



Director, Infrastructure Strategy and Planning

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| Position number | 00036096 |
| Agreement | Public Sector CSA Agreement 2024 (or as replaced) |
| Classification | Level 9 |
| Reports to | Executive Director, Infrastructure (Class 2) |
| Direct reports | Manager, Land and Property Management (Level 8) Manager, Strategic Asset Planning (Level 8) Manager, Infrastructure Reform (Level 8) Manager, Infrastructure Planning and Policy (Level 8) Administration Officer (Level 2) |

Context

The Department of Education's strategic directions outline the commitment for every child, from Kindergarten to Year 12, to have access to high quality education underpinned by excellence in teaching and quality leadership. This is an education that meets the needs of the learner preparing them for their next step into the workforce or further education.

Education Business Services (EBS) is the key provider of professional business services and support for Western Australian (WA) public schools, statutory boards and divisions of the Department. These highly valued services are delivered through the areas of finance, information communication and technologies (ICT), and infrastructure. We continually strive to enhance the capability and responsiveness of our staff, systems and processes across the organisation to deliver high quality education.

The Infrastructure Division has responsibility for the provision of facilities (land, buildings and equipment,) which include demographic forecasting and facilities planning, strategic asset management, capital works programs, the maintenance and minor works programs, facilities and property management and security and emergency management.

The Infrastructure Strategy and Planning Directorate is responsible for longer-term strategic planning of land and building infrastructure, preparation of capital funding proposals, providing statistical and demographic planning, developing asset management and sustainability strategy and policy, land planning, undertaking land acquisition and managing the Department's land estate.

Visit education.wa.edu.au for more information about the Department of Education.

Leadership Context

We believe all our people are leaders irrespective of their role. We consider this as critical to our success and, to support this, we have adopted [Leadership Expectations](#) which provides

a common understanding of the mindsets and expected behaviours required of all our employees and the public sector.

The leadership context for this role is **Leading Leaders**.

Key responsibilities

Leadership and Strategic Management

- Develop, implement and monitor strategies for delivering asset planning and services that are responsive and relevant to the Department's Strategic Plan, business model and its initiatives and reforms.
- Provide leadership in managing the functions of the Directorate to ensure objectives and vision of the Infrastructure Division and the Department are aligned.
- Lead the development of the Department's Strategic Asset Plan.
- Manage the asset investment budget process, including the development of business cases.
- Oversee the identification of land and funding requirements for new infrastructure.
- Direct investigations into critical issues and risks affecting the Department, including assessing and engaging with Government programs.
- Oversee research and contribute to the development of innovative strategies to manage programs and projects to achieve Department outcomes.
- Provide leadership to and work collaboratively with the Department's Corporate Executive to develop, implement and monitor strategies to deliver infrastructure planning services and support responsive to public school needs.
- Provide strategic advice to Corporate Executive, Director General and the Minister on priorities for new infrastructure requirements.
- Provide strategic advice for informed decision-making by the Minister, Director General, Corporate Executive and senior management with respect to critical issues affecting the integrity of the Department.
- Lead a workplace culture that supports the Department's values, delivery of strategic goals, employee development and ethical decision-making.
- Promote and support cultural responsiveness that reflects expectations in the Aboriginal Cultural Standards Framework.
- Maintain, promote and model ethical practice and appropriate standards of conduct and behaviour that align with the values of the Department's Code of Conduct: integrity, equity, voice, truth-telling, teamwork, care and learning.

Accountability and Quality Assurance

- Identify key priorities across the portfolio to ensure that statutory obligations are met, and Department policies, procedures and processes are appropriate and compliant.
- Contribute to the development and maintenance of the Department's accountability framework and promotes accountability requirements for the delivery of services.
- Review and implement quality assurance processes in the Directorate.
- Measure and report on compliance with legislation and policy relating to managing strategic assets.
- Contribute to developing, monitoring and reviewing budgets for site acquisition and land disposal.
- Provide input into identifying issues, trends and best practice locally, nationally and internationally and in response, develops collaborative strategies to improve processes.

People Management

- Foster cultural changes and practices consistent with the Department's operating principles and values to enhance customer focus and delivery of agreed outcomes.
- Promote a collaborative approach to the delivery of services across the Department.
- Oversee effective processes for employment within the Directorate, ensuring the principles of equity and equal employment opportunity is adhered to at all times.

- Establish a leave management plan and manage employees' leave entitlements in accordance with relevant Awards, Agreements and Department policy.
- Implement performance management, foster on-going professional development and ensure opportunities are provided which maximise staff capabilities to deliver quality business outcomes.
- Model the importance of health, safety and wellbeing and ensure compliance with the health and safety policies of the Department and the *Work Health and Safety Act 2020*.
- Manage employees in accordance with Department policies and the Public Sector Standards in Human Resource Management.

Policy Development and Community Relations

- Undertake policy development and provide advice on issues related to strategic asset management.
- Provide information on strategic asset matters, policies and procedures to stakeholders, including unions, professional associations, national bodies and industry groups.
- Develop and maintain links between various Branches and sections across the Department to share an understanding of strategic asset management practices and nurture collaboration and work toward a common purpose.
- Work collaboratively with key stakeholders to achieve the effective delivery of services in accordance with Government and Department objectives.
- Establish and maintain partnerships, networks and forums with key internal and external stakeholders at a State and National level.
- Respond to requests for Ministerial and other Government requirements as appropriate.

Resources Management

- Manage the financial, human resources and risks associated with the work of the Directorate to achievement of key performance outcomes.
- Monitor the Directorate's budgets to ensure expenditure is contained within required parameters.
- Provide quality input on the requirements for adequate resourcing for operations, ensuring the allocation of resources is linked with the identified needs of the education system.

Policy Implementation and Community Relations

- Develop and implement policies and plans responsive to emerging trends and issues in relation to the Directorate's objectives and initiatives.
- Develop and maintain links across the Department to share an understanding of strategic asset management practices and nurture collaboration.
- Foster links and work collaboratively with key stakeholders to achieve the effective delivery of infrastructure services in accordance with Government and Departmental objectives.
- Provide information on strategic asset matters, policies and procedures to stakeholders, including unions, professional associations, national bodies and industry groups.
- Liaise, consult and negotiate with senior management and provides representation on internal and external committees and working parties.
- Establish and maintain partnerships, networks and forums with key internal and external stakeholders at a State and National level.
- Respond to requests for Ministerial and other Government requirements as appropriate.

Selection criteria

The selection process includes assessing applications against the role specific requirements of the position which include the ability to demonstrate how applicants apply the expected behaviours (listed below). The process also takes into account the needs of the Department and availability of suitable applicants.

Expected Behaviours

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| <p>Role specific requirements</p> | <ul style="list-style-type: none"> ○ Demonstrated highly developed communication and interpersonal skills and extensive experience in preparing high-level business cases, briefing notes and reports. |
| <p>Lead collectively Seek and build key relationships, work together and focus on the greater good.</p> | <ul style="list-style-type: none"> ○ You are able to translate and communicate the agency's objectives into strategic projects and key performance areas for your leadership teams. ○ You identify key stakeholders and build relationships and networks, leveraging these to meet the agency's objectives. ○ You focus on aligning goals and purpose across different teams in the agency, seeking opportunities for cross agency collaboration. |
| <p>Think through complexity Think critically, work with ambiguity and uncertainty, assess solutions and impacts, and take calculated risks.</p> | <ul style="list-style-type: none"> ○ You apply your knowledge and expertise to understand problems from parallel perspectives so you identify fit for purpose solutions. ○ You support your business area to be solutions focused even when the solutions may not seem obvious to them. ○ You identify potential opportunities to further mitigate risk and communicate these opportunities upwards to deliver continuous improvement of agency and sector work practices. |
| <p>Dynamically sense the environment Be in tune with the political, social and environmental trends that impact the work; understand and recognise the needs of others and leverage relationships for desired outcomes.</p> | <ul style="list-style-type: none"> ○ You understand the societal, political and economic changes that may affect your ability to deliver results. ○ You intervene early when issues arise and take decisive action once the most viable solutions are identified. ○ You directly resolve conflict and approach crucial conversations with thoughtfulness, diplomacy and confidence. ○ <i>You recognise the importance of building professional networks, actively seeking to build relationships that enable your business area to deliver.</i> |
| <p>Deliver on high leverage areas Identify priorities, pursue objectives with tenacity and be resilient in the face of challenges.</p> | <ul style="list-style-type: none"> ○ You pursue with tenacity the high leverage priorities that are essential to your work and agency. ○ You identify high leverage areas for your leaders, proactively communicating priorities and adjusting as necessary. ○ You persevere with determination to deliver exemplary results for your business area, supporting and encouraging your people to deliver beyond expectations. |
| <p>Build capability Proactively develop others; share learning to promote efficiency and effectiveness; and champion diversity and inclusion.</p> | <ul style="list-style-type: none"> ○ You understand your role in creating a healthy culture in your business area and contributing to a productive culture in your agency. ○ You identify talent, enabling development opportunities and engaging in strategies that support talent retention in the sector. ○ You ensure your leaders know what is expected of them by defining their role expectations and monitoring their performance. |

