

# FALCON PRIMARY SCHOOL

*A Western Australian Independent Public*



## Workforce Plan 2013-2015



# WORKFORCE MANAGEMENT PROFILE

The purpose of a *Workforce Management Profile* is to inform the shape and composition of Falcon Primary School's workforce.

In providing a responsive environment for students and staff it is essential to identify how the school will best deliver and support the future directions and innovations of the school and the education system as a whole.

Enrolment trends have fluctuated as a result of two new schools built at Ocean Road (2001) and South Halls Head (2008).

However, throughout the past decade the school has maintained its position as a school of choice for families in Mandurah.

## **PROCESS ADOPTED**

### **How best will the profile of the school support our purpose?**

- ACADEMIC – teachers and education assistants with an understanding of effective teaching and learning pedagogy; (this includes assessment to inform teaching, enrichment and a differentiated curriculum based on need)
- PHYSICAL – specialist teachers together with classroom teachers committed to the provision of appropriate physical opportunities
- ARTISTIC
- SOCIAL OUTCOMES

### **Use a GAP ANALYSIS to determine the difference between the current and future workforce.**

- Feedback from staff and the School Board on future needs for School Leadership, type of Teacher facilitating student learning, clearly articulated role of the Senior Teacher, Specialist programs on offer now and in the future, up skilling Education Assistants on individual and group strategies

### **Workforce Issues identified in the Profile**

- A high percentage of teaching and support staff work part time. This creates additional professional learning costs.
- Shortage of male teachers in the middle and upper primary grades.
- A high percentage of staff with an average age of 50 years
- Better application and use of the Senior Teacher role (approximately 16 Senior Teachers)

### **Other Related Issues impacting on the Workforce Plan**

- Year 7 transition to secondary school by 2015 will decrease the number of upper primary staff.
- Compulsory schooling for Pre Primary students will increase the need for ECE teachers and assistants.
- Catering for the increased number of special needs and gifted and talented students requires a differentiated curriculum
- Need for Education Assistants to have Certificate 3 qualifications will impact on training costs
- Leave Management to monitor accrued long service leave entitlements and to regulate the number of staff on leave at the same time
- Increased workload issues related to increased mental health and well being issues necessitates stronger connections with the Employee Support Bureau
- New Student-Centred funding model applied to schools in 2014 to include K-2

# WORKFORCE MANAGEMENT

- A high percentage of staff work on a part time basis. This impacts on professional development costs, time spent on performance management and timetabling issues
- The median male and female age groups indicate the need to commence succession training and recruitment drives
- Aim to increase permanency rate for all employment categories by the end of 2015

EMPLOYMENT CATEGORIES	AVERAGE AGE	MEDIAN - MALE	MEDIAN- FEMALE	HEADCOUNT	TOTAL FTE	% MALE	% PART TIME	% FIXED TERM
<b>EARLY CHILDHOOD</b>	53.2	N/A	56.0	8	5.4	0%	62.5%	25%
<b>JUNIOR PRIMARY</b>	38.0	33.0	40.0	7	7.0	14.29%	28%	43%
<b>MIDDLE PRIMARY</b>	43.0	N/A	44.0	5	5.0	0%	33.3%	50%
<b>UPPER PRIMARY</b>	45.7	N/A	45.0	7	7.0	0%	14.2%	0%
<b>ADMINISTRATION</b>	51.0	53.0	45.0	3	3.0	66.6%	0%	0%
<b>OFFICE</b>	51.5	N/A	52.5	4	3.7	0%	50%	25%
<b>EDUCATION ASSISTANTS</b>	49.0	N/A	46.0	16	12.1	0%	73.3%	20%
<b>GARDENER/CLEANER</b>	53.8	50.0	65.0	5	2.4	60%	80.0%	0%
<b>SPECIALIST/SUPPORT</b>	50.0	55.0	48.0	6	4.4	40%	66.6%	10%

## Areas to be addressed in Workforce Planning and Recruitment

- Includes the Registrar, School Officers, Library Officer
- Includes Principal and Assistant Principals

## WORKFORCE PROFILE 2013-2015

ROLE	CURRENT WORKFORCE	2013	2015	FUTURE WORKFORCE
<b>Principal</b>	<b>Mr Warren Bachman</b>			
Assistant Principal	Mr Adrian Perry			
Assistant Principal	Mrs Tiffany Hennessey			
<b>ECE Teacher</b>	<b>Mrs Ryta Hinkley</b>			
ECE Teacher	Mrs Kim Dodd			LSL in term 3, 2015
<b>ECE Teacher</b>	<b>Mrs Judith Coate</b>			Reduced work fraction to 0.6 No retirement plans
<b>ECE Teacher</b>	<b>Ms Debra Wiseman</b>			
<b>ECE Teacher</b>	<b>Mrs Kerry Thompson</b>			Job sharing with Jane Murdoch
ECE Teacher	Ms Maureen Willcock			
Teacher	Mrs Jane Murdoch			
<b>Teacher</b>	<b>Mrs Dianne Blay</b>			Retirement at end of 2015
<b>Teacher</b>	<b>Ms Rita Trigwell</b>			Retirement at end of 2013
Teacher	Mrs Leanne Lewis			Early offer Graduate in 2013
Teacher	Mr Benjamin Turner			Early Offer Graduate in 2013
<b>Teacher</b>	<b>Mr Russell Hinkley</b>			LWOP in 2014 followed by retirement 2015
Teacher	Mrs Sally Hurl			
Teacher	Mrs Roxanne Green			
Teacher	Mrs Anne Hay			Full time teaching in 2014 Reduce work fraction to 0.8 in 2015
Teacher	Mrs Justine Melbourne			Early Offer Graduate in 2013
Teacher	Mrs Teena Dixon			Full time teaching in 2014
<b>Teacher</b>	<b>Mrs Linda Robinson</b>			
Teacher	Mrs Petrina Neufeld			Cultural Diversity (Aboriginal)
Teacher	Ms Lara Patching			Aspirant Deputy Principal Literacy Specialist at Greenfields PS for 2015
<b>Teacher</b>	<b>Mr Abbid Chaudhry</b>			Music Specialist 1.0FTE (Bachelor of Music Hons)
PSYCHOLOGIST	Miss Aimee Scott			School funded 0.4 position since 2013
<b>Teacher</b>	<b>Mrs Yvonne Phillips</b>			Second lot of 6 months LWOP in 2016
Teacher	Mrs Judy Hughes			
Teacher	Mrs Kelly Penkala			Aspirant Deputy Principal Lead Teacher 2015
Teacher	Mrs Barbara Pearson			
Teacher	Mrs Jacqui Jurewicz			
<b>Teacher</b>	<b>Mrs Meredith Lake</b>			
Teacher	Ms Michelle Kelly			Aspirant Deputy Principal Level 3 Teacher; Lead Teacher 2015
<b>ART</b>	<b>Mr Nigel Boyle</b>			
JAPANESE	Mrs Leslie Sinagra			Aspirant Deputy Principal Level 3 Teacher, Lead Teacher 2015
PHYSICAL EDU	Mr Gavin Coles			0.4 FTE
PHYSICAL EDU	Mrs Paula Shanahan			0.8 FTE
<b>ICT</b>	<b>Mrs Bernadette Wiese</b>			0.6 FTE
<b>SUPPORT STAFF</b>				
<b>Registrar</b>	<b>Mrs Robyn Reynolds</b>			
School Officer	Mrs Naomi Jones			Executive Assistant to Principal (through network)
<b>Library Officer</b>	<b>Mrs Robyn Hyde</b>			
Education Asst	Mrs Cynthia Gillam			
Education Asst	Mrs Kim Finlay			
Education Asst	Mrs Michelle Winning			
Education Asst	Ms Barbara Hutchison			
AUSLAN Asst	Mrs Carolyn Ayton			
<b>Education Asst</b>	<b>Mrs Joanne Doyle</b>			
GARDENER	Mr David Rose			
<b>CLEANER IN CHARGE</b>	<b>Mrs Glenys Moiler</b>			
<b>CLEANER IN CHARGE</b>	<b>Ms Linda Nunn</b>			
<b>CLEANER</b>	<b>Mr John Borg</b>			
CLEANER	Mr Jarrod Northam			
AIEO	Mr Cecil Fox			

Above 55 years	
50 – 54 years	
40 – 49 years	
Below 39 years	

# WORKFORCE GAP ANALYSIS

Future Work force Needs 2015	Current Workforce 2013	GAPS (short term and long term)
<b><u>Teaching Staff</u></b>		
1.0 Principal Level 5	1.0 Principal Level 5	
2.0 Assistant Principal L3	2.0 Assistant Principal Level 3	
0.2 Lead Teacher added to formula	32.45 FTE Teachers	
1.0 Japanese Language	1.0 Japanese Language	
1.0 Visual Arts	1.0 Visual Arts	
1.0 Physical Education	1.2 Physical Education	0.2 reallocated
0.6 ICT Consultant	0.8 ICT Consultant	Reduce 0.2
	0.4 Leadership Support	Remove this position from 2014
<b>1.0 Music (NEW)</b>		Introduce Music program (NEW position)
<b><u>Support Staff</u></b>		
1.0 Registrar Level 4	1.0 Registrar Level 4	
0.7 Registrar Support	0.8 Registrar Support Level 2	Maintain but reduce by 0.1
1.0 School Officer Level 1	1.0 School Officer Level 1	
0.3 Executive Assistant Level 2	0.2 Personal Assistant Level 2	Increase this role from 0.2 to 0.3
0.4 School Psychologist	0.4 School Psychologist	(0.04 of this position funded by the school)
0.9 Library Officer	0.9 Library Officer	NO CHANGE
6.0 Education Assistant Level 1/2	7.1 Education Assistant Level 1/2	Modification to timetable to include K-2
	Education Assistant – Special Needs	No change, based on Schools Plus funding
<b><u>Gardener/Handyperson</u></b> 0.7 Grounds person (reduced)	0.7 + 0.3 salary pool (Grounds person)	Maintain this as a full time position but at gardener's discretion
<b><u>Cleaning staff</u></b>	Cleaning staff	No changes
<b><u>Aboriginal Education Officer</u></b> 0.40 AIEO	0.4 Aboriginal Education Officer	Maintain 0.4 position

# WORKFORCE PLAN –

## FALCON PRIMARY SCHOOL

KEY WORKFORCE GAPS	PROPOSED STRATEGIES	AGREED STRATEGIES	COST	TIMEFRAME
<i>50% of teaching staff are over 50 years of age</i>	<i>Identify graduates and consider 'Early Offer' appointments</i>  <i>Continue to access student teachers through the various universities</i>	<i>Make Early Offer appointments to obtain best possible teachers</i>  <i>Focus on graduate teachers and utilise RAMS to access Graduate Pool</i>	NIL	November/December
<i>Continued growth in student enrolments</i>	<i>Increase flexibility through the employment of a combination of fixed term and permanent teachers</i>  <i>Extend the recruitment pool by 6 months to 18 months to attract further interest</i>	<i>Establish an 18 month recruitment pool</i>	NIL	September
<i>Long Service Leave Liability</i>	<i>Spreadsheet to determine the percentage of staff on leave (LSL or LWOP) and fill these through active pool</i>	<i>Applications for LSL (over 2 weeks) made in July of previous year</i>  <i>Regulate the number of staff taking leave at the same time</i> <i>Reduce leave through Leave Management Plan</i>	NIL	July (previous year)
<i>Need for leadership training – aspirants</i>	<i>Increase level 3 teacher interest/Lead Teacher initiative</i>  <i>Offer acting opportunities, specialist role in other schools</i>  <i>Up skill School Officers to build capacity in business practices</i>	<i>Provide access to professional learning through performance management goals;</i>  <i>Provide mentors for aspirants as part of succession planning</i>  <i>Offer Leadership Support roles to aspirants</i>	\$5 000   0.2 FTE	All year (ongoing)
<i>Retirements in next three years</i>	<i>Establish a pool for both support and teaching staff</i>  <i>Canvas staff to determine those considering retirement during this period</i>	<i>Establish a pool for support and teaching staff</i>	NIL	May/June

## CONSULTATION AND ENDORSEMENT

The **WORKFORCE PLAN** for Falcon Primary School is developed in consultation with staff and the School Board.

This consultation occurred through use of after-hours staff meetings and scheduled School Board meetings.

Falcon Primary School's **Workforce Plan 2013-2015** was formally endorsed by the School Board in September 2013.

The Principal and Chair of the School Board would like to acknowledge the contribution of staff and parents in developing this plan to ensure our students are provided with optimum learning opportunities.



Mr Warren Bachman  
Principal  
Falcon Primary School



Mrs Maree Gooch  
Chair  
Falcon School Board

**FALCON PRIMARY SCHOOL  
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Our Workforce Plan can be viewed by visiting the school website

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