

PRIMARY PRINCIPALS' SABBATICAL REPORT

TERM 2 2010

*Resourcing of Management and Administrative Structures
in Large, High Decile Primary Schools*

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THANK YOU:

- **To the Ministry of Education** for the Principals' Sabbatical programme. This enabled 10 weeks of refreshment, my longest break from the day to day work of running a school in 17 years.
- **To the Meadowbank School Board of Trustees** for encouraging me to take a real break for the period of my sabbatical, ensuring that I returned fully refreshed.
- **To John Houston** (relief Principal in my absence) **and the staff of Meadowbank School**, for maintaining the day to day running of the school, and for implementing the National Standards so smoothly.
- **To the 37 Principals** (and in some cases their secretaries) for responding to my questions. Principals receive so many surveys / questionnaires. Thankfully, rather than using File 13, these Principals saw potential that the results could be of use to them and their schools to make their schools even better places for students and their teachers.

INTRODUCTION:

In my teaching career I have been Principal or Acting Principal of six schools ranging from Windsor (North Otago) through to my current position at Meadowbank. Things have vastly changed / evolved from those late 1970s times when I ran a school with a staff of two teachers (including myself), an office allocation of 5 hours per week, and a cleaner. At Meadowbank we have 70 staff recorded on our fortnightly SUE Report, with less than half those being classroom teachers.

In 1993 I gained my first Principalship of a large school – Marina View, a decile 9, U6 full primary in West Auckland. It was a school established less than five years earlier during the transition to Tomorrows' Schools with the responsibilities of self management that came with that. The school's Financial Administrator ran a strict regime and I am extremely thankful for the advice and guidance she gave with regards to the financial management of schools. Her mantra included –

- of the restrictive size of the budget,
- the only real flexibility in expenditure came in the areas of curriculum and staffing (particularly professional development),
- that if one wished to increase spending in one particular area, another area would need to miss out
- increasing a school's income could lead to greater freedoms and flexibility
- increased income is a key factor in determining the speed in which projects are completed.

I find my position both challenging and exciting. I am ultimately responsible for ensuring that -

- over 700 students learn to their potential,
- teachers deliver high quality programmes,
- the needs of staff and parents are met,
- we meet all the necessary health and safety and regulatory requirements,
- and, a multi-million dollar budget is managed effectively.

In our community, next to Countdown, Meadowbank School is the largest business.

WHY THIS TOPIC?

Resourcing of Management and Administrative Structures in Large High Decile Primary Schools.

Tomorrow's Schools introduced freedoms to schools. There are relatively few rules restricting schools as to how they structure themselves and their expenditure. This report shows this wide variance between schools of similar size and socio-economic type. In short, there is no rule and little consistency. I believe all high decile schools receive adequate money, but there is no fat. Every dollar is precious. If we had more, it would enable projects to be completed more quickly or it would be utilised to enhance student learning.

All Principals reflect on their school's structure. We contemplate changing practices if it leads to greater efficiencies and effectiveness. Will it free up resources for something else?

I hope that principals who read this report will compare the relevant findings with the resourcing and structures within their own schools. Maybe it will lead to reflective discussions within the senior management team. Or maybe some relevant data can be used in presentations to Boards of Trustees.

THE SCHOOLS:

- I chose to examine the schools which have greatest relevance to Meadowbank. Hence the following primary schools with rolls over 500 students –
 - 21 x Decile 10 Contributing Schools.
 - 15 x Decile 9 Contributing Schools
 - 7 x Decile 10 Full Primary Schools
- Of these 43 schools, 27 are in the greater Auckland area.
- The 37 schools which responded to the survey are listed below.

DECILE 10 CONTRIBUTING PRIMARY SCHOOLS			
Albany School North Shore Auckland Roll: 630	Browns Bay School North Shore Auckland Roll: 540	Campbell's Bay School North Shore Auckland Roll: 660	Murrays Bay School North Shore Auckland Roll: 575
Pinehill School North Shore Auckland Roll: 520	Milford School North Shore Auckland Roll: 530	Titirangi School Waitakere Auckland Roll: 501	Westmere School Westmere Auckland Roll: 540
Mt Eden Normal School Mt Eden Auckland Roll: 605	Maungawhau School Mt Eden Auckland Roll: 650	Cornwall Park School Greenlane Auckland Roll: 620	Meadowbank School Remuera Auckland Roll: 714
Cockle Bay School Howick Auckland Roll: 730	Point View School Howick Auckland Roll: 814	Hukanui School Chartwell Hamilton Roll: 650	Rototuna Primary Rototuna Hamilton Roll: 720
Te Mata School Havelock North Hawkes Bay Roll: 550	Elmwood Normal School Merivale Christchurch Roll: 567	Paparoa Street School Papanui Christchurch Roll: 600	
DECILE 9 CONTRIBUTING SCHOOLS			
Red Beach School Red Beach Rodney Roll: 640	Oratia School Oratia Waitakere Roll: 530	Whangaparaoa School Whangaparaoa Rodney Roll: 680	Willowpark School North Shore Auckland Roll: 594
Willowbank School Howick Auckland Roll: 775	Hillcrest Normal School Hillcrest Hamilton Roll: 510	Lynmore Primary School Lynmore Rotorua Roll: 620	Otonga Road School Springfield Rotorua Roll: 560
College St Normal School Palmerston North Roll: 600	Waterloo School Waterloo Lower Hutt Roll: 512	Henley School Richmond Nelson Roll: 600	Windsor School Selwyn Christchurch Roll: 620
DECILE 10 FULL PRIMARY SCHOOLS			
Gulf Harbour School Whangaparaoa Rodney Roll: 480 (MOE 536)	St Thomas School Kohimarama Auckland Roll: 620	Waimauku School Waimauku Rodney Roll: 601	Karori Normal School Karori Wellington Roll: 740
Halswell School Halswell Christchurch Roll: 620	Queenstown School Queenstown Roll: 655		

- Six schools did not to respond to any of the survey's two sections.
 - 3 x Decile 9 Contributing Schools (all Auckland)
 - 2 x Decile 10 Contributing Schools (Auckland / Wellington)
 - 1 x Decile 10 Full Primary (Auckland)

THE SURVEY & THE QUESTIONS

1. INITIAL SURVEY: See Appendix 1.

- Posted to Principals during the first week of May.
- Questions related to –
 - **Principals:** classroom commitment and personal expenses.
 - **Senior Management (AP/DPs):** units received, responsibilities and teaching time.
 - **Middle Management:** units received, number of classes led, release time provided.
 - **Other Unit Holders:** responsibilities, units received, release time provided.
 - **Teacher/Staff Financial Support/Budget** allocation provided by school.
 - **Administration Support Staff:** pay rate, hours worked.
 - **Property/Grounds Staff:** pay rate, hours worked.
- A further unrelated question regarding provision of Foreign Language Instruction was included as a guide for possible future commencement languages at Meadowbank.

2. FOLLOW-UP SURVEY: See Appendix 2.

- Emailed to Principals on 10 June.
- This was included following questions being included in some Principal responses to the initial survey.
- Questions related to –
 - **School Donation:** request, income level, percentage payment
 - **Activity Fee:** request level
 - **Accounting Agency Support Contracts:** budget cost, agencies contracted
 - **Cleaning Contracts:** budget cost, contractors employed
 - Employment of **Above Entitlement Teachers:** budget, areas of employment
 - Employment of **School Funded Teacher Aides / Learning Assistants:** budget

3. RESPONSES

- 37 Principals / schools (86%) responded to the initial survey.
- 23 (53.5%) responded to the second supplementary survey. That is 62.1% of those who answered the initial survey.
- 3 Principals provided verbal responses to some of the Principal expense questions only.

SECTION 1: PRINCIPAL MATTERS

1. CLASSROOM HOURS:

Table 1: Hours Committed by Principals to Classrooms per Week
(Teaching, observing, coaching, monitoring etc)

School Size	500-549	550-599	600-649	650-699	700-749	750+
Av Hours	2.7	2.5	3.4 / 2.7 *	2.2	2.9	1.5

* One Principal commits 10 hours per week to classroom activities. This is double the next greatest commitment to classroom time. If this one is ignored the average hours drop to 2.7 hours/week.

- Range 0 – 10 hours per week
- Average 2.8 hours per week

2. EXPENSES: There is a great deal of commonality in regards to expenses that Boards of Trustees commit to their Principals.

- **BOT Meeting Attendance Fees:** Although mentioned specifically by some, most Principals saw this as an “as of right payment.” One Principal commented that he had never claimed meeting fees 15+ years at his school, preferring to keep it as a bargaining point should he be questioned by his Board on other matters.
- **School Related Travel Reimbursements:**
 - Again seen by most as a contractual right to be reimbursed at the NZEI rate for travel linked to school business.
 - 85% indicated it was received but gave no amount.
 - Some responses provided indicative annual payment received. These included \$80/term; \$350pa; \$1,300; \$2000.
 - One Principal mentioned an annual \$1,500 appreciation payment which covered travel expenses.
- **Telephones:**
 - 80% of responses indicated receipt of some payments related to their use of telephones.
 - 50% receive expenses related to use of cell phones. These include –
 - Contract agreement
 - Base fee payments
 - Provision of iphones (6)
 - Payments range from \$120 - \$3000pa. The average is \$1,000pa.
 - 22% receive reimbursements related to their home phone. Typically these are monthly line rentals (\$480pa)
 - 12% receive payment of home internet access (eg. isp, broadband)
- **Memberships / Subscriptions / Registration:**
 - Included by a minority. They included NZ Principals’ Federation, Auckland Primary Principals’ Association, and University Leadership Centre.
 - Teachers’ Council Registration was listed by 22%
- **Professional Development:** There was a degree of cross-over between this area and Principal Expense Accounts.
 - 67% listed that they received support in this area.
 - 58% listed a dollar value linked to Principal Professional Development
 - Range \$1,000 - \$14,000pa
 - Average \$5,518
 - Size of school does not appear to be a factor in the dollar value of PD / Conference support.
 - Several indicated support included attending overseas conferences. Three indicated that this was available on a biennial basis. Others said they received this opportunity when they requested to attend.

- Two indicated tertiary study support
 - Some indicated that Principal Professional Development was not separate from the staff PD budget.
 - **Expense / Discretionary Expense Accounts**
 - 12% indicated that the Principal Expense Account included payment for their Professional Development and or Travel.

Range	\$0 - \$14,000 (excluding those where it included PD).
Average	\$2,962
 - Principals in larger schools tended to receive a larger expense allocation. Some indicated that it included –
 - providing staff refreshments/shout per term
 - dinner with BOT member, senior staff personnel
 Principals in schools with rolls larger than 650 averaged \$5,200.
 - **Other Expenses:** These included –
 - **Car.** This is provided for Principals in 3 schools.
 - **Medical Insurance.** In one school.
 - **Lap Top:** Provision of the upgraded TELA model.
 - **Home Printer:** Cartridges for home printers is funded for 2 Principals
 - **Reimbursements:** Was listed by 3 Principals. It is likely that reimbursements are for actual and reasonable to a dollar value as shown under the Financial Support for Staff (listed later in this report).
 - **Meals:** Again included by a small number of respondents. Two indicated actual and reasonable when at conferences/PD away from home. Two others indicated it included meals for school visitors.
 - **Business Class Air Travel:** Beyond Australia
 - **Credit Cards:** Several Principals mentioned that they had a credit card for which the school paid school / principal related expenses.
 - **Fringe Benefit Tax:** Some items above would appear to come with the need for the Board to pay “perks tax.” However, I received comment that payment for such items were made by way of concurrence payments. (ie BOT pays Principal, Principal pays for item).
- 3. CONCURRENCE:** 5 schools (12.8%), all from Auckland, indicated that they receive concurrent payments from their Boards. That is 21.7% of Auckland responses receive concurrence payments.
- In 3 cases it was linked to managing International Students.
 - Two declared payments: \$16,056, and \$10,000.
 - One Principal receives a unit, payment for managing RTLB and SLS staff.

SECTION 2: SENIOR MANAGEMENT

(Deputy, Assistant, Associate Principals)

Table 2: Senior Management Factors

School Size	500-549	550-599	600-649	650-699	700-749	750+
Number of Senior Management per School						
Range	2-4	2-3	2-4	2-3	3	3-4
Average	2.44	2.75	2.5	2.33	3.0	3.5
Units Per Position						
Range	3-7	3-7	3-8	4-6	3-8	3.5-6
Average	4.59	3.58	4.84	4.22	5.58	5.07
Total Units Allocated to Senior Management						
Range	8-16	6-13	8-20	11-16	11-20	17.5-18
Average	11.2	10.8	12.5	12.7	16.8	17.8
% of Total School Units						
Range	31-51%	31-46%	26-48%	28-47%	30-46%	40-43%
Average	37.1%	39.8%	37.5%	35.3%	39.5%	41.5%
Teaching Hours for Senior Management Members						
Range	0.2-0.8	0- 0.9	0-0.8	0-0.4	0-0.6	0-0.6
Average	0.27	0.25	0.21	0.10	0.31	0.20
Comment:						
<ul style="list-style-type: none"> Understandably, as school size increases there is a marginal increase in the number of Senior Management positions, and the number of units per position. Overall the average allocation of units to Senior Management positions is 39.1% per school. School size does not appear to be a factor in relation to the teaching component of Senior Management positions. 						

Senior Management Responsibilities:

Listed in order of frequency are the responsibilities allocated to Senior Management Staff.

Table 3: Senior Management Responsibilities

Responsibilities	Numbers	%
School Area Leadership (eg. Senior School; Years 1-2)	33	37%
SENCO / Special Needs Support	29	33%
Literacy / English	18	20%
Numeracy / Maths	15	17%
Syndicate / Year Level Leadership (eg Year 3; Year 6)	13	15%
Curriculum Development	12	13%
ICT / e-Learning	10	11%
Inquiry / Student Led Learning	8	9%
Pastoral Care / Behaviour Management / Restorative Justice	8	9%
Assessment / Student Achievement	8	9%
GATE / Gifted and Talented	7	8%

Other Responsibilities Identified:

- 4 Mentions: Data Management; Mentoring / Coaching; Professional Development; Relievers; ESOL / NLOE
- 3 Mentions: Beginning Teachers / PRT; International Students
- 2 Mentions: Assessment for Learning; Reading Recovery; Teaching & Learning; Equal Employment Opportunities; Rosters & Timetables; Science
- 1 Mention: Student teachers; Curriculum mapping; EOTC; Special Programmes; Budget; Student Leadership; Teacher Aides; Performance Management / Attestation; Personnel; Banked Staffing; Property; payroll; Thinking; NETS; BOT Reports; Research Assistant; International Exams

SECTION 3: MIDDLE MANAGEMENT

(Team, Year Level, Syndicate Leadership)

Again the variance in organisational structures between schools is evident. There is a great deal of cross-over responsibilities between Senior and Middle management. It appears that Senior Management (AP/DPs) in approximately 50% of schools also have Syndicate / Team / Year Level Leadership responsibilities. In many cases they are they are responsible for an area of the school (eg Years 5-6), lead a Team (eg Year 6) and manage a Middle Management staff who leads the other Team (eg Year 5).

Table 4: Middle Management Factors

School Size	500-549	550-599	600-649	650-699	700-749	750+
Number of Middle Management per School						
Range	4-9	3-7	3-7	4-7	4-7	7
Average	5.7	5.5	5.1	5.8	5.8	7
Units Per Position						
Range	1-2	1-2	1-3	2-3	1-2	2-2.5
Average	1.46	1.84	1.89	2.33	1.74	2.11
Total Units Allocated to Middle Management						
Range	5-12	7-18	5-14	11-19	7-13	13.5-16
Average	8.4	10.0	9.8	14.0	10.0	14.8
% of Total School Units						
Range	17-43%	19-53%	17-39%	32-49%	15-33%	30-39%
Average	28.3%	35.0%	28.5%	38.3%	24.0%	34.5%
Classes Supervised						
Range	3-7	3-6	3-6	4-7	4-5	5
Average	4.07	3.43	3.91	4.76	4.50	4.64
Release Provided						
0.2; 10 days/term	1	1	1	1	1	1
6 days/term; 3 hours/week; 2 blocks/week	1	1	2			
0.1; 5 days/term ½ day/week day/fortnight	2		4	1		
3 days/term 1½ hours/week 1 block/week	4	2	1	2	1	1
2½ days/term ½ day/fortnight	1					
2.3 days/term			1			
2 days/term	1	1	1			
6 hours/term 4 blocks/term					1	
1 day/term	1					
As required			1			
None		1	2	1		
Comment:						
<ul style="list-style-type: none"> Understandably, as school size increased there was a marginal increase in the number of Middle Management positions, the classes/teachers being supervised and the number of units per position. On average schools allocate 30.1% of their units to their Middle Management structure On average Middle Management personnel receive the equivalent of 3 days per term release. 						

SECTION 4: OTHER UNIT ALLOCATION / HOLDERS

(Curriculum, Special Programmes etc)

Table 5: Additional Units per Schools

School Size	500-549	550-599	600-649	650-699	700-749	750+
Number of Units per School						
Range	6-15	3-18	5-17	7-11	9-25	7.7-13
Average	10.1	9.0	11.8	9.5	15.8	10.3
% of Total School Units						
Range	23-50%	9-50%	16-55%	21-32%	23-51%	18-30%
Average	34.7%	28.3%	34.5%	26.5%	36.5%	24.0%
Comment:						
<ul style="list-style-type: none"> On average schools allocate 32.6% of their units to curriculum and special programmes. 						

Unit Holder Responsibilities:

Listed in order of frequency are the responsibilities allocated to non-management unit holders. Principals identified responsibilities for 90 of the 93 positions. No differentiation is made between permanent and fixed term units, but it is evident that Principals have loaded up particular development areas (eg. Literacy, ICT developments).

Table 6: Additional Unit Responsibilities

Responsibility	Number of Positions		Units Allocated	
	Roll < 600	Roll > 600	Roll < 600	Roll > 600
Sports; Phys Ed; Health; Waterwise	20	26	22.5	26
ICT; Digital Drivers; ICT Leads; Website; elearning	19	34	20	36
Literacy; English; Writing; Written Language	8	16	9.5	19
Environmental Education; Conservation	11	10	8	10.5
NZ Curriculum; Inquiry; Contextual Learning; Curriculum Mapping; Integrated Learning	6	17	8	17
Maths; Numeracy	7	10	11	18
Assessment; Portfolios; eTap; ATOL; Performance	9	12	9	13.5
Art(s); Visual Art	6	9	7	9
Performing Arts; Drama; Dance; Production	6	3	5	1.5
Music; Choir	4	5	5	4
Library	6	4	7	4
GATE	3	8	3	11
Learning Leaders; PLG Leadership; Focus Groups	10	10	8	11
Student Behaviour; Student Welfare; Pastoral	4	4	4	3.5
SENCO; Remedial/Enrichment Programmes; Special Needs Unit		7		13
Maori; Pacific; Kapa Haka	4	5	4	4.5

- Other listings with **3+ mentions** include –
ESOL/International Students (5 listings/4 units); Travelwise/Road Safety (4/3); Promotions / Events/Innovations (3/2); Science (4/3.5); Displays/Publications (5/4.5)
- Single listings** include –
Extra-curricular sports; Health & Safety officer; Portal Development; Values; PRoP; Camp; Tutor Teacher ?; Interschool Events; School TV; NSW Tests; International Links; Chinese; Curriculum Reviews; National Standards; Provisional Teachers; Boys Education; Student leadership; School Competitions/Houses; Relievers; EOTC; International Links; Pride Challenges
- Release Provided:**
20% of schools provide no release – school size is not a factor.
20% provide release as required
Release varied from 0 – 10 days per term depending upon the responsibility
ESOL, SENCO, International Students, ICT and Sport received greatest release

SECTION 5: TEACHER / STAFF FINANCIAL SUPPORT

Table 7: School Financial Support for Teachers / Staff

SUPPORT PROVIDED / FUNDED	LISTINGS	DOLLAR VALUE	
		Roll < 600	Roll > 600
No photocopying restrictions	31	\$10-15k	\$15-27k
Tea/Coffee/Biscuits	29	\$2-6.5k	\$3-7.4k
Teacher Lap Tops • Most schools pay full lease. Some only 50%	33	\$5.5-16k	\$8-20k
Reimbursements/classroom Consumables • \$100-500/teacher	29	\$3.5-13k	\$2.4-17k
Professional Development / Conferences / Tertiary • Tertiary (9): several state 50% payment. One listed full payment of 1 paper per year. • Conferences (6): Offer to attend (some 1) each year	34	\$10-41.5k	\$22-74k
Teacher Registration • Some specified 50% payment	8	\$2-3k	\$1.6-4k
Telephones: This included the following features – • Free in-school landline toll calls • Provision of cell phones for Senior Management (6), IT Leader (2), Caretaker (2) • Home ISP subsidy	11		\$0.5-6k
Flu Jobs	5	Actual costs	
Entertainment / Well Being; Xmas; Refreshments; Gifts	5	\$2-4k	\$1.5-4k
Travel	4		

- Other listings included –
 - Subscription Payments
 - Jacket
 - Home ISP Subsidy
 - Overseas School Exchange
 - Administration Eye Tests
 - Release to attend Family Events (camp, sport, prize givings etc)
 - First Aid Training

- Further mention was made of conditions of work –
 - Employing Specialist Teachers (music, phys ed etc) to provide release
 - Provision of classroom teacher aides

SECTION 6: ADMINISTRATION SUPPORT STAFF

Differences in school terminology needed to be interpreted here. Example include –

- Does the Office Manager have a financial or secretarial focus?
- The same question arises regarding PAs.

Please Note:

- Where a provided pay rate was an hourly rate, I converted that to an annual cost and included 8% holiday pay. (rate x hours x weeks + 8%)
- Where the pay rate was an annual salary, I calculated the hourly rate. (salary ÷ weeks ÷ hours)

Table 8: Administrative / Executive Positions – Pay Rate, Hours Worked

Office Manager, Executive Officer, Bursar, Financial Administrator, Accounts Manager, PA, Administration Officer						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	22-40 hrs	20-40 hrs	21- 40 hrs	27-40 hrs	25-40 hrs	35-37.5hrs
Average	30.9 hrs	29.4 hrs	33.2 hrs	31.8 hrs	33.1 hrs	36.3 hrs
Weeks / Year Worked						
Range	40-49 wks	41-52 wks	40-44 wks	41-52 wks	40-46 wks	44.6-52wks
Average	44.7	44.8	41.8	47.0	43.0	48.3
Pay Rate						
Per Hour Range	\$22.36 – \$31.26	\$19.65 – \$26.70	\$19.48 – \$37.00	\$21.05 – \$44.87	\$22.36 – \$32.00	\$25.00 – \$33.52
Average	\$25.40	\$23.05	\$25.22	\$31.78	\$27.98	\$29.26
Salary Range	\$22,995 – \$47,000	\$22,427 – \$47,000	\$24,073 – \$55,000	\$29,516 – \$70,000	\$29,894 – \$57,000	\$41,813 – \$61,000
Average	\$37,028	\$31,636	\$37,435	\$49,396	\$42,565	\$51,407

Table 9: Financial Support Agency Contracts

FINANCIAL SUPPORT CONTRACTS						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Contract Cost						
Range	\$3,500 – \$8,000	\$11,000 – \$13,000	\$4,400 – \$8,000	\$8,000	\$8,000	\$8,900
Average	\$4,875	\$12,000	\$5,167	\$4,000	\$2,667	\$4,450
Comment:						
<ul style="list-style-type: none"> • This section was included in the second set of questions and was answered by 50% of the original respondents. • One third of these schools indicated they were not supported by an outside financial contract. 66% of these had rolls greater than 650. • Support Companies listed included Leading Edge, Top Class, Ed Tech, School Support, Money Monitors, Canterbury Education Services, Solutions and Services. 						

Table 10: Financial Staffing Budget Costs

School Finance Officer/Bursar etc + Finance Support Contract						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Range	\$28,533 – \$49,014	\$44,500	\$29,773 – \$60,700	\$40,069 – \$66,000	\$34,783 – \$57,000	\$41,813 – \$69,000
Average	\$35,014	\$44,500	\$41,563	\$53,035	\$43,226	\$55,407

Table 11: Administrative / Secretarial Positions – Pay Rate, Hours Worked

Office Manager, Office Administrator, PA, Principal’s Secretary, School Secretary, Administrative Secretary, Reception						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	23.5-40hrs	31-40hrs	30-64hrs	20-51.25hrs	25-40hrs	35-35.5hrs
Average	32.3 hrs	36.5 hrs	37.5 hrs	37.8 hrs	33.5 hrs	35.25 hrs
Weeks / Year Worked						
Range	40-48 wks	41-52 wks	40-52 wks	41-43 wks	40-42 wks	41-52 wks
Average	43.4 wks	44.3 wks	41.9 wks	41.5 wks	41.0 wks	46.5 wks
Pay Rate						
Per Hour Range	\$16.33 – \$28.39	\$18.37 – \$25.74	\$16.05 – \$29.76	\$16.53 – \$30.41	\$16.53 – \$37.00	\$18.98 – \$21.00
Average	\$22.29	\$22.26	\$22.06	\$22.25	\$26.30	\$19.99
Salary Range	\$17,040 – \$51,843	\$27,000 – \$53,539	\$24,000 – \$50,000	\$19,397 – \$69,455	\$18,417 – \$64,348	\$32,755 – \$38,084
Average	\$34,368	\$38,154	\$36,318	\$38,609	\$39,540	\$35,420

Table 12: Office Administration Support Staff – Pay Rates, Hours Worked

Reception, Office Aide, Secretary Aide, Data Entry, Nurse, Enrolment Secretary, First Aid, Communications, Uniform, Administration						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	5-40hrs	21-36hrs	20-65.5hrs	15-65hrs	20-60hrs	22-30hrs
Average	23.9 hrs	30.8 hrs	34.6 hrs	40.1 hrs	36.0 hrs	26.0 hrs
Weeks / Year Worked						
Range	40-42 wks	41-42 wks	40-41 wks	41-52 wks	40-41 wks	41-52 wks
Average	40.6 wks	41.7 wks	40.4 wks	44.3 wks	40.5 wks	46.5 wks
Pay Rate						
Per Hour Range	\$15.72 – \$19.25	\$15.58 – \$21.68	\$17.00 – \$19.75	\$17.17 – \$21.85	\$14.62 – \$28.00	\$17.12 – \$18.00
Average	\$17.63	\$18.97	\$17.96	\$19.19	\$19.66	\$17.56
Salary Range	\$4,033 – \$35,152	\$20,785 – \$32,294	\$12,000 – \$63,677	\$12,086 – \$59,713	\$15,256 – \$50,483	\$19,585 – \$24,065
Average	\$18,781	\$25,909	\$28,403	\$36,317	\$32,424	\$21,825
Comment:						
<ul style="list-style-type: none"> Four schools did not indicate employing additional office support staff. All had roll less than 620 						

Administration Other:

This involves many positions which largely fit into 3 categories –

- Resource Management
 - Resource Administrator, Resource Manager, Resource Help, Teacher Resources
- Curriculum Support
 - Copying, Data Entry, Perceptual Motor Programme, Art Room, Sports Events Co-ordinator
- Money Making Ventures
 - Uniform Shop, Lunch Room, Hall Manager, Out of School Care Programme

Hours worked range from 1.5 through to 37.5 hours per week. The average 17 hours per week. Pay rates range \$13.07 to \$26.67 per hour. The average being \$16.62 per hour.

Table 13: Total Office Staff Budget Costs

OFFICE STAFF ANNUAL BUDGET COST						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Annual Budget Cost						
Range	\$65,330 – \$121,511	\$75,181 – \$124,633	\$67,018 – \$157,506	\$106,202 \$173,964	\$90,233 – \$147,827	\$99,482 – \$117,820
Average	\$90,672	\$98,565	\$106,912	\$141,673	\$114,528	\$108,651
Comment:						
<ul style="list-style-type: none"> • Costs per pupil are less in larger schools. 						

SECTION 6: CURRICULUM SUPPORT STAFF

This section includes support staff more directly related to curriculum delivery.

Table 14: Librarians - Hours Worked, Pay Rates

LIBRARIANS						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	10-30 hrs	10-30 hrs	10-30 hrs	10-30 hrs	10-30 hrs	10-30 hrs
Average	22.6 hrs	33.6 hrs	29.9 hrs	26.5 hrs	31.6 hrs	25.0 hrs
Weeks / Year Worked						
Range	40-44 wks	40-42 wks	38-43 wks	40-41 wks	40-41 wks	0-52 wks
Average	40.5 wks	40.4 wks	40.0 wks	40.5 wks	40.5 wks	26.0 wks
Pay Rate						
Per Hour Range	\$16.33 – \$20.33	\$14.62 – \$26.25	\$15.94 – \$25.26	\$14.62 – \$23.18	\$14.60 – \$23.00	\$18.26
Average	\$18.01	\$19.49	\$19.18	\$18.93	\$19.70	\$18.26
Salary Range	\$7,187 – \$25,630	\$20,511 – \$42,000	\$10,407 – \$45,029	\$13,670 – \$33,057	\$15,870 – \$40,000	\$23,738
Average	\$17,925	\$29,671	\$24,946	\$22,268	\$28,236	\$23,738
Comment:						
<ul style="list-style-type: none"> • Three schools did not list Support Staff with Library duties. There is no apparent link to school size – the rolls being listed as 480, 605, 814. 						

Table 14: Teacher Aides / Learning Assistants – Budget Allocation

TEACHER AIDES / LEARNING ASSISTANTS						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Annual Budget Cost						
Range	\$40,000 – \$51,887	\$30,000 – \$55,000	\$20,000 – \$96,000	\$45,000 – \$140,000	\$50,000 – \$73,000	\$80,390 – \$159,000
Average	\$45,944	\$42,500	\$45,167	\$92,500	\$64,333	\$119,695
Comment:						
<ul style="list-style-type: none"> • 26% of school indicated that they did not employ Teacher Aides other than under ORRS, RTL or ACC. • 2 schools subsidise parent funding of teacher aides for special needs students. • Averages <ul style="list-style-type: none"> - Schools employing TAs: \$70,349 - All Schools including those not employing Teacher Aides: \$51,836 						

ICT Support

- This was not a specific question asked in the survey. However, several schools included mention of ICT employees amongst Administration Support Staff.
- Position titles included ICT Consultant, ICT Administrator, ICT Technician, ICT Support.
- Hours employed ranged from 10 -35 hours per week.
- Pay rates ranged from \$17 - \$29.22 per hour.
- Several schools are on contracts where they receive a specific number of hours per week. Contracts range from 10 – 35 hours per week; from \$10,000 - \$45,000pa.
- Costs are understandably higher in larger schools.
- Average school expenditure is \$27,385pa.

SECTION 7: OVER ENTITLEMENT TEACHERS

- One of the supplementary survey questions.
- 25% of Principals indicated that they did not employ over entitlement teachers.
- Size of school did not appear to be a factor.
- However, schools which sought and received greater community funding (most notably school donation) tended to employ the greatest number of additional staff – both Over Entitlement Teachers and Teacher Aides/Learning Assistants. For income details, see Section 9.
- The purposes for employing over entitlement teachers in order of frequency is –
 - Sport / Phys Ed / Health
 - Music
 - Reading Recovery
 - GATE / Extension Programmes
 - Languages
 - Senior Management Release
 - International Students
 - Year 0 Classes
 - Swimming
 - Kapa Haka
 - ICT
- Expenditure ranged from \$15,000 - \$173,000pa.
- Average expenditure –
 - For schools employing above entitlement teachers: \$65,667pa.
 - For all schools including those not employing above entitlement teachers is \$51,842pa.

SECTION 8: PROPERTY STAFFING

Differences in school terminology are again evident. Generally schools employ –

- Either a Property Manager or a Caretaker and
- Either a Groundsman or a Assistant Caretaker or a Gardener

Table 15: Property Managers / Caretakers – Pay Rates, Hours Worked

PROPERTY MANAGER / CARETAKER						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	25-49 hrs	40-48 hrs	20-70 hrs	28-40 hrs	40-45 hrs	40 hrs
Average	39.5 hrs	42.6 hrs	40.8 hrs	37.0 hrs	41.3 hrs	40.0 hrs
Pay Rate						
Per Hour	\$15.08 –	\$17.13 –	\$15.33 –	\$20.67 –	\$17.00 –	\$17.10 –
Range	\$21.93	\$19.00	\$25.51	\$24.00	\$23.12	\$19.71
Average	\$18.50	\$18.08	\$19.23	\$21.80	\$19.11	\$18.41
Salary	\$19,604 –	\$15,808 –	\$24,000 –	\$34,944 –	\$34,611 –	\$35,568 –
Range	\$45,604	\$38,000	\$48,775	\$45,000	\$48,090	\$40,997
Average	\$38,280	\$39,758	\$38,834	\$41,608	\$41,028	\$38,282
Comment:						
<ul style="list-style-type: none"> • Two schools (rolls 512 and 550) employ Property Managers who employ caretaking & cleaning staff out of their contracts - \$80,000 and \$72,000 respectively. • One school has Job Share caretakers working 48 hours and hence no assistants. • Two schools employ Property Managers and Caretakers. For one the pay rate matched the assistant rate so I placed them there. 						

Table 16: Property Assistants – Pay Rates, Hours Worked

ASSISTANT CARETAKER / GROUNDSMAN / GARDENER						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	6-30 hrs	12 hrs	5-30 hrs	10-45 hrs	20-25 hrs	15 hrs
Average	18.0hrs	12.0 hrs	16.9 hrs	19.3 hrs	23.3 hrs	15.0 hrs
Pay Rate						
Per Hour	\$14.62 –	\$15.08 –	\$14.62 –	\$14.50 –	\$15.20 –	\$16.50
Range	\$16.64	\$20.00	\$18.00	\$18.00	\$16.00	
Average	\$15.28	\$17.54	\$15.68	\$16.09	\$15.52	\$16.50
Comment:						
<ul style="list-style-type: none"> • 5 schools do not employ assistants. It is of note that all these schools are relatively new schools which presumably do not have swimming pools, coal fired boilers, old weatherboard buildings. • Size of school does not appear to be a factor. • One school employs assistants only during the holiday period. • One school does not employ an assistant but instead a part time painter. • One school employs both an assistant/groundsman and a gardener. 						

Table 17: Property Staffing – Hours Allocated; Annual Budget

PROPERTY STAFF TOTALS						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Hours / Week Worked						
Range	25-64 hrs	40-52 hrs	28-70 hrs	50-73 hrs	40-65 hrs	40-55 hrs
Average	48.9 hrs	51.7 hrs	53.8 hrs	56.3 hrs	58.8 hrs	47.5 hrs
Annual Budget Cost						
Range	\$19,604 – \$61,889	\$45,644 – \$72,000	\$35,864 – \$74,539	\$50,977 – \$77,064	\$34,606 – \$67,844	\$35,568 – \$52,837
Average	\$36,679	\$48,439	\$53,900	\$58,759	\$55,154	\$44,203

Table 18: School Cleaning Contracts – Annual Budget

CLEANING CONTRACTS						
School Size	500-549	550-599	600-649	650-699	700-749	750+
Range	\$40,295 – \$56,000	\$40,000 – \$45,000	\$47,000 – \$55,000	\$41,875 – \$67,000	\$54,000 – \$80,000	\$46,630 – \$66,000
Average	\$48,765	\$42,500	\$51,583	\$54,438	\$62,667	\$56,315
Comment:						
<ul style="list-style-type: none"> • A question from the supplementary questions. • The overall average annual contract price is \$52,794. • Contractors listed include Spotless, Top Trust, ACE Kare, Crest, Professionals, Red Coats, Greenacres. 						

SECTION 9: INCOME

This section was not in the original survey. However, several Principals asked if I could include it to provide possible answers as to how some decile 10 schools can provide additional staffing and resourcing, whilst others can not.

Answers were provided by 50% of the original respondents.

Table 19: School Donation Requests

INCOME REQUESTS						
School Size	500-549	550-599	600-649	650-699	700-749	750+
School Donation per Child Request						
Range	\$140-200	\$140-195	\$70-392	\$0-250	\$230-476	\$175-200
Average	\$178	\$167.50	\$211	\$125	\$319	\$188
Comment:						
<ul style="list-style-type: none"> Overall average for all schools is \$205 per student. Auckland Average - \$249; Rest of NZ Average - \$129. 						
School Donation Income						
Range	\$46,000 - \$87,000	\$55,000 - \$105,000	\$10,300 - \$189,000	\$0 - \$130,000	\$130,000 - \$240,000	\$90,000 - \$105,000
Average	\$59,938	\$80,000	\$65,000	\$65,000	\$167,000	\$97,500
% Paid	51-90%	90%	35-70%	90%	70-90%	?
Comment:						
<ul style="list-style-type: none"> Overall Average received - \$91,058. 72% payment Auckland Average \$114,813 (75%); Rest of NZ \$50,186 (67%) Queenstown is of note as the only school not making a Donation request. The school which requests the lowest donation (\$70/family) also receives the lowest payment rate (35%) 						
Activity Fee Requests						
Comment:						
<ul style="list-style-type: none"> There is wide variation in how schools tackle this issue. Most make a single request at the start of the year with this covering all incursions and excursions. A few charge actual costs on a per activity basis. 3 schools had the Activity Fee included within the Donation. Therefore is it voluntary? One school had a waived the \$100 Activity Fee if the \$175 Donation was paid. This really means a donation request of \$75. Several included a paper charge within it. Rates varied between levels – most senior classes requesting greater fee. Rates varied from \$20 through to \$124. Several commented that no payment of Activity Fee excluded participation in activities. For most schools charges for Camps, Waterwise and Swimming appear to be on top of the Activity Fee. 						

Fund Raising Sources:

Although not surveyed an interesting list of fund-raising approaches emerged. PTAs play an important role in providing funds for additional staffing and learning resources. Methods included –

- International Students: Most common in Full Primaries and Auckland (North Shore) schools. One full primary school commented that they did not enrol International students due to having an Enrolment Scheme.
- Quiz Evenings
- Auctions
- Mid Winter's Christmas Dinner / Ball
- Interest from sale of school houses / property
- Landing rights for parapauting
- Hire of school facilities – halls, swimming pools, fields etc
- Out of School Care Programmes: Particularly lucrative when school managed as opposed to hire of facilities for others to run.
- Galas / School Fairs
- After School Tuition (languages, arts, computer etc)
- Community Grants
- Sponsorship
- Advertising (includes payment to distribute pamphlets etc)
- Parent Evenings

In completing this report I did find realise that I omitted to ask details re the level of income derived from local sources such as those listed above. I thank those who included some details.

CONCLUSIONS:

- Firstly there is no rule regarding how schools manage their staffing structure and the resourcing of it. This is seen in the variations within -
 - Principals: Expenses and professional development budget
 - Senior Management Positions: The number employed (2-4 per school), the units distributed (26-51% of units; 3-8 units per position) and the responsibilities allocated.
 - Middle Management Positions: The number of positions (3-9 per school), the units allocated (15-53% of units; 1-3 units per position), classes responsible for, and the release provided.
 - Unit Holders: The range of responsibilities, and the release provided.
 - Financial Support: The value of support provided.
 - Administration and Property Support Staff: the number of positions, budget allocated for pay/salaries, and the position titles.
 - Community Funded Learning Support Staffing: be it over entitlement teachers employed (\$15-173,000 per school) or teacher aides / learning assistants (\$20-159,000 / school).
- There is a degree of consistency between schools regarding –
 - The classroom commitment of Principals (2-3 hours per week)
 - Senior Management having area/team/syndicate leadership (52% of positions); SENCO (33%), Literacy and Numeracy (33%) being allocated as SM responsibilities.
 - The importance of Sport/Phys Ed, ICT, Literacy, Curriculum Development, Assessment, and Environment in the allocation of unit responsibility.
 - Library staffing employed, the hours worked, and their pay levels.
 - Support for staff via photocopying privileges, provision of morning teas, teacher lap tops, and reimbursements
- The average donation per child increased with size of school. Auckland schools requested a substantially higher donation. They also received a greater per child payment rate.
- Generally larger schools –
 - allocate more units per Senior and Middle Management positions
 - understandably employ more Administration and Property Support Staff. They also employ them for more hours per week and pay them at a higher rate.
- There did not appear to be any significant differences between –
 - full primary and contributing schools.
 - Schools in Auckland and the rest of NZ (apart from the donation request)
- I imagine and hope that –
 - Principals will compare the data from their schools with those in the tables in this report.
 - The data will become a point of discussion amongst Senior Management and with Boards of Trustees.

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APPENDIX 1: INITIAL SURVEY

**MANAGEMENT AND ADMINISTRATION
ORGANISATION and RESOURCING**

SCHOOL:		ROLL:		
PRINCIPAL:		GRADE:		
1. Average Classroom Hours/Week: (Teaching, observing etc)				
2. Expenses Received:				
3. Additional Salary / Concurrence: Y / N				
Value:				
For What?				
SENIOR MANAGEMENT: (Deputy, Assistant, Associate Principals)				
Position	Units No.	Fulltime Class Teacher	Teaching Hours	Responsibilities
1.		Y / N		
2.		Y / N		
3.		Y / N		
4.		Y / N		
MIDDLE MANAGEMENT: (Team, Syndicate, Year level Leader)				
Position Leading	No of Classes	Units	Release	
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
OTHER UNIT ALLOCATION: (Curriculum, Special Programmes etc)				
Position Responsibility		Units	Release	
1.				
2.				
3.				
4.				
5.				
6.				

TEACHERS' FINANCIAL SUPPORT:

Teaching Position	Support Provided	Budget
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

ADMINISTRATION SUPPORT STAFF:

Position	Hours/Week	Weeks /Year	Salary or \$/hour
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

PROPERTY / GROUNDS STAFF:

Position	Hours/Week	Salary or \$/hour
1.		
2.		
3.		
4.		

FOREIGN LANGUAGES:

1. Does your school teach a Foreign Language in Y0-6 classes? **Y / N**

If YES please continue

2. Which language(s) does your school teach? Please highlight / circle.

	Chinese/Mandarin	Japanese	French
	Spanish	German	Arabic
	Other (Please specify)		

3. Can I query you further on this topic? **Y / N**

CONTACTS:

Name:

Phone:

Email:

APPENDIX 2: FOLLOW-UP SURVEY

1. What is your donation per child request for 2010?
2. What is your income from the school donation?
What percentage rate for payment?
3. What Activity Fee do you charge?
4. Do you have an outside agency supporting your financial reporting? At what cost?
5. Do you employ cleaning contractors? Cost?
6. Do you employ teachers over and above staffing entitlement? Budget?
7. Do you employ community funded Learning Assistants / Teacher Aides? Budget?