

**QUEENSLAND COLLEGE OF TEACHERS  
STRATEGIC PLAN 2009 – 2013**

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# 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 QCT DIRECTOR

Education is critical in driving our future productivity and increasing social inclusion. The Queensland Government is committed to providing all Queensland children with access to high quality education and care from the early years and throughout a lifetime of learning.

Research on the factors in schools that influence student outcomes has continuously identified teacher quality as the single greatest influence on student engagement and results. The QCT has an important role in contributing to teacher quality. It approves pre-service teacher education programs and establishes and maintains the standards for entry to and ongoing membership of the teaching profession in Queensland.

The QCT also plays a significant role in maintaining public confidence in the teaching profession and protecting the public by working with principals of schools so that education is provided in a professional, ethical and competent way by approved teachers.

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 continuing development and support of teachers and the promotion of the teaching profession.

Strategies identified in this document are transferred into annual operational 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.

It gives me great pleasure to introduce this document and re-affirm to you the commitment that the QCT will continue to consult widely and engage the profession in the development of its policies and practices.

**John Ryan**

## 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.

<b>OPERATIONS</b>	<b>GOAL 1: STRENGTHENING THE PROFESSION THROUGH THE DEVELOPMENT AND APPLICATION OF STANDARDS AND EVIDENCE-BASED RESEARCH</b>	
	<b><i>Our Objectives</i></b>	<b><i>Our Performance Indicators</i></b>
	<ul style="list-style-type: none"> <li>• Maintain and apply professional standards for Queensland teachers by:               <ol style="list-style-type: none"> <li>1. developing, implementing and reviewing policies to guide the profession in their practice;</li> <li>2. approving, monitoring and re-approving pre-service teacher education programs.</li> </ol> </li> <li>• Lead, shape and appropriately respond to State and national issues related to the QCT responsibilities.</li> <li>• Undertake, commission and contribute research relevant to the work of the QCT.</li> <li>• Engage the profession to extend understanding of registration processes and effective use of the Professional Standards for Queensland Teachers in these processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy/program advice is timely, relevant and appropriate.</li> <li>• Evidence from research projects informs QCT policy and practice.</li> <li>• Approval (Phase 1 &amp; 2), monitoring and auditing of pre-service teacher education programs is rigorous and sound.</li> <li>• A variety of means are used to engage the profession.</li> <li>• Level of satisfaction among teachers with QCT will exceed 80% as measured by feedback/surveys.</li> </ul>

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<b>OPERATIONS</b>	<b>GOAL 2: PROTECTING THE PROFESSION AND THE PUBLIC</b>	
	<b><i>Our Objectives</i></b>	<b><i>Our Performance Indicators</i></b>
	<ul style="list-style-type: none"> <li>• Monitor compliance with QCT legislation and policy.</li> <li>• Implement rigorous processes for entry to and ongoing membership of the teaching profession in Queensland.</li> <li>• Maintain fair practices in the complaints and discipline management processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance issues identified and remediated.</li> <li>• Reasons for rejection or cancellation of teachers' registration or applications are rigorous, sound and fair.</li> <li>• Number of QCT decisions upheld by an external adjudicator.</li> </ul>
<b>INTEREST GROUPS</b>	<b>GOAL 3: ENGAGING AND INFLUENCING STAKEHOLDERS</b>	
	<b><i>Our Objectives</i></b>	<b><i>Our Performance Indicators</i></b>
	<ul style="list-style-type: none"> <li>• Promote understanding of and support for the vision and goals of the QCT.</li> <li>• Consult with and be accessible to stakeholder groups.</li> <li>• Collaboratively work with the profession.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of satisfaction among stakeholders with QCT will exceed 80% as measured by surveys.</li> </ul>

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<b>PEOPLE &amp; ORGANISATIONAL DEVELOPMENT</b>	<b>GOAL 4: ENHANCING ORGANISATIONAL PERFORMANCE</b>	
	<b><i>Our Objectives</i></b>	<b><i>Our Performance Indicators</i></b>
	<ul style="list-style-type: none"> <li>• Implement a suite of ICT initiatives to increase organisational performance.</li> <li>• Provide efficient and effective customer service.</li> <li>• Establish and maintain a positive workplace culture.</li> <li>• Refine corporate governance.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 70% of ICT projects implemented on time and on budget.</li> <li>• All legitimate complaints resolved within four weeks.</li> <li>• At least 60% of QPASS results positive – others neutral.</li> <li>• Identified improvements are achieved in processes.</li> </ul>
<b>FINANCE</b>	<b>GOAL 5: ENSURING FINANCIAL STABILITY AND SUSTAINABILITY TO ACCOMPLISH OUR CURRENT AND FUTURE OBJECTIVES</b>	
	<b><i>Our Objectives</i></b>	<b><i>Our Performance Indicators</i></b>
	<ul style="list-style-type: none"> <li>• Build financial capacity.</li> <li>• Enhance corporate governance.</li> <li>• Ensure annual budgets are aligned to strategic priorities and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal History Check investment targets achieved.</li> <li>• Unqualified audit report.</li> <li>• QCT activities achieved within allocated budget.</li> </ul>

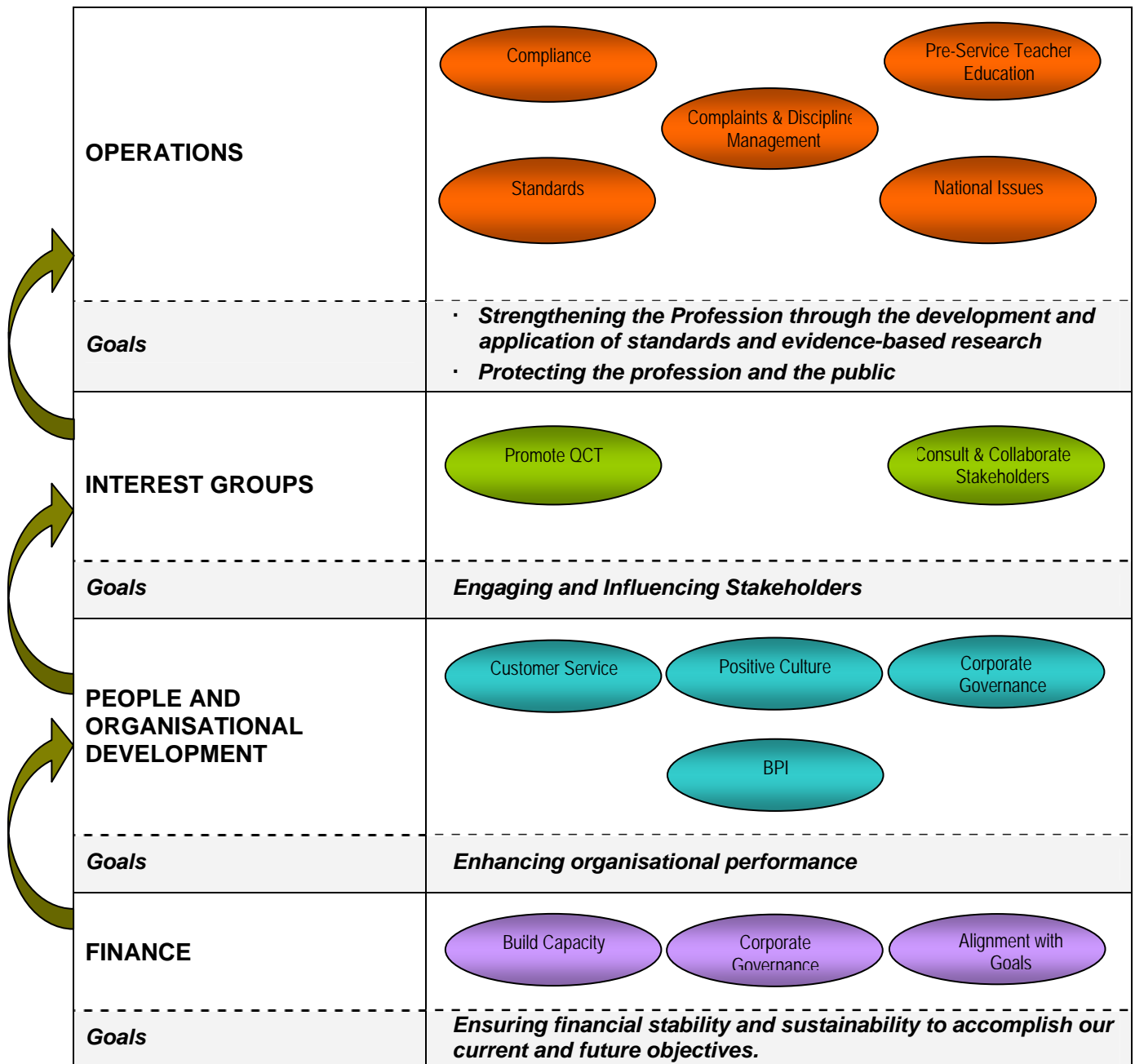


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## ATTACHMENT 1: STRATEGY MAP 2009 – 2013

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

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



## ATTACHMENT 2: OUR PRIORITIES FOR 2009

1. Implementation of a communication strategy to inform teachers and other stakeholders about the Continuing Professional Development and other requirements for renewal of registration.
2. Development of Returning to Teaching (in Schools) policy.
3. Engagement in National Partnerships on Quality Teaching.
4. Preparation for movement of Teachers Disciplinary Committee to Queensland Civil and Administrative Tribunal.
5. Ensuring that the QCT's longer-term Criminal History Check Obligations are adequately funded.
6. Implementation of current ICT projects (development and implementation of replacement database, installation of electronic document and record storage system and completion of scanning of registration files).