



# Will your school be ready to pay bonuses to teachers in 2014?

A Symposium for  
Principals, Board Members,  
Business Managers and  
Human Resources Managers  
in Schools

30

NOVEMBER 2011

PERTH

02

DECEMBER 2011

BRISBANE

05

DECEMBER 2011

MELBOURNE

## SIMPLE BONUSES SO EACH CAN UNDERSTAND..... BOTH TEACHERS AND COLLEAGUES

Additional payment as a reward for excellence? Australian governments, business, the public service and unions generally accept bonus payments as an element of best practice. Only educators are suspicious of incentive payments. So, who should judge and how should that judgement be made? AITSL has been asked to develop principles and procedures for performance pay. Principals will be asked to implement these procedures either independently or as members of duly constituted panels. But, surely Australian principals should be given options or the freedom to experiment and develop policy. Unions want peer-based independent panels: subject associations want trained assessors. AHISA has emphasised the need for flexibility and agility. We want to keep the whole matter simple for all who work in schools!



A Symposium for Principals, Board Members, Business Managers and Human Resources Managers in Schools

**Bonuses are upon us... To lift everyone's spirits?**

# Will your school be ready to pay bonuses to teachers in 2014?

**TRADITIONALISTS** believe in

- Collegiality
- Experience
- Omni-competence
- Performance metrics like morale, staff satisfaction and turnover
- Status, recognition, gifts and other non-financial rewards

"Why pay some and not others? I am an excellent teacher! We are all excellent teachers! Your bonuses will pit teacher against teacher! Collaboration will disappear...teachers will fight to teach the best students and shun the slow and work-shy students. Teaching is different: it is not about productivity, competition, big bucks and the clap-trap of modern management! It is a vocation, like medicine."

**PERFORMANCE PAY ADVOCATES** believe in

- Rewarding exceptional performance, measured objectively using outcomes, not inputs
- Celebrating excellence and improved professional practice
- Recognising and retaining the best teachers
- Aligning differentiated payments with productivity, culture and strategy
- Best practice targets and competitive positioning

Bonuses are being driven at Board Level. The increased interest in measurement and global best practice, in improving teacher remuneration, and bipartisan commitment in principle to performance pay has set the scene for variable payments and differentiated rewards.

## THE PARADOX

"On the one hand, forms of recognition for highly accomplished or lead teachers 'carry no automatic implications for salary or performance pay' according to AITSL. On the other, the top ten per cent of Australia's teachers are expecting to be remunerated with a one-off bonus from 2014 according to an election promise." Jim Cumming, Professional Educator, March, 2011

**A Symposium with those who have taken this less trodden path on bonuses, incentives and 'High Stakes' rewards for the teaching profession.**

- The case for differentiated payments
- Measuring and recognising exceptional performance
- Risks, resistance and readiness
- A catalogue of reward options and variable payment schemes
- Master Teachers
- The industrial relations issues, and
- Leading and managing the change productively

## WITH THESE PRESENTERS

**ANDREA McCALL** Andrea McCall and Associates

**TONY CONABERE** Director, Janus Consulting

**NOEL THOMAS** Principal of Toorak College

**NICK JACKSON** of the Hay Group, leading the Federal Government's Principal Challenge program

**DAVID THOMPSON** industrial relations lawyer with Hunt & Hunt

## Date, Registration and Conference Fees

This symposium will be conducted in a convenient CBD facility

### Perth

**Wednesday 30 November, 2011 from 9am - 4pm**

### Brisbane

**Friday, 2 December, 2011 from 9am - 4pm**

### Melbourne

**Monday, 5 December, 2011 from 9am - 4pm**

An early bird fee will apply for all registrations received before Friday, 26 September, 2011 or to all multiple enrolments from one school at any time before the close of enrolments one week before the date of the conference.

**The Early Bird Full Registration Fee (by 26 September, 2011) \$695**

**Full Registration (by November 14, 2011) \$895**

The Conference Fee includes morning and afternoon teas, a buffet lunch but not the GST.

Cancellation Policy: A cancellation policy will apply: cancellations before 26 September, 2011 will receive a full refund less 20%; cancellations before 26 October, 2011 will receive a 50% refund but any cancellation after that date will not warrant a refund. Delegate substitutions are welcomed at any stage, given that due advice is given so that all appropriate arrangements can be made.

# The Program

9.00 am	<b>MEASURING AND RECOGNISING EXCEPTIONAL TEACHING PERFORMANCE</b> An objective “assessment mix” of measures of student performance across subjects and years, benchmarks, performance targets and exceptional performance, building a skills and competencies evaluation system to define expected and exceptional performance, and simple “beyond dispute” strategies to differentiate the exceptional. Peer-based panels? Independent trained assessors? Measuring differences transparently. John Hattie’s Visible Learning. Dispute resolution.  <b>TONY CONABERE</b>
9.45 am	<b>THE STUDIO: THE ASSESSMENT MIX &amp; DEFUSING PROFESSIONAL CONFLICT</b>
10.15 am	<b>MORNING COFFEE</b>
10.30 am	<b>BONUS AND INCENTIVE PAYMENTS: RISKS, RESISTANCE AND READINESS</b> The intrinsic risks from disengagement through misunderstanding to dissent, natural and organised resistances, and negotiating a readiness from which vantage point, the school may move forward. Learning from the Singapore Experience. Plotting that path to implementation, targets and incorporation into the annual review.  <b>NICK JACKSON</b>
11.15 am	<b>A CATALOGUE OF REWARD OPTIONS &amp; VARIABLE PAYMENT SCHEMES</b> As a result of the global downturn, companies have recognised the need to change the proportion of salary linked to bonuses and incentives for performance. There are a number of models around from the Balanced Scorecard to the use of Cafeteria Benefits. The teaching profession’s knowledge of the differing approaches will be limited but some models will transfer to education more readily than others.  <b>ANDREA McCALL</b>
12.00 pm	<b>THE STUDIO: PACKAGING INCENTIVES AND UNDERSTANDING STAFF MOTIVATION. SCHOOLS?</b>
12.45 pm	<b>LUNCH</b>
1.30 pm	<b>THE MASTER TEACHER: DIFFERENTIATED PAYMENTS, STATUS &amp; RESPECT</b> The Business Council of Australia has recently urged systems to remunerate their quality teachers better. McKinsey has highlighted the emergence of the ‘master teacher’ in the best performing world systems. Independent schools in Australia have moved to ‘master teacher’ systems by whatever name to achieve the objectives the report writers have argued are relevant to all Australian schools. What are those objectives? What are the challenges implicit in implementation? How effective has the reform been? No echoes of the AST misadventure.  <b>NOEL THOMAS</b>
2.45 pm	<b>AFTERNOON TEA</b>
3.00 pm	<b>THE INDUSTRIAL RELATIONS ENVIRONMENT: THE CHALLENGES, THE HURDLES AND ACTING WITHIN THE LAW</b> The teaching profession will be ambivalent about bonus payments. The union will oppose anything linking payment to performance. All will have a point of view. What particular hurdles will need to be overcome to avoid a dispute? What options are acceptable under the current legislation?  <b>DAVID THOMPSON</b>

## TAKE-BACK TOOLS TO

- Measure differences using the student improvement assessment mix
- Determine organizational readiness
- Differentiate incentive payment options and the budget each benefit needs
- Implement and embed a strategic cultural change

# Presenters



## Andrea McCall

Andrea was born in the UK and migrated to Australia in 1981. She has qualifications in History, Politics & Human Resources and is bilingual French/English. She is a trainer, mentor and mediator and lectures in Human Resources at Monash University and currently runs the Internship program for the Berwick and Peninsula campuses. Her work experience has included time as an executive secretary at Guinness and British American Tobacco and 7 years as a member of the Victorian State Parliament. She now also runs her own business and has co written a Human Resource Management casebook. She designs and runs courses and presents at many conferences and seminars.



## Noel Thomas

Noel Thomas has been the Principal of Toorak College, Mt Eliza, since 2007. Noel has been involved in the development of Year 12 courses in Legal Studies and Information Technology. He served as Chief Examiner for several years in each of these areas and authored a number of texts and resources. Noel is a past Honorary Secretary of both the Association of Teachers in Independent Schools and the Commercial Teachers Association of Victoria and is a Life Member of the Australian College of Educators. Noel's keen interest in the development and reward of teachers is reflected in his extensive involvement in professional learning as both a writer and presenter. His passion for raising the standing of the teaching profession goes back to the presentation of a personal submission and in giving evidence before the 1998 Senate Inquiry into the Status of Teaching in Australia. Noel has been keen to innovate and explore a range of approaches to identifying, recognizing, developing and rewarding high performing teachers, reflected in the Toorak College Master Teacher and Mentor program.



## Tony Conabere

Tony Conabere is an Honorary Fellow of the ACEL and a Director of Janus Consulting. After a long and outstanding career in educational leadership over nearly three decades at Wesley College and The Knox School, he now consults with independent schools, specialising in change and project management, risk and financial management and quality assurance systems based on the philosophy of continual improvement.



## Nicholas Jackson

Nicholas Jackson is a Hay Group Director based in Melbourne, Australia who consults on strategy clarification, organisation and job design, executive team effectiveness, leadership development, succession planning and reward policy and practice including executive remuneration.

## David Thompson

David is a partner of Hunt and Hunt, Melbourne. He acts for employers in a wide range of industries in the area of employment and workplace relations law. This includes a range of clients in the manufacturing, education, health, local government, community services, transport, retail, entertainment and building & construction industries. His expertise includes change management, employment - recruitment issues, industrial relations, occupational health and safety, equal opportunity, privacy and transmission of business issues. He has a particular interest in and has worked closely with schools.



## Geraldine Wilson

Geraldine Wilson is a Director of Janus Consulting and PDIT, a Past President and Fellow of the Australian Institute of Office Professionals, and was previously an HR professional with one of the "Big 4", managing recruitment, induction and work-place performance. She has worked very closely with business support staff in schools and understands the pressures and implications of the roles.



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