

27 May 2015,

Peter Hughes
Secretary for Education
Ministry of Education
PO Box 1666
Wellington 6140

Dear Peter

I am writing to you on behalf of the National Association of Deputy & Assistant Principals (NASDAP), an organisation representing the Senior Leaders in Secondary Schools throughout New Zealand. There has been growing disquiet amongst our members with regard to their professional workload, remuneration and professional development opportunities. As a result of this we surveyed our members and received over 430 responses from Senior Leaders in secondary schools. We thought it would be useful to share our findings with you, and open up some dialogue on the most pressing concerns of senior leaders.

Distributed leadership, the Inquiry Teaching Model and the self-managing school means that many student achievement initiatives today are led by Senior Leaders. The role of Senior Leaders in schools is complex and standard job descriptions are overlaid with the “tyranny of the urgent”. The upset student, concerned parent or playground fight have to be dealt with and this forces the expected portfolio tasks to be done after hours. **The majority of Senior Leaders reported working 50 – 60 hours per week, with 25 % working more than 60 hours per week and only 4% working less than 50 hours.**

Unlike Teachers and Principals there is no longer a national pay scale or maximum teaching hours mandated for Deputy and Assistant Principals. This has led to a huge variation in conditions. Even in schools of a similar size there is much variation in the size of the Senior Leadership Teams, the number of Management Units (salary) and, in particular, the teaching hours attached to an Assistant Principal or Deputy Principal role. The number of required teaching contact hours for Deputy Principals and Assistant Principals in our survey varied considerably across schools, clearly being decided at individual school level. Senior leaders (11%) in smaller schools (up to 600 Roll, with a team of 3 including the Principal) can be teaching 11-15 hours, although the average for this group is 8 hours contact or less. Even in schools with a 600-900 roll, 16% of DPs (in teams of 3 including the Principal) teach 12-14 hours, compared to the 4-5 hours average for this group (60%). **This level of inconsistency of workload across schools raises concerns for NASDAP, suggests some DPs and APs do have an unfair load, and this warrants further investigation.**

Senior Leaders often have to deputise for the Principal in their absence and this adds another layer to their already demanding job, with huge responsibility, for limited extra compensation. The current situation allows for an Acting Up Allowance to be paid only after 14 consecutive days. Our members report that the Principal's absence is not always for consecutive days, and often for a week, but not very often for more than two weeks. **Consequently NASDAP, on behalf of its members, would like to see this allowance paid after the Principal's absence has reached 5 consecutive days, and further, that any "Acting Up" days be allowed to be accrued cumulatively and paid once 5 days is reached in a year. This would not be an expensive extra for the Ministry, but would be a fairer recompense for senior leaders.**

The dollar value of both Management Units (\$4000) and the Senior Management Allowance (\$1000) has not changed for 6 years. There are in fact so few Senior Management Allowances that in most schools they have to be shared in rotation as there are insufficient to go round. Moreover there are significantly more Middle Management Allowances so it is common for H.O.D's to have 2 Middle Management Allowances and Senior Leaders to only have 1 Senior Management Allowance, or 1 between two persons, as there are so few. It is the view of NASDAP that no increase in the value of Management Units and the scarcity and low value of Senior Management Allowances has led to a significant decrease in the pay relativity between Senior Managers and teachers who are on top of the basic scale with Head of Department responsibilities. There has also been significant loss of relativity for Senior Leaders against Principals over the last 10 years. We would like to put forward strongly the case for an increase in both the number and dollar value of Senior Management allowances.

Relativity Illustration:

July 2008

Position	Pay Rate	Relativity - % paid above the Top of Basic Scale
Teacher at the top of the basic Scale	\$66327	
Assistant Principal with 5 Management Units	\$85327	28.65
Deputy Principal with 8 Management Units	\$96727	45.83

Now the relativity has reduced. If the Teacher has 2 MMA and the Senior Managers have only 1 SMA (as there are so few SMA's and teachers with more than 5 PR Units can't hold any MMA's).

To restore relativity the Senior Management Allowance should be increased to nearer \$4000.

2015

Position	Pay Rate	Relativity - % paid above the Top of Basic Scale
Teacher at the top of the basic Scale with 2 Middle Management Allowances	\$75000	
Assistant Principal with 5 Management Units + 1 SMA	\$94000	25.33
Deputy Principal with 8 Management Units + 1 SMA	\$106000	41.33

Consequently NASDAP would like to see an increase in the value of Senior Management Allowances with over 47% of respondents supporting increasing the dollar value to over \$3,500, and a sufficient increase in the number of these units to ensure all senior leaders have access.

In summary, **we seek open dialogue with you on these matters, with a view to hopefully affecting a sympathetic understanding of the very real issues facing current secondary school leaders.** While the PPTA remains the primary bargaining agent for most of our members, you may appreciate how hard it is to get our claims heard and on the contract bargaining table when we are such a small percentage of PPTA membership. We are often viewed by PPTA members as “management” and are linked in their mind sets with the Principals. However, unlike Principals we lack separate bargaining.

We look forward to discussion with you around these matters.

Kind regards

Campbell Howlett
President NASDAP