Department of Education

GOVERNMENT OF WESTERN AUSTRALIA

Strategic workforce plan 2026–2036

Public education in Western Australia is delivered through the collective efforts of more than 55,500 dedicated staff working together across schools, regional offices and central services.

The *Strategic workforce plan 2026–2036* sets the long-term direction needed to build and sustain this essential workforce, now and into the future.

Our system is one of the largest and most geographically diverse in the world, responsible for the provision of public education to more than 330,000 students in over 830 public schools across 8 education regions.

As a 10-year commitment, the plan recognises that coordinated action is needed to meet the evolving workforce needs of our public education system, ensuring we are well-placed to support our students, staff, schools and communities over the next decade.

Aligned with *Our plan for public education in Western Australia*, this plan outlines how we will deliver on our strategic priority of respected, connected and supported staff, because when our people thrive, so do our students. This plan has also been shaped by feedback from the voices in public education and grounded in research and evidence.

Together, the actions outlined in this plan will deliver on our vision of a future-ready and inclusive public education system, where all staff feel safe, supported and empowered to deliver a high-quality education for Western Australians.

From the Minister for Education

As a former teacher of 27 years, and now as Minister for Education, I have seen firsthand the dedication and inspirational commitment of our people who work in public schools across Western Australia.

Every role in a school matters, and whether that's directly supporting students' learning, leading school communities, or helping create safe and welcoming learning environments, our staff make an extraordinary contribution to lives of children and young people.

Behind every student who learns, grows and succeeds at school, there is a teacher who inspires, guides and encourages them to achieve their potential. And alongside every teacher is a wider team of dedicated staff whose contributions play a vital role in supporting their school community.

As Minister for Education, one of my clear priorities is ensuring that all of our people in public education feel respected, safe, supported and empowered to grow and develop throughout their careers. This strategic workforce plan outlines how we will achieve that.

The plan is focused on building and sustaining a skilled and adaptable workforce, equipped to support the unique needs of every school and community across Western Australia.

I am proud of the work taking place in our public schools every day. Thank you to everyone for your continued dedication to students, families and communities across our state.

Hon Sabine Winton MLA
Minister for Education

From the Director General

Our people are at the heart of everything we do, and across our system, they each play an important role in achieving our purpose: to embed excellence and fairness at the heart of public education to set students up for a successful future.

The *Strategic workforce plan 2026–2036* sets out our commitment to strengthening our diverse workforce and ensuring that our people have the skills, capability, safety and support they need to continue to do their work well in the years to come.

There are also no small jobs in public education, from all of those that happen within the school gates to those providing essential corporate, regional and systemwide services. Every role contributes to our shared belief that learning changes lives.

Over the coming years, we will take deliberate action to put this plan into practice in collaboration with the broader education sector and deliver meaningful change for our people, towards a resilient and inclusive workforce ready for the future.

To all of our staff, no matter your role, thank you. It's your work that helps create the conditions for our students to learn, grow and succeed, and I look forward to working alongside each of you as we continue to strengthen our public education system in Western Australia.

Jay Peckitt
Director General

Workforce profile (as of August 2026)

58,453* All staff (excluding casuals)

30,398 Teaching staff

675 School psychologists

14,640 Education assistants

8,504 Administration and clerical staff

3,288 Cleaners

869 Gardeners

543 Other

83% Female **17%** Male

2.5% Aboriginal and/or Torres Strait Islander

13% Culturally and linguistically diverse

1.2% People with disability

*Permanent or fixed term basis, not including casual or relief staff. Some staff are employed in more than one role. For this reason, the sum of distinct roles does not add to all staff total.

Learning changes lives

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GOVERNMENT OF WESTERN AUSTRALIA

Strategic workforce plan 2026–2036

Value, respect and retain our people



Celebrate our people and their contribution to public education
- Raise the status of public education
- Celebrate and acknowledge our people

Reduce workloads to focus on teaching and learning
- Prioritise workload reduction
- Optimise classroom support provided by education assistants and Aboriginal and Islander education officers

Listen to our people to enhance organisational performance and employee experience
- Implement a workforce engagement listening program
- Collect and action employee feedback

Foster safe, inclusive and supportive workplaces that strengthen staff wellbeing
- Ensure safe and stable work conditions
- Improve health, wellbeing, respect and inclusion
- Embed the first steps of *Principal wellbeing: Our commitment*

Take decisive action against violence, aggression and harassment toward staff
- Strengthen our prevention and response to workplace violence, aggression, racism and harassment
- Improve supports for school leaders to respond to, and recover from, incidents

Improve support for early career teachers and school psychologists
- Establish connected support pathways for our early career teachers and psychologists
- Provide targeted and programmed support for early career school leaders

Success looks like:
People stay in public education and feel safe, valued and respected

Attract people to public education



Boost our supply of new teachers and other professionals
- Encourage school leavers to become teachers
- Partner with universities to strengthen initial teacher education
- Offer scholarships for new entrants to teaching
- Strengthen engagement, support and improve the professional experience for pre-service teachers and psychology students in schools
- Broaden early career programs for corporate and school based support staff

Establish more alternative pathways into employment in public education
- Identify and address employment barriers for support staff
- Develop earn while you learn opportunities for education assistants and Aboriginal and Islander education officers to become teachers

Promote public education as an employer of choice
- Strengthen and expand career and development pathways
- Support returning teachers and school based support staff
- Programs to support career changers into teaching

Improve recruitment and onboarding processes
- Improve the induction experience for special needs education assistants
- Streamline recruitment and selection processes
- Improve onboarding for all staff

Success looks like:
People choose to work in public education

Support and develop our people



Develop a system-level strategy to provide more tailored and effective professional learning, including building leadership capability
- Develop professional learning and leadership strategies
- Strengthen learning and development opportunities for support staff
- Provide system leadership opportunities for principals
- Develop competency frameworks for all employees
- Strengthen the graduate and newly appointed principal induction with a focus on supporting students with disability and diverse learning needs

Broaden the focus of the Leadership Institute to support the growth and development of teachers and support staff
- Provide a suite of professional learning for all staff
- Establish professional learning design standards and a quality-assurance framework

Provide system-level support to make resolving workplace concerns more transparent, efficient and easier to navigate
- Support school leaders to embed effective performance management and development
- Provide responsive support to leaders for complex staff matters
- Simplify and streamline staff complaints processes

Success looks like:
Our people are supported to grow professionally

Build the Aboriginal workforce



Build on the Aboriginal and Islander Education Officer Career Pathways Program
- Provide professional development pathways to grow and retain Aboriginal staff
- Create the conditions for Aboriginal and Islander education officers to fully exercise the scope of their role, skills and cultural expertise
- Build school leaders' and staff understanding of the importance and value Aboriginal and Islander education officers bring to their school communities

Make everyday workforce practices culturally responsive
- Ensure our human resource policies are culturally safe
- Design culturally safe recruitment and selection and onboarding practices
- Support school leaders to create culturally responsive workplaces

Attract, retain and develop the Aboriginal workforce
- Develop initiatives led by Aboriginal people that help attract and keep Aboriginal people and support career growth
- Create and promote culturally responsive employment and career pathways for Aboriginal and Torres Strait Islander people
- Create and support trusted Aboriginal employee networks
- Support and grow the Aboriginal Language Teacher Program

Success looks like:
Aboriginal staff feel valued and supported and our workplace is culturally responsive and safe

Grow and support our regional, rural and remote staff



Support local community members to become our future workforce
- Improve access to initial teacher education courses
- Develop more local employment opportunities

Strengthen capability, career and employment support for regional, rural and remote staff
- Enable regional teachers, school leaders and staff to access high quality professional learning
- Provide supported pathways to leadership for staff in small regional primary schools

Provide more opportunities that support staff to work in regional, rural and remote areas
- Provide an opportunity to experience the Remote Teaching Service
- Strengthen opportunities for staff to work regionally
- Incentivise exemplary teachers and school leaders willing to work in high-need schools

Address barriers to strengthen regional, rural and remote workforce stability
- Strengthen attraction and retention supports for teachers, school leaders and school staff
- Improve the experience for employees relocating

Success looks like:
People choose to work in public education and live in regional, rural and remote areas

Learning changes lives