build capacity in our people by informing, engaging and providing opportunities for ongoing development through Performance Planning and Review</i></p> <p><i>Develop an organisational leadership and innovation plan</i></p> <p><i>Demonstrate recognition of staff contributions</i></p> <p><i>Provide a well-being program for staff</i></p>	
<p><b>PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Satisfaction of QCT staff with their employment at QCT</li> </ul>	<p><b>TARGETS</b></p> <p>At least 80% satisfaction rate</p>



**Key Result Area 5 – Strengthening organisational capability and sustainability**

**Overall objective: Strengthen organisational capability and sustainability**

**STRATEGIES**

*Become more cost-effective in the delivery of services to approved teachers and stakeholders by*

- *analysing our expenditure*
- *benchmarking our operating model with comparable national and international organisations*

*Enhance governance systems and processes including risk and compliance management systems by*

- *implementing improvements in IT governance strategy*
- *annually reviewing internal audit strategy*
- *implementing a quality framework*

*Build on IT and other business systems to ensure they are contemporary, effective and efficient and support the delivery of user-friendly and accessible member services*

*Enhance organisational knowledge management*

*Embed strategic plan in the organisation through the development of a staff communication strategy*

*Become an environmentally responsible organisation*

*Develop a cohesive corporate social responsibility program*

**PERFORMANCE INDICATORS**

Percentage of governance systems and processes implemented

Proportion of staff using eDRMS

Reduction of QCT's carbon footprint and waste

**TARGETS**

90% of systems and processes implemented

100% using eDRMS

Reduction of 10% by 2015

## ATTACHMENT: OUR PRIORITIES FOR 2012

- Priority 1** *Strengthen policies and practices by applying professional standards for Queensland teachers through:*
- *transitioning to the national professional standards for teachers and the national standards and processes for the accreditation of initial teacher education (ITE) programs*
  - *finalising the development of and implementing pre-registration tests*
  - *implementing outcomes of A Flying Start: A Review of Teacher Education and School Induction*
- Priority 2** *Undertake and implement relevant research projects to enhance the evidence basis for regulatory policies*
- Priority 3** *Achieve QCT-identified improvements in policies and legislation relating to the profession of teaching through consulting with stakeholders*
- Priority 4** *Enhance teachers' awareness of the QCT's role, processes and services by developing and implementing a communication plan*
- Priority 5** *Continue to build capacity in our people by informing, engaging and providing opportunities for ongoing development through Performance Planning and Review*
- Priority 6** *Enhance governance systems and processes including risk and compliance management systems by*
- *implementing improvements in IT governance strategy*
  - *annually reviewing internal audit strategy*
  - *implementing a quality framework*
- Priority 7** *Enhance organisational knowledge management*