



# NSW INSTITUTE OF SENIOR EDUCATIONAL ADMINISTRATORS

3/74 Wrights Rd Drummoyne 2047 Phone and Fax (02) 9181 5879 Email: ron.ikin@bigpond.com

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## ISEA NEWSLETTER: DECEMBER 2007

### **Pam Ryan and Laurie Murphy: Joint Inaugural ISEA Award Winners.**

Pam Ryan, School Education Director in Orange, and Laurie Murphy, School Development Officer in Tamworth are the joint winners of the inaugural ISEA Award for Excellence in the Administration of Public Education.

The panel, charged with selecting a winner, was unable to separate the outstanding projects submitted by Pam and Laurie and so the ISEA's State Council agreed to increase the amount made available for the Award from \$5000 to \$6000 so that each winner will receive \$3000 to enhance their project and their own professional learning.

**Pam Ryan's** Award was based on her promotion of collaboration between five secondary schools in the Orange Group of schools in partnership with TAFE, through her leadership of the e<sup>2</sup> project.

The significance of her work, particularly for students and teachers in country schools, was acknowledged by her colleagues in the region and across the State who supported her application. Her leadership of the project has led to the widening of curriculum offerings in the schools concerned and helped to stem the decline in, and stabilise, the enrolments in the smaller rural areas.

The selection panel believed that the project clearly had significance across NSW and the nation.

**Laurie Murphy** received the Award because the panel was most impressed with the service he had provided to the schools in his region over several years and, more recently, his promotion of quality teaching and learning through a range of technology applications.

His leadership of the Information Technology Reference Group in the New England Region has led to the implementation of innovative uses of technology and the encouragement of colleagues to realise the enormous potential of IT.

The significance of Laurie's work, particularly for students and teachers in isolated schools, was considered by the panel to be of the highest order and was recognised as such by his colleagues in the region and across the State.



***Pam Ryan, School Education Director, Orange***



***Laurie Murphy, School Development Officer, Tamworth***

## **ISEA Meets with Singaporean Delegation**

ISEA members recently met with a delegation of system and school administrators from Singapore. Led by Cecilia Lim, Principal – Queensway Secondary School Secondary School, Singapore, the group was visiting Sydney to take part in the Australian Council of Educational Leader's international conference at Darling Harbour.

Prior contact was made with the ISEA in order to arrange visits to NSW educational institutions and to meet key decision makers in the school system. Constructive discussions were held in order to establish on-going relationships between the Singaporean and NSW school systems.

The possibility of the ISEA organising a return study tour of members and colleagues to Singapore was greeted with enthusiasm by our Singaporean colleagues and suggested dates and schedules were canvassed. Members will be kept informed as planning for such a tour progresses.

***ISEA members meet with Singaporean colleagues at Darling Harbour***



## **Education Leadership Canada and the ISEA**

Joanne Robinson, Program Coordinator for *Education Leadership Canada*, and a Senior Staff Consultant for the Ontario Principals' Council (OPC) met and dined with a group of ISEA members and colleagues recently.

Joanne is responsible for the design, development and delivery of qualification/licensing programs for principals and supervisory officials, including online learning academies, mentoring and coaching programs, instructional leadership training, international leadership programs and numerous of leadership development programs.

Her visit was to touch base with organisations in Australia with responsibilities for the support and development of educational leaders. Former DET Deputy Director-General, Dr Alan Laughlin, arranged Ms Robinson's visits to Sydney. Alan, who is currently associated with Charles Sturt University has been undertaking a consultancy project in Toronto, Canada.

Members of the ISEA State Council were keen to meet Ms Robinson because of the planned ISEA study-tour to the USA and Canada (including Toronto) in the NSW 2008 third term vacation.



***ISEA members and friends meet with Joanne Robinson (third from left) at Lane Cove***

## **The ISEA Meets with the Director-General**

Members with good memories will recall that at a meeting on the 29 July 2007 with the Director-General the ISEA sought certain commitments from the DET.

A response to these commitments was received from the Director-General on the 22 August 2007 and the ISEA again met with the D-G and with Peter Riordan, the Deputy Director-General, Workforce Management & Systems Improvement, on the 2 October 2007 to further clarify the DET's views.

What follows is an account of the commitments sought, the DET's written and oral responses, and the ISEA's comments on each of the issues.

### **Commitment 1**

#### **The ISEA seeks regular, scheduled meetings with the Director-General.**

Director-General's Response.

*I would be pleased to meet with the Institute of Senior Educational Administrators representatives each term.*

ISEA Comment

The ISEA welcomes the opportunity to meet with the Director-General on a once-a-term basis. It will allow us to better support public education, as is our charter. This returns consultation with the DET to a more predictable and pro-active basis than has existed for approximately 2 years.

### **Further Developments**

The meeting on the 2 October was the first of the scheduled meetings with the current D-G. It is anticipated that meetings will be scheduled for each term in 2008.

### **Commitment 2**

#### **The ISEA seeks consultation with the DET about CEO positions:**

**E.g. Before they are disestablished;**

**Before school experience and education qualifications are deleted from a position;**

**Before a position is declared "Temporary" or "Permanent"; and**

**Before a school placement is determined prior to a CEO returning to school.**

Director-General's Response

*An agreement to consultation with the Institute about Chief Education Office positions would set a precedent for similar engagement with the Public Service association and the Teachers Federation in relation to public service and non-school-based teaching service positions. This would involve potential negotiation over approximately 3,500 positions in state and regional offices. For this reason, the Department of Education and Training will continue with the current practice of consultation with the Institute regarding specific issues on a case by case basis related to the establishment and advertisement and advertisement of Chief Education Officer position. In practice, where any of these unions has an issue in relation to a specific position or the return of staff to school positions, these issues have been raised and addressed on a case by case basis.*

ISEA Comment

While the ISEA accepts that consultation over non-school-based teaching service positions (including CEOs) has the potential to be time-consuming, it does not accept that the current practice involves any prior consultation with the ISEA regarding specific issues on a case-by-case basis related to the establishment and advertisement of CEO positions. In fact it has been left entirely to the ISEA to detect inconsistencies in the advertisement (e.g. permanent-temporary status) and appointment of CEOs and there have been many. The ISEA has documented them, alerted the DET and in some cases negotiated better outcomes but on others there has been a reluctance by the DET to rectify obvious inconsistencies. Further there has been no consultation over the disestablishment of CEO positions, which has happened on a regular basis. If it is appropriate for there to be consultation over school-based positions, why not non-school-based positions?

A previous DET administration undertook to consult with the ISEA before the requirements for extensive school experience and formal educational qualifications were excluded from advertisements for CEO positions. The current administration has reneged on that undertaking. It can hardly be time consuming or inefficient to consult with the ISEA over such an important matter of principle.

### **Further Developments**

As a result of the 2 October 2007 meeting Peter Riordan has undertaken to provide the ISEA with a list of the CEO positions the DET considers should be declared permanent and those that it considers should remain temporary. The ISEA awaits the list with great interest. If accurate, such a list should provide some consistency in the determination of the status of CEO positions.

### **Commitment 3**

**The ISEA seeks an independent review of the merit selection policy and procedures within the DET, and in particular those that apply to NSBTS positions.**

Director-General's Response

*A review of the Department's merit selection policy and procedures will be undertaken following the release of the report on recruitment commissioned by the Department of Premier and Cabinet. The Institute will be consulted as part of this process.*

ISEA Comment

The ISEA welcomes the prospect of a review of the DET's merit selection policy and procedures in that the current arrangements are inflexible, have been shown to be seriously flawed and are far from current best practice. Given the crucial influence merit selection has on productivity and morale it is long overdue that the DET's policies and procedures are reviewed.

The ISEA awaits with interest the findings of the report by the Department of Premier and Cabinet and the approach the DET takes in reviewing its own arrangements and how the ISEA will be involved. The ISEA's expectation is that major revisions will be necessary to improve merit-selection policy and procedures.

### **Commitment 4**

**The ISEA seeks a small financial grant to support DET-approved professional-development activities conducted by the ISEA.**

Director-General's Response

*While I note your request for a financial grant to support professional development programs conducted by the Institute, it is not appropriate to provide such financial assistance to an industrial organisation which is funded through membership fees and other sponsorships they may arrange. I hope you appreciate that industrial organisations are not held accountable to the Government for expenditure, there is potential for public money to be used inappropriately. I believe your request was made in good faith and I understand that you planned to seek approval for the programs you want to offer but the Department already provides Chief Education Officers with access to professional development opportunities. They also have the opportunity to discuss their career goals and career development needs with their supervisor as part of the Performance Management Scheme for Chief Education Officers.*

*At the meeting you mentioned the half-day induction program for newly appointed Chief Education Officers. I understand that the program was developed in consultation with the Institute and that the feedback by participants has been very positive. If you have any issues you wish to discuss in regard to professional development programs, Ann McIntyre, Director of Professional Learning would be pleased to talk to you.*

## ISEA Comments

It would seem that the Director-General or his advisers have misinterpreted this issue for the reality is very different than the response suggests. Certainly the ISEA has industrial coverage of CEOs but it provides professional development activities for all senior staff (SES, Senior Officers and CEOs). It would seem inconsistent for the DET to provide hundreds of thousands of dollars to associated professional associations but not a small grant to the ISEA, especially when the DET has been offered the opportunity to approve or reject ISEA activities.

Contrary to the Director-General's statement, the ISEA is accountable to the Government in that it is obliged by law to have its financial records audited by a State registered auditor and to submit the audited accounts to the Industrial Relations Commission on an annual basis.

Grants from the DET for professional-development activities have been recorded in the ISEA's audited accounts in previous years and have not attracted objections from the Industrial Relations Commission.

The recent survey of members conducted by the ISEA indicates that the DET's professional development programs are not seen as entirely appropriate by senior officers and not necessarily meeting their developmental needs. Nor is the Performance Management Scheme for CEOs operating the way the D-G suggests. Several CEOs report that the scheme is not operative at all in their particular areas and certainly there is little evidence of any serious effort by the DET to use the scheme to develop the career goals of CEOs.

The induction program for CEOs has been a contentious issue for the ISEA for sometime. In the 4 years since the DET agreed to conduct an induction program for newly appointed CEOs, there have been 2 short meetings in total. Both have been restricted to very few CEOs with many appointed in the "gap" years being denied access. The topics covered in the two meetings, although of necessity limited in number, have been relevant to newly appointed CEOs but opportunities to meet with key DET operators and network across the system have been few in number. The single meetings can hardly be considered to constitute induction programs.

The DET states that the responsibility for the induction of newly appointed CEOs is shared between the state office and the employing regions, directorates or units. The ISEA agrees with that view in that under the current CEO Award Para 8.3 a training plan is to be developed for each CEO. Nonetheless, there is rarely any meaningful induction into the employing Units. An obvious immediate step upon appointment would be to include an induction process within the training plan.

## Further Developments

At the October 2 meeting the D-G undertook to discuss the matter of a professional development grant to the ISEA and induction of CEOs with appropriate senior officers.

## Commitment 5

### **The ISEA seeks the DET's recognition of the ISEA's Award for Excellence in the Administration of Public Education.**

#### Director-General's Response

*In relation to your request for the Department to recognise the Institute's Award for Excellence in the Administration of Public Education, the Department already has an award for Excellent Service to Public Education and Training under which Chief Education Officers and others in similar positions can be recognised.*

#### ISEA Comment

The ISEA was not seeking financial support from the DET for its award. The ISEA offered to have a DET representative on the selection panel and sought the attendance of the D-G or a DD-G at the presentation of the award.

Of course the ISEA is aware of the award to individuals for Excellent Service to Public Education and Training but cannot see a problem with having another award which may in fact recognise teams of administrators and enhance the work of the DET.

### **Further Developments**

At the October 2 meeting the D-G agreed to personally present the ISEA Award for Excellence in the Administration of Public Education to the successful applicant/s. It was agreed that recipients of the Award could make application for DET support (e.g. transfer of duties) to take up the Award through the same channels as any other DET staff member.

Arrangements will be made for the D-G to present the Award to the recipients (see Lead Story p.1) in Term 1 2008.

### **5.1 The ISEA's International Study-Tours**

The Director-General's Response

*You spoke to me about the Institute's International Study tours. I would be very interested to learn more about your tours and would appreciate a presentation on your 2006 tour to the USA and Canada.*

ISEA Response

It is pleasing that the D-G is interested and willing to hear from the DET staff members who took part in the ISEA's study-tour to the USA and Canada in 2006. The experiences of the tour, the information gained and the contacts made were very relevant to the DET and the ISEA has attempted to share them across the DET.

The participants on the 2005 and 2006 study-tours expended in excess of \$100,000 of their own money, and with the exception of one member, who was granted "transfer of duties", all used their recreation leave to learn about schooling in overseas systems.

### **Further Developments**

On the 2 October members of the 2006 ISEA study-tour to the USA and Canada presented their accounts of the tour to the Director-General and the D D-G (Deputy Director-General, Workforce Management & Systems Improvement)

The significance of the findings, particularly of the impressive student performances in British Columbia, did not go unnoticed.

### **ISEA and Teachers Federation United**

The ISEA and NSW Teachers Federation have joined forces to lodge a dispute with the DET in the Industrial Relations Commission over a decision by the DET to convert all Teaching Service positions in the Employee Performance and Conduct (EPAC) Directorate to public service positions. This would include all of the current, SEO1, SEO2, PEO and CEO positions.

The ISEA and the Teachers Federation expressed the view to Justice Staunton in the IRC that it was not in the interests of accuracy and justice to have investigations into the performance and conduct of teachers carried out without a guarantee that members of the investigative team had a thorough knowledge of the culture, relationships and organisation of schools.

The DET's view was that although school experience and education qualifications might be desirable for EPAC positions such criteria were not essential.

Justice Staunton ordered the parties to discuss the matter and report back on the 4 December.

The ISEA's stance on this matter derives from members regularly expressing a strongly held view that there are some positions in the DET that clearly require those appointed to have extensive school experience and formal qualifications in the study of appropriate educational disciplines. It is believed that the DET too readily

converts such positions into generic public service positions without fully realising the essential nature of such experience and qualifications to successfully carry out such responsibilities.

That is not to say that all “Out-of-School” positions should be Teaching Service positions but the informed voice of the teaching profession must remain central to the key deliberations of the DET.

The 4 December 2007 hearing of the dispute in the IRC reached a stalemate with the DET unwilling to offer an alternative proposal to meet the ISEA’s and Teachers Federation’s concerns. Justice Staunton ordered the parties back into consultation with a strong recommendation there be a willingness to concede some ground on the matter. The State Council of the ISEA and the Teachers Federation are considering what alternative proposals, if any, should be put to the DET for consideration. Members views would be appreciated.

### **ISEA Study Tour 2008**

Plans are well advanced for a 2008 ISEA Study-Tour to the USA and Canada during the Term 3 NSW School vacation.

The tour will depart from Sydney and will first visit schools and educational institutions in the great city of Chicago, Illinois. Train travel will follow to Kalamazoo in Michigan, there to visit the national centre for student assessment and meet with leading educators in that field.

Then onto the Michigan State University, in Lansing, to visit one of the outstanding teacher and educational leader development faculties in the world. A final train trip around the Great Lakes to Toronto, Canada, and visits to selected Toronto schools, the Ontario Institute for Studies in Education (OISE) and the Institute of Child Study and meetings with the Executive of *Education Leadership, Canada*.

A two-day side trip to Niagara Falls will be an added feature of the tour.

It is estimated the 14–15 day tour will cost approximately \$5000 per person including flights, internal travel, accommodation (twin-share) and some meals.

Members and colleagues who wish to gain further information or express interest in joining the tour should contact the ISEA’s Executive Officer, Ron Ikin, on [ron.ikin@bigpond.com](mailto:ron.ikin@bigpond.com) or phone 0418 669 501.

### **Professor Reynold Macpherson Addresses ISEA Members**

Professor Reynold Macpherson, former Chancellor of the Abu Dhabi University addressed a group of ISEA members and colleagues at dinner at the Carlos Place Restaurant in Lane Cove on 6 December 2007.

Professor Macpherson, formerly of the Auckland, UNE, Tasmania and Monash universities addressed the topic, *Who’s leading the way in school education and who’s following?*

Professor Macpherson gave a fascinating account of the major issues in school education worldwide and the politics that are driving the reform agendas. A full transcript of Professor Macpherson’s address is available to ISEA members upon request to the ISEA’s Executive Officer.

### **ISEA Membership Open to all DET Senior Officers**

Membership of the ISEA is open to all DET staff members who hold or have held, a position as Chief Education Officer or higher. Full membership is available by salary deductions or annual subscription. Associate membership and Retired membership is also available

A range of professional, personnel, financial, legal, health and social services are available to all members.

Industrial cover is provided to Chief Education Officers.

Further details are available on the ISEA’s website [www.iseansw.org.au](http://www.iseansw.org.au)

A membership application form is provided on page 8 of this Newsletter.

Membership of the ISEA is fully tax deductible.

## Institute of Senior Educational Administrators of NSW Membership & Salary Deduction

Membership of the ISEA is available to Chief Education Officers (temporary and permanent), the Senior Executive Service and other employees of the NSW DET whose status is equivalent or senior to CEOs.

Membership is on an annual basis by direct payment of a yearly subscription or by salary deductions.

Annual fees are: Full Membership \$300; Associate Membership \$50; Retired Membership \$30.

### MEMBERSHIP

**Name** \_\_\_\_\_ **Position** \_\_\_\_\_

**Work Address** \_\_\_\_\_ **Tel** \_\_\_\_\_ **Fax** \_\_\_\_\_

**Mobile** \_\_\_\_\_ **Email** \_\_\_\_\_

**Home Address** \_\_\_\_\_ **Tel** \_\_\_\_\_ **Fax** \_\_\_\_\_

**Mobile** \_\_\_\_\_ **Email** \_\_\_\_\_

**Membership status** Existing  New

**Membership** Full  Associate  Retire

**Payment type** Annual direct payment

Enclose Cheque (pro-rata after May) made payable to ISEA of NSW

or Salary deduction (See below)

*FOR SALARY DEDUCTION BOTH SECTIONS NEED TO BE COMPLETED*

### AUTHORITY FOR CONTRIBUTION TO BE DEDUCTED FROM SALARY

I am a member of the Institute of Senior Educational Administrators (ISEA) of NSW. The Institute has coverage of the award covering Chief Education Officers.

I hereby authorise the Department of Education and Training (Corporate Employee Services) to deduct from my salary, payable in respect to my employment with DET, the sum of \$11.54 from each fortnightly salary and remit said amount to the ISEA of NSW.

**Surname:** \_\_\_\_\_ **Given Name:** \_\_\_\_\_ **Serial Number** \_\_\_\_\_

**Home Address:** \_\_\_\_\_ **Postcode:** \_\_\_\_\_ **Phone ( H)** \_\_\_\_\_

**Position** \_\_\_\_\_ **Office Location** \_\_\_\_\_ **Phone (W)** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Return to: The Executive Officer, ISEA of NSW, 3/74 Wrights Rd, Drummoyne 2047 or  
Fax: 9181 5879**