

Position Description



Australian Government
Infrastructure Australia

Director – Industry Policy and Advocacy

Agency	Infrastructure Australia
Division/Branch/Unit	Policy and Research
Location	Sydney
Date of Approval	January 2023
Agency Website	https://www.infrastructureaustralia.gov.au/

Agency overview

Infrastructure Australia is an independent statutory body with a mandate to prioritise and advise on nationally significant infrastructure.

Infrastructure Australia provides independent research and high quality advice to all levels of government, as well as investors and owners of infrastructure, on Australia's requirements for nationally significant infrastructure.

The general functions of Infrastructure Australia are detailed in the *Infrastructure Australia Act 2008*.

Team overview

The Policy and Research team identifies challenges and opportunities facing the infrastructure sector and promotes best practice and innovation through policy advice and non-build solutions.

The team's analysis informs Infrastructure Australia's investment advice, supports decision-making by governments at all levels, as well as informing industry and the community.

Infrastructure Australia develops:

- 15-year [Australian Infrastructure Audits \(the Audit\)](#), needs assessments for Australia's infrastructure sector
- 15-year [Australian Infrastructure Plans \(the Plan\)](#), policy responses to the challenges and opportunities identified in the Audit
- A report on progress on implementing recommendations in the Plan, [Prioritising Reform, progress 2016 Australian infrastructure plan](#)
- Annual reports on Infrastructure Market Capacity for the First Secretaries Group of National Cabinet
- As well as promoting and developing public awareness of the infrastructure sector, including through the sharing of [data](#).

Primary purpose of the role

The Director – Industry Policy and Advocacy (the Director) is accountable for the development and delivery of the policy and research agenda of Infrastructure Australia as it relates primarily to industry innovation and productivity and in particular in response to the request from Council of Australian Governments (COAG) Senior Officials Meeting (SOM) to monitor the economic conditions and constraints of Australia's construction market for the purpose of understanding capacity to deliver. The role leads a small team and manages consultants, and reports to the Chief – Policy and Research as a senior member of the Policy & Research team.

The policy and research agenda defines a series of research projects to allow the creation of sector-leading policy to promote key areas of reform identified with the Infrastructure Australia Board.

Current policy focus areas include:

- Place-based outcomes for communities
- Sustainability and resilience in infrastructure
- Industry innovation and productivity
- Energy infrastructure
- Water infrastructure
- Digital and telecommunications infrastructure
- Transport infrastructure

Amongst these projects is the newly created Market Capacity annual report to the First Secretaries Group of National Cabinet (requested formally in 2020 at Council of Australian Governments (COAG) Senior Officials Meeting (SOM)). The Director is the custodian of the existing library of periodic deep dive research reports, and is responsible for advocating to governments for their adoption, including as a high priority *Delivering Outcomes – a roadmap to a more productive and resilient future*.

Key Responsibilities

- Oversight of the timely development, delivery and promotion of the Infrastructure Australia Policy and Research Agenda, based on the policy focus areas approved by the Infrastructure Australia executive and Board.
- Work closely with the Chief of Policy and Research to identify relevant and contemporary policy and research opportunities, for research, policy development or advocacy
- Shape Infrastructure Australia's strategic direction through the identification, development and delivery of policy reform priorities with members of the executive leadership team.
- Lead the assessment of reform proposals to ensure their quantifiable and measureable impact, including the prioritisation of options based on their efficacy.
- Develop stakeholder relationships with government and industry to support the collaborative development of policy and research, and to support the adoption of these reforms.
- Represent Infrastructure Australia's policy views, strategy and priorities in written and broadcast media, to various public inquiries and panels, and in a range of public settings in consultation with the Chief of Policy and Research and as requested by the CEO.
- Advance Infrastructure Australia's strategic objectives by fostering and developing working relationships with stakeholders across governments, industry bodies, infrastructure operators and investors, and community groups.
- Manage a small team of policy specialists including direct report employees, team members operating in a matrix environment, secondees and consultants.
- Manage corporate functions such as budgets, managing contracts, procurement and human resources within the project team.
- Undertake other policy and research matters as required from time-to-time and requested by the Chief of Policy and Research.

Essential Requirements

- 10 years or more experience in policy development gained through similar roles, preferably within infrastructure policy (e.g. in consulting, government, academia or industry bodies) or operating environment (e.g. (infrastructure procurement, industry policy, resilience, urban policy and planning, or a specific infrastructure sector)
- Extensive understanding of the policy development process in relevant areas, such as infrastructure, transport, urban or regional development.

- Demonstrated ability to balance the strategic implications of policy development with the detailed analysis required to develop thorough, evidence-based policy deliverables.
- A deep understanding of techniques and methodologies for the assessment and prioritisation of policy proposals.
- Highly developed policy writing, review and editing capabilities.
- Demonstrated experience in managing multi-disciplinary teams under project conditions, including the ability to collaborate across functions to achieve shared strategic goals.
- Proven project management skills, including procurement and effective budget management.
- Demonstrated strong communication skills and a flexible interpersonal style, including an ability to communicate concisely and persuasively with diverse stakeholders using a range of channels and media.
- A well-established network and a proven ability to identify and cultivate relationships with key stakeholders, particularly within government, industry, academia and community interest groups.
- Ability to role model and promote values of independence, transparency, collaboration, credibility and rigour.
- Tertiary qualifications in a relevant discipline (e.g. geography, public policy, humanities, economics, statistics, planning or similar) and/or extensive experience with infrastructure policy development and reform, working within government, regulation, planning or economics fields.

Desirable Requirements

- Contemporary experience in the development, delivery or operations of infrastructure through roles within public or private sector, such as within infrastructure owners, operators or regulators.


Infrastructure Australia values and supports workforce diversity. We encourage applications from Aboriginal and Torres Strait Islander people, people from diverse cultural backgrounds and people with a disability.

Key relationships


Who	Why
Internal	
Chief of Policy and Research	<ul style="list-style-type: none"> • Manages Policy and Research team. • The Director in this role reports to Chief of Policy and Research.
Chief of Digital, Data and Strategy and team	<ul style="list-style-type: none"> • Manages a centralised function servicing all of IA, and will need to support policy development as it relates to Market Capacity reporting and supplementary policy papers (eg. Delivering Outcomes).
Chief Operating Officer and team	<ul style="list-style-type: none"> • The COO team, will support this role with: <ul style="list-style-type: none"> ○ People matters. ○ A member of the Finance team supports the delivery of the policy and research program through various procurement and contracting matters.
Director of Comms and Engagement	<ul style="list-style-type: none"> • The development of communications material, including media plans, social media, digital content and published work. • The development and delivery of engagement programs with senior stakeholders from industry and government.
Members of the Infrastructure Assessment/Prioritisation team	<ul style="list-style-type: none"> • Work alongside the Director to ensure rigour in economic analysis of reform priorities, and support Audit findings translation into build priorities.
ELT and CEO	<ul style="list-style-type: none"> • Members of the senior executive that will provide internal review of policy and research, and provide advice to the Director.

Who	Why
Infrastructure Australia Chair and Board	<ul style="list-style-type: none"> The Director will be required to engage with the Infrastructure Australia Board throughout the project to support the development and approval of policy and research matters.
External	
Ministers within the Infrastructure, Transport, Cities and Regional Development portfolio	<ul style="list-style-type: none"> Provides oversight of Infrastructure Australia. The Director will provide advice and seek views on relevant matters.
Elected representatives and officials of Commonwealth, state, territory and local governments	<ul style="list-style-type: none"> Stakeholders impacted by the recommendations for reform. The Director will establish collaborative and supportive relationships across governments.
State-based i-bodies and other independent infrastructure agencies	<ul style="list-style-type: none"> Partners in the development of advice to government. The Director will seek to collaborate and support the work of state-based i-bodies, including on joint research projects.
The infrastructure industry, including owners, operators, financiers and delivers of assets	<ul style="list-style-type: none"> Stakeholders affected by the reforms. Industry should provide advice on infrastructure matters and promote policy and research developed by Infrastructure Australia. The Director will develop collaborative and supportive relationships with industry.
Academic institutions, non-profit organisations, consumer and industry groups	<ul style="list-style-type: none"> Provide advice and seek views on infrastructure matters and promote policy and research developed by Infrastructure Australia The Director will maintain relationships with consultants and relevant suppliers within the sector to ensure access to high quality advice.
Consultants and suppliers	<ul style="list-style-type: none"> Support the delivery of the Infrastructure Australia work program. The Director will maintain relationships with consultants and relevant suppliers within the sector to ensure access to high quality advice.



ROLE CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Displays Self Awareness Manages thoughts, emotions and desires. Understands how emotions and behaviour can affect others and acts accordingly. Actively listens to understand others' thoughts, feelings and concerns	<ul style="list-style-type: none"> Demonstrates high levels of self-awareness and maintains self-control in difficult situations Demonstrates calmness and confidence in high pressured or stressful situations. Checks his or her understanding of the other person's perspective and experience before responding. Remains poised, calm and rational in debates 	Adept
	Demonstrates Adaptability Adapts and responds flexibly to changing situations. Learns from experience	<ul style="list-style-type: none"> Scans or reads the environment to anticipate the need to adapt to changing requirements or situations. Seeks opportunities to have a positive impact on the business before being forced by circumstances. 	Adept

ROLE CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p>Acts ethically and with Integrity</p> <p>Is ethical and professional. Behaves consistently with honesty and integrity.</p>	<ul style="list-style-type: none"> Consistently demonstrates and role models high personal standards of ethical judgment Consistently applies Infrastructure Australia's policies and standards Promotes a culture of integrity and professionalism within the organization and externally Monitors ethical practices, standards and systems and reinforces their use 	Adept
	<p>Demonstrates Accountability</p> <p>Demonstrates accountability for the achievement of results through efficient resource allocation and commitment to quality outcomes</p>	<ul style="list-style-type: none"> Creates a culture of achievement fostering on-time and on-budget delivery of quality outcomes Develops and supports systems to ensure all employees are able to connect their individual efforts to Infrastructure Australia outcomes Identifies and removes potential barriers to long term achievement of planned outcomes Uses own professional knowledge and expertise of others to drive the Infrastructure Australia and wider Government objectives 	Advanced
 <p>Relationships</p>	<p>Influences and Negotiates</p> <p>Negotiates and influences persuasively to gain support for courses of action that benefit the team</p>	<ul style="list-style-type: none"> Uses a range of approaches to create solutions, including using expert advice to inform negotiation strategies Proactively identifies contentious issues and avoids unnecessary conflict by assisting participants to find a resolution Builds relationships with decision-makers and stakeholders within and outside the organisation by effectively using consensus and negotiating techniques. Is highly persuasive in engaging employees and stakeholders to adopt new approaches, structures or ways of doing things 	Advanced
	<p>Engages with Stakeholders</p> <p>Actively seeks to build and maintain relationships with clients, colleagues and stakeholders ensuring customer satisfaction and stakeholder engagement</p>	<ul style="list-style-type: none"> Builds alliances between teams/workgroups to achieve strategic goals. Builds external relationships across boundaries and with key stakeholders by developing informal and formal networks. Builds relationships across and beyond the organisation with key stakeholders. Facilitates constructive dialogue with stakeholders. 	Advanced
	<p>Communicates Effectively</p> <p>Communicates clearly using the most appropriate method, actively listens, and works to understand diverse viewpoints and responds respectfully</p>	<ul style="list-style-type: none"> Communicates organisational changes and initiatives in a relevant and actionable manner to employees. States the facts and explains their implications for Infrastructure Australia and its stakeholders Actively listens and identifies ways to ensure all have an opportunity to communicate Is effective and credible when responding to the media or stakeholders while representing the views of Infrastructure Australia. 	Advanced

ROLE CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Makes Effective Decisions Displays confidence to take risks and make timely and effective decisions. Shows confidence in own judgement and actions	<ul style="list-style-type: none"> Identifies the part of the business value chain that is affected by a particular decision or action, diagnoses the situation, and prioritises what needs to be done and who needs to be involved. Balances risks and costs with the rewards and probabilities of success when making decisions. Refers to the Infrastructure Australia's strategy and objectives and uses sound judgement to make effective business decisions. Makes decisions that positively impact team performance. 	Adept
	Effectively solves problems Handles situations and problems with innovation and creativity. Applies own expertise effectively	<ul style="list-style-type: none"> Views problems as an opportunity. Understands that complex issues and problems require a different approach. Conveys a sense of urgency about addressing problems and opportunities. Understand Infrastructure Australia's current and potential future role within government and the community, and plans appropriately 	Advanced
	Delivers Results & Project Management Plans ahead and works in a systematic and organised way. Achieves results and displays a commitment to quality outcomes	<ul style="list-style-type: none"> Creates a culture of achievement communicating expectations of delivery of on-time and budget quality outcomes Empowers others to achieve results and holds them accountable for actions. Identifies and removes potential barriers to achievement Uses own professional knowledge and the expertise of others to drive Infrastructure Australia objectives 	Advanced
	Manage and Develop People Engages and motivates people, developing their potential and capabilities	<ul style="list-style-type: none"> Encourages and supports others to grow, develop and achieve success through coaching and mentoring. Plans, organises and oversees the work of individuals and work flow. Fosters a culture of coaching and mentoring as essential aspects of developing future leaders. Coaches others on strategic thinking, planning and decision making especially from multiple perspectives. 	Advanced
	Manages Resources Manages resources effectively and applies workforce planning principles	<ul style="list-style-type: none"> Develops and implements longer terms goals and plans that guide the team in line with Infrastructure Australia objectives Allocates resources to ensure business outcomes and Infrastructure Australia objectives are achieved. Contributes to workforce planning Ensures that team members base their decisions on a sound understanding of Government principles and contributes at a strategic level to resource allocation based on Infrastructure Australia's objectives 	Adept

ROLE CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none">• Encourages others to strive for performance improvement while aligning systems and process to facilitate this outcome	