Department of Education, Training and Employment
Strategic Plan 2012–16

Our vision
Education · Training · Employment Brighter Futures

Our purpose
To provide Queenslanders with the knowledge, skills and confidence to maximise their potential and contribute productively to the economy.

Our values
Trust and respect
We trust and respect each other and value our diversity.

Productive relationships
We foster productive partnerships with families, community and industry and collaborative relationships in our schools, TAFEs and workplaces.

Excellence and equity
We provide positive client experiences and have high expectations of our people, and for all children and students.

Leadership and accountability
We promote innovation and leadership, efficiency and effectiveness and are focussed on achieving our objectives.

Health, safety and sustainability
We promote health and well-being by creating safe and sustainable work and learning environments.

Our contribution to whole-of-government objectives
The department’s objectives and strategies as outlined in this plan support the Government’s five policy objectives to:

• grow a four pillar economy based on tourism, agriculture, resources and construction by investing in Queenslanders’ skills and employment initiatives in these areas
• lower the cost of living for families by cutting waste and reducing red tape
• deliver better infrastructure and better planning for kindies, schools and TAFEs
• revitalise front line services for education, training and employment
• restore accountability in government.

These objectives are underpinned by the Government’s target to reduce unemployment in Queensland to four per cent within six years.

Our work with the Australian Government
The department’s key strategies support the Council of Australian Governments’ (COAG) agenda through National Agreements, National Partnerships and other initiatives, including:

• early childhood education
• student with disabilities
• closing the gap for Indigenous students and Indigenous economic participation
• literacy and numeracy
• students from low socio-economic backgrounds
• improving teacher quality
• empowering local schools
• the Australian Curriculum
• the digital education revolution
• youth attainment and transitions
• skills and workforce development
• the Australian Sustainable Schools Initiative
• collaboration in the delivery of employment services.

Our critical issues
• Delivery of services to a diverse and growing population that includes increasing numbers of vulnerable and disadvantaged Queenslanders.
• The gap between Indigenous and non-Indigenous attendance and outcomes.
• Seamless transitions for students and workers through early years, education, training and into employment.
• Regulation of early childhood education and care services to enable high quality services for Queensland families.
• Accessibility to quality kindergarten programs across Queensland.
• Readiness of all Queensland children to start school.
• Academic outcomes including literacy, numeracy and science for every child in every classroom.
• Senior schooling retention and attainment rates.
• Responsiveness and efficiency of the post-secondary education and training sector.
• Queenslanders with trade, training and tertiary qualifications that meet the needs of Queensland industries.
• Contribution to the Government’s target to reduce unemployment in Queensland to four per cent within six years.
• Workforce participation across Queensland’s regions and industries.
• Systems and infrastructure that support effective and contemporary service delivery now and into the future.
• Attraction, retention and development of high-quality teachers, staff and leaders within a geographically diverse state.
• Operational efficiency and the reduction of red tape in our operations.

Our commitment
Every staff member, in every location, every day is committed to providing positive experiences for everyone who comes into contact with our department.
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Strong educational foundations

Objectives
Queensland families will have access to quality early years services that lay the foundations for learning
Every young Queenslander will be prepared with the educational foundations for successful transitions to further education, training and work
Queenslanders will be skilled to maximise their opportunities and productively contribute to Queensland’s economy
Queensland’s economic growth is supported by a strong and healthy labour market

Services
Early childhood education and care
School education
Training and tertiary education
Employment

Key strategies
Sector, parent and community partnerships
• enhance stakeholders’ understanding of the benefits of quality early years programs
• work with stakeholders to provide parenting support and promote kindergarten participation
Integration of early years services
• strengthen integrated early years services that support children and their families
Universal access to kindergarten programs
• build additional kindergartens and support the long day care sector to provide approved kindergarten programs
• increase kindergarten participation of children from at-risk groups; living in small or remote communities; and who are Indigenous

Quality standards
• implement the National Quality Framework for Early Childhood Education and Care, including standards and streamlined regulatory requirements
• simplify regulation of early years services not covered by the national quality framework
• work with the sector to attract and retain a highly skilled and diverse workforce

School readiness and transitions
• school, parent and community partnerships
• strengthen partnerships with parents, communities and stakeholders to improve student learning outcomes
Core learning priorities
• focus on the core learning priorities: reading, writing (including spelling, grammar and punctuation), numeracy and science
• improve retention, attainment and transition of students at key junctures of schooling
• close the gap between the attendance and outcomes of Indigenous and non-Indigenous students
School curriculum
• continue implementation of the Australian Curriculum
• deliver high-quality digital resources targeted at curriculum
Teaching practice
• support high quality teaching practices focusing on improvement and achievement of every student
• transition Year 7 to secondary
• provide a safe, supportive, inclusive and disciplined learning environment
• foster collaboration within and across schools to optimise instructional practices
• use system and local performance data to drive improvement and support differentiated learning

Principal leadership and school capability
• further develop school leadership to promote inclusive environments and foster a culture of high expectations and enhanced school performance
• cultivate instructional leadership that builds capability and collaboration in teaching and learning practice with a commitment to sustained improvement
• support principals through moderated supervision that develops collective capacity and ensures consistency of practice

Youth attainment and transitions
• school, parent and community partnerships
• support service providers to implement a quality early years curriculum
• assist parents, carers and volunteers to gain skills that support early literacy and numeracy development

Employment transitions
• drive economic participation by providing a range of pathways for disadvantaged jobseekers who wish to enter the skills system or gain work

Key performance indicators
Proportion of Queensland children enrolled in an early childhood education program
Proportion of Indigenous children enrolled in an early childhood education program
Proportion of disadvantaged children enrolled in an early childhood education program
Proportion of students at or above the national minimum standard and in the upper two bands in reading, writing and numeracy
The gap between Indigenous and non-Indigenous attendance; reading, writing and numeracy achievements; and Year 12 outcomes
Proportion of 20-24 year olds having attained Year 12 or equivalent
Proportion of students who, in the year after completing Year 12, are participating in education, training or employment
Proportion of parents satisfied with their child’s school
Proportion of Queenslanders with higher qualifications
Proportion of VET graduates in employment or further study
Proportion of graduates and employers satisfied with the overall quality of their training
Proportion of people who are working or in training 12 months after receiving employment assistance
Proportion of Indigenous people who are working in training 12 months after receiving employment assistance
Proportion of funding that aligns to local skill demand areas

A capable, agile and sustainable organisation

Objective
We will manage our resources effectively to strengthen service delivery

Key strategies
Partnerships
• maximise opportunities through effective partnerships
Workforce
• attract, retain and develop a high-quality, agile, skilled and professional workforce
• promote safe and healthy work environments
Infrastructure
• deliver high-quality, fit for purpose and future focussed built and ICT infrastructure
Financial sustainability
• deliver cost effective services, maximise value and plan for future resource allocation and investment
Performance
• promote accountability through good governance and robust business practices
• strengthen use of performance information, research and evaluation

Key performance indicators
Achievement of a balanced budget
Percentage of identified Government capital commitments delivered on time and within budget
Proportion of departmental staff in frontline service delivery roles
Proportion of staff who are satisfied that the department is a good place to work
Rates of Work Cover claims and short term absences