



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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MINISTER APPROVES ISEA STUDY TOUR TO THE UK AND GERMANY

The Minister for Education has endorsed the ISEA study tour which is due to visit the UK and Germany in the third term vacation of this year.

The objective of the tour is to explore and observe leadership accountability, school improvement and data analysis issues and practices in these two countries.

The tour group of 10 DET staff, led by the newly elected ISEA President, Norman McCulla, will visit schools and the Local Education Authority (LEA) in Manchester before attending the National College for School Leadership (NCSL) in Nottingham.

At the NCSL the group will have meetings with staff involved in the development of school leaders throughout the UK and visit schools and educational institutions in the area. Attendance at some training programs at the College has also been arranged.

At the University of Erfurt in Germany the group will attend an international conference sponsored by the Socrates Society.

The conference titled, *The Professionalism of School Leadership* will explore the central role of school leadership for developing and assuring the quality of schools. Its aim is to discuss recent topics and emerging issues in the field of school leadership and leadership development. Another aim is to establish and support professional links and networks among participants.

Participants at the conference will be drawn from schools, education systems, training centres and universities from around the world. Presentations will be made by researchers and practitioners in the fields of leadership, recruitment of teachers, assessment and accountability and school improvement.

Future Tours

The ISEA will conduct another study tour in 2006 with possible destinations being educational institutions in:

- Alberta (Canada)
- Ontario (Canada)
- Michigan (USA) or
- North Carolina (USA).

Expressions of interest from DET staff for a 2006 Tour will be sought in the near future.

ISEA STATE COUNCIL ELECTIONS DECLARED

The NSW State Electoral Commission has announced the results of elections for official positions on the ISEA State Council. The positions are filled for two years from the date of the Annual General Meeting

Elected are:

President:	Dr Norman McCulla
Past President:	Ms Janina Sulikowski
Vice President:	Ms Kerrie Ikin
Secretary:	Mr Brian Jarman
Treasurer:	Dr Juho Looveer
Committee:	Mr Brian Powyer
	Dr Brian Davies
	Mr Barry Laing
Executive Officer	Dr Ron Ikin



New President, Dr Norman McCulla and Past President, Ms Janina Sulikowski at the AGM

2005 ANNUAL GENERAL MEETING

A well attended AGM was held at the Ryde State Office on 27 May followed by a professional dinner at a local restaurant. Reports, tabled at the AGM by the President and Executive Officer, follow.

ISEA President's Report for 2004-2005

Since I took up office in 2000 the ISEA has been through significant changes in structure, membership and work environment.

In the first year of my presidency the ISEA mounted the AASEA conference with a comprehensive, world class program. Although the program was evaluated as outstanding many factors impacted on attendance numbers. It came immediately after the 9 September

catastrophe in New York and scheduled Prime Ministerial conference in Brisbane. Membership numbers in the ISEA had also fallen.

The ISEA executive appointed a new executive officer in 2002 and began a drive to increase its membership and improve its professional services to members. Since 2000 the membership of the ISEA has increased threefold and the professional program has been extensive and of high quality. Of significance has been the increased membership of SES officers and now Senior Officers.

The ISEA developed a comprehensive response to the restructure of DET in 2003, titled *Lifelong Learning: The future of education in NSW*, the directions of which impacted dramatically on ISEA members. Many SES members since then have had changes in titles and work. They moved from being superintendents to school education directors, working in districts, school education areas and now in offices. The CEO members have had changes in titles and job descriptions. Those in the new regions are now called school development offices.

The present ISEA State Council comprises Kerrie Ikin, Brian Jarman, Max Smith, Gary Johnston, Sara Thorley Smith, David McKie and Louise Ferguson. The Executive Officer is Ron Ikin.

To this State Council can be attributed many successes as well as extremely hard work in improving the salaries and conditions of its members in particular the ISEA:

- negotiated and won permanency for 23 CEOs
- gained increments for 6 CEOs
- improved membership and the financial standing of the ISEA
- has been extensively involved in negotiating the salary case for CEOs which now has an offer of 15% on the table.

The ISEA is further developing its professional development program, making contact with the Director Professional Learning for support. It has developed and organised a study tour to the UK and Germany for its members to explore leadership. There are challenges ahead for the new ISEA State Council significantly:

- DET's lack of response the ISEA Professional Development Plan
- concerns about the downgrading of the CEO positions compared with PHIs.

I'd like to put on record the extraordinary work of our executive officer Dr Ron Ikin. It has been as a result of his tireless work that the ISEA is in the strong position it is in today.

I'd like to thank the hard working State Council and in particular I'd like to highlight the work of Brian Jarman in our salary negotiations. Brian has never been too busy to take up the cause of the salary case and be present at every negotiation.

Kerrie Ikin too has worked tirelessly to ensure membership records are kept and personnel issues are followed up.

I thank the outgoing State Council members, Max Smith (Treasurer) Sara Thorley Smith (former ISEA Secretary), David McKie and Louise Ferguson.

I wish the new President and State Council every success in this next term of office.

Janina Sulikowski

ISEA Executive Officer's Report, 2004–2005

1.0 Introduction

The Institute has completed a successful year despite unprecedented demands. It has effectively represented members on a range of issues including the major task of negotiating a Salaries and Conditions Award on behalf of Chief Education Officers (CEOs), a task which is yet to be completed.

2.0 Permanency Dispute

Twenty-one 'temporary' CEOs were granted permanency as a result of representations made on their behalf by the ISEA.

Having been denied permanency status by the DET, despite having fulfilled the prerequisites, the CEOs concerned were subject to a dispute notification lodged by the ISEA with the IRC on their behalf.

After a series of hearings in the IRC the Director-General, recognising the justice of the CEOs' case, intervened and granted permanency. The significance of permanency became very apparent almost immediately when most of the CEOs concerned became subject to a DET restructure at the regional level.

3.0 Salaries and Conditions Award

The Salaries and Conditions Award case for CEOs, lodged with the IRC in December 2003, has yet to be resolved.

Despite several meetings with the DET and a range of hearings in the IRC, the ISEA State Council has not yet been satisfied with the offers put forward by the DET.

At an early stage, in order to stay in line with other cases, and especially that relating to teachers, the ISEA restricted its case to salaries only. The various matters relating to conditions have been taken up directly with the DET through a Consultative Committee established for the purpose.

The current offer from the DET of 15% salary increases over two years, has been rejected by the ISEA State Council on the grounds that:

- a) it does not preserve the long standing salary relativities with high school principals
- b) it does not adequately recognise the experience, responsibilities and skills of CEOs
- c) it does not acknowledge the demanding conditions under which CEOs carry out their roles.

The DET's explanation for the rejection of the CEOs' case is ambiguous in that it is unclear to the ISEA State

Council whether in fact the DET is opposed to maintaining the long standing nexus between high school principal salaries and those of CEOs or whether the DET is prevented by the State Treasury from recognising the CEOs' claims.

Given that the DET had at one time announced that 6.5% was all that was available, and then again 12%, and then again 15%, it is difficult to believe that it is only the Treasury that is rejecting the CEOs' claims.

The ISEA has asked the Director-General to provide a statement for publication in an ISEA Newsletter, clearly stating the DET's stance on the CEOs' salary claims. To date no such statement has been forthcoming.

Meanwhile the ISEA has continued to prepare for full arbitration. Twelve affidavits have been filed with the IRC and served on the DET. Eleven of these affidavits have been prepared by CEOs and cover a wide range of CEO responsibilities and roles. The twelfth has been prepared by a highly credible, national educational consultant well versed in the work of CEOs. The willingness of the CEOs to offer evidence on behalf of their colleagues deserves much credit.

The ISEA's lawyers and the ISEA State Council remain optimistic that the case can be successfully presented.

4.0 Professional Development

The ISEA conducted three professional dinners during the year with a highlight being the appearance of Professor Michael Fullan at the November 2004 function. Professor Fullan will again attend an ISEA dinner function in November of this year during his time in NSW with the DET.

An ISEA study tour to the UK and Germany is planned for October–November of this year. The tour will include visits to schools and institutions in Manchester, course work at the National College for School Leadership (NCSL) in Nottingham and attendance at an international educational conference in Erfurt in Germany.

It is disappointing to report that despite several approaches, the DET is yet to respond to a set of proposals put forward by the ISEA for the professional development of senior officers. The ISEA will continue to press the DET to honour its agreement (recorded in the prevailing Salaries and Conditions award) to provide a range of professional development activities.

5.0 Membership

Membership continues to grow despite several retirements in recent months. Membership has now trebled since its lowest ebb in mid-2003. A pleasing feature has been the steady increase in the numbers of SES and Senior Officer members, no doubt attracted by the services, collegiality and support offered by the ISEA.

A continuing campaign is needed to maintain and increase membership especially from those non-member CEOs who are most likely to benefit from the work of the ISEA for CEOs' salaries.



ISEA members and 2005 State Council enjoy dinner and collegiality at the AGM Dinner

6.0 Finances

The Auditor's report indicates that the finances of the ISEA have continued to improve with another increase in the total assets. This, despite substantial outlays for legal services due to the salaries' case and the permanency dispute.

Improved investment income together with increased membership and expenditure constraints has contributed to this sound financial situation.

None the less the finances of the ISEA will be stretched in the forthcoming year as the legal costs of conducting an arbitrated case for CEO salaries are incurred. A modest increase in annual fees, the first in over 12 years, is justified.

The Auditor's Report is distributed at the AGM and is available to members upon request.

7.0 Representations on Behalf of Members

The ISEA has provided support to several members in the face of industrial, professional, disciplinary and personal circumstances.

In particular seven CEOs were granted long over-due increments as a result of ISEA representations. In one case the increments were backdated for 2 years.

Similarly a group of DET SES officers, denied an increment paid to all equivalent officers in the Government Sector, were paid the increment when the ISEA drew their claims to the notice of the DET.

8.0 Communication with Members

Ten Newsletters or Progress reports were distributed to members and interested parties during the year. Whereas most were distributed electronically two were distributed in hard copy to maximise impact.

Responses to hundreds of phone, fax and email enquiries from members and the DET have been provided.

9.0 ISEA State Council

The State Council of the ISEA has operated under very demanding conditions during the year. Members once located in reasonable proximity to one another, were spread across several DET sites as a result of successive

restructures. This made the operation of the Council logistically difficult and this situation was exacerbated by the promotion of two State Council members. In the case of some other members it appeared as if their excessive workloads made it difficult for them to contribute fully. As a result a disproportionate workload was left to a small number.

Particular thanks are due in this regard to ISEA Secretary Brian Jarman who has tirelessly represented the ISEA in a wide range of forums. He has been prepared to, often at personal inconvenience, attend to many ISEA tasks at short notice.

Janina Sulikowski has continued her two-year Presidency role despite being faced with considerable travel and work demands. Gratitude is also expressed to Janina for her efforts and friendship over her period as President.

Barry Laing, seconded to the State Council, has made a considerable contribution over recent months when it was most needed.

It is anticipated that members of the recently elected ISEA State Council will have given thought to the roles they will be able to play in the full life of the Institute.

10.0 Conclusion and Recommendations

The ISEA must continue to increase the numbers of members and expand its services to them.

Finances need to be carefully monitored and investments maximised.

The ISEA's role in the promotion of Government Schooling needs to become more conspicuous.

The ISEA should continue to be seen as a source of collegiality within the DET for senior officers as there is no other source for officers, working under ever increasing scrutiny and demands, to gain from the support and strength of their colleagues.

Above all the ISEA should continue to provide considered advice to the administration of the DET about professional and industrial matters that impact on the effectiveness and credibility of the system as a whole.

Dr Ron Ikin

ISEA Auditor's Report

Members can receive the Auditor's Report of the ISEA's financial affairs by contacting the Executive Officer.

SMALL INCREASE IN ISEA FEES

Members are advised that at the recent AGM it was agreed that a small increase be made to the Annual Fees for ISEA membership. The fee, which has been held at \$270 per year for at least 10 years, will be increased to \$300 per year. The rise is to compensate for rising costs and the increase in services provided to members. The increase will be applied by the DET by way of salary

deductions in the near future. There will be no rise in 'Associate' or 'Retired' Membership fees.

CEOs' SALARIES AND CONDITIONS CASE

It now appears as if the avenues for negotiating an acceptable agreement, in the long standing CEOs' Salaries and Conditions Case, have been exhausted and that arbitration of the matter will be conducted in the NSW Industrial Relations Commission. At a recent hearing of the matter in the IRC both the ISEA and DET reported that meetings to resolve the matter had been unsuccessful although both parties remained willing to continue to meet to explore possible resolutions.

The IRC Bench is now scheduled to hear evidence in the case on 26 July and 7, 11, 14 and 21 November 2005.

The ISEA has filed a set of Contentions, Affidavits from 11 DET staff across a range of DET functions and an Affidavit from a national educational consultant. In response the DET has filed a response to the ISEA Contentions and 10 Affidavits from DET Senior staff.

Members are encouraged to attend the IRC on the 26 July to provide support for the ISEA case.

CONGRATULATIONS TO A NEW DOCTOR

Congratulations are due to ISEA member Checka MacLaurin who recently received news from UNE that her Doctorate had been passed by the examiners and without requiring any revisions!

The Doctorate examines the role of principals particularly in regards to their roles in creating and maintaining inclusive schools.

Checka was a principal for 13 years prior to assuming State Office positions including her present position as Manager, Awards and Recognition.

MEMBERSHIP ON THE RISE

Despite regular restructures and a spate of recent retirements of members, the membership of the ISEA continues to rise.

Over the last month there have been three applications for membership from School Education Directors, two from Senior Officers and four from Chief Education Officers.

Obviously DET staff are seeking collegiality and support in these demanding times.

An application form is attached for any other eligible DET staff member who wishes to join the ISEA.