

Department of Planning,  
Transport and Infrastructure



## Planning and Transport Policy

# Implementation Plan

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## **IMPLEMENTATION PLAN**

### **1. BACKGROUND**

Department of Planning, Transport and Infrastructure (DPTI) commenced a significant rejuvenation process in 2014, starting with a change process in structure to a function based model to enable the department to be led and managed in a way that:

- adheres to the values and principles of ethical behaviour;
- fosters excellence in governance, leadership and collaboration; and
- creates a performance culture that is efficient, adaptive and flexible to meet the needs of a changing society.

The DPTI Rejuvenation concluded in February 2016. Since the implementation of the Planning & Transport Policy Directorate, opportunities for further improvement, integration of functions, and optimisation of performance have been identified.

P&TP requires structural changes within the Infrastructure & Services Planning and Programs & Concept Planning Sections in order to complement changes more broadly within DPTI, including changes to program and project governance, and the creation of a Portfolio Management Office, Commercial & Legal and Enterprise Information Management Directorates, increase capability in investment, project and program planning, better focus the business on strategy, policy and planning, and enable a higher level of leadership in transport and infrastructure related policy advice and projects.

This process will result in changes to the organisational structure and reporting lines, including the redevelopment of current roles and generation of new roles.

### **2. PURPOSE**

This consultation paper has been prepared as a means to appropriately inform and seek feedback from staff, unions and other key stakeholders about a change in structure within the Planning & Transport Policy Directorate.

Feedback from staff, unions and other stakeholders is essential in ensuring the change effectively meets the future needs of the organisation.

Responses from individuals with an interest in the proposed changes detailed within this document are encouraged and will be considered as part of the consultative feedback process.

### **3. SCOPE**

This implementation plan is established having regard to the change process and details the process for the reform within the Planning and Transport Policy Directorate.

The Directorate currently comprises four sections: Safety Strategy, Office of Local Government, Programs & Concept Planning and Infrastructure & Services Planning.

The Local Government and Safety Strategy sections of Planning and Transport Policy are unaffected and out of scope by this change proposal.

The tables below indicate the composition of the current Infrastructure & Services Planning and Programs & Concept Planning sections, and proposed new sections:

<b>Infrastructure &amp; Services Planning (<i>current</i>)</b>		<b>Mobility Policy &amp; Strategy / Policy Advice &amp; Coordination (<i>proposed</i>)</b>
<b>Classification</b>	<b>Number FTE</b>	<b>Number FTE</b>
SAES	2	3
PO5	2	0
ASO8	4	4
PO5/ASO8	2	3
PO4	1	0
ASO7	6	6
PO4/ASO7	3	4
PO3	2	2
ASO6	3	2
PO3/ASO6	4	4
ASO5	2	1
PO1	2	2
ASO4	1	1
PO1/ASO4	1	1
<b>Total</b>	<b>35</b>	<b>33</b>

<b>Programs &amp; Concept Planning (<i>current</i>)</b>		<b>Infrastructure Planning &amp; Investment (<i>proposed</i>)</b>
<b>Classification</b>	<b>Number FTE</b>	<b>Number FTE</b>
SAES	0	1
MAS3/PO5	1	0
PO5	4	4
ASO8	2	1
PO5/ASO8	1	0
PO4	4	5
ASO7	2	1
PO4/ASO7	1	1
PO3	5	5
PO3/ASO6	3	3
PO2	1	2
ASO4	3	1
PO1	1	1
<b>Total</b>	<b>28</b>	<b>25</b>

## 4. PROPOSAL / RATIONALE FOR CHANGE

The functional realignment will include the following key actions:

- Restructuring Infrastructure & Services Planning into two sections: Moving People and Moving Freight, with a focus on strategy, policy and network development. In addition, specialists will ensure that transport strategies, policies and plans are integrated with land use planning, and a strategic approach to 'positioning' marine asset development and complementary policy.
- Creating a Policy Advice and Coordination Section, that is capable of leading the development of high level and complex policy advice across a broad spectrum of transport and infrastructure related areas, and managing and coordinating complex policy projects, such as road pricing reform.
- Restructuring Programs & Concept Planning to ensure a focus on transport infrastructure planning, including the development of project concepts (including project assessment) and investment plans, and to complement groups such as the Portfolio Management Office.

This project will directly affect employees currently appointed to the Infrastructure & Services Planning and Programs & Concept Planning Sections. It will indirectly impact the broader Planning & Transport Policy workforce.

It is anticipated these changes will result in:

- better integration with other Directorates within the Division,
- increase capability in investment, project and program planning,
- minimize overlaps internally and with other Directorates, including adapting to changes in program and project governance,
- better focus the business on strategy, policy and planning, and
- enable a higher level of leadership in transport and infrastructure related policy advice and projects.

## 5. OBJECTIVES

In line with the objectives of DPTI and the People and Business Division, the Planning and Transport Policy Directorate will:

- Seek to continuously develop an inclusive culture where backgrounds, talents and skills of employees are valued and utilised.
- Lift the Department's performance as an employer of women, Aboriginal people and people with disabilities.
- Provide exceptional service provision and promote more effective business practices.
- Support organisational performance by ensuring timely, quality and consistent business standards and services.

- Support the development and management of the people within DPTI to meet challenges and enable the effective delivery of all strategic priorities today and in the future.
- Attract and retain talent, taking action to address current and future. occupational skill shortages, while addressing equality and diversity issues
- Remove barriers for our people and customers by addressing functional gaps and reducing red tape, duplication and unnecessary processes.
- Maintain a safe and healthy working environment and encourage our people to respect and value others.

## **6. CRITICAL SUCCESS FACTORS**

Critical to the success of the change is:

- Commitment/engagement by all employees.
- Acceptance and trust by all including our peers, customers and key stakeholders.
- Open and honest communication by all, so that change is recognised, trusted and inefficiencies are identified early and addressed.
- Our behaviours being aligned with our values.
- A sense of stability or 'business as usual' so as to not adversely affect our peers, customers and key stakeholders.
- Recognisable efficiencies are sustainable.

## **7. RISKS AND KEY CONSIDERATIONS**

In establishing the change we must consider that:

- Employees are fundamental to everything we do. We must ensure that we are available to address resistance to change (uncertainty, personal fears, bias and preconceptions).
- All employees will respond differently to the change process. We must empathise with concerns and provide genuine consideration for individual needs.
- Varying strategies to support implementation buy-in and sustainability will be required.
- Employees have varying capabilities.
- Broader government changes now or in the future may occur. We must ensure that we are adaptable to external and internal factors.
- Budget implications may result. We must ensure we are adaptable to financial impacts.
- Poor alignment to DPTI values will negatively impact on our ability to change. We must make sure that everything we do is consistent with our corporate values.
- There may be a real or perceived lack of honesty, transparency and connectivity with the business.
- Legislative impediments may impact.
- A continued entrenchment in 'silos' may occur.
- Competing commitments may shift focus from the change agenda.

We must therefore ensure that we:

- Build and sell a strong case for change through regular and clear communication and early, recognisable efficiencies.

- Establish and harness positive working relationships built on trust and genuine support.
- Genuinely consider the business needs and commitments when establishing strategies to ensure that there is no detrimental impact.

## **8. IMPLEMENTATION**

### **Stage one: Information gathering and investigation including proposed organisational structure – complete by 26 May 2017**

1. General Manager presents draft Organisational Structure to Chief Corporate Officer.
2. In collaboration the Chief Corporate Officer and General Manager will review the information gathered and identify opportunities for further alignment of resources across the section.

### **Stage two: Develop the draft implementation plan – complete by 6 June 2017**

1. Consolidate and consider feedback gathered during the information gathering and investigation stage to finalise the implementation plan and organisational structure.

### **Stage three: Formal Consultation on draft implementation plan and draft organisational structure – 22 June – 6 July 2017**

1. Distribute the implementation plan and organisational structure to employees and applicable unions and employee associations (Professionals Australia and Public Service Association).
2. Provide a genuine opportunity for staff and union and employee associations to contribute and provide suggestions, amend for the better and advise of any gaps or barriers to successful implementation.
3. Email and face to face communication with employees identified as affected by the change. Ensure all employees, including those seconded to other areas on sabbatical, long service leave, maternity leave, workers' compensation, recreation or sick leave are part of the communication. Indicate that we:
  - a. Are making contact as they have been identified as being impacted by the proposed change
  - b. Are currently working through strategies to determine the most appropriate business model but in the meantime it is business as usual in supporting the work of DPTI
  - c. Want to hear from employees that may feel that they have been incorrectly identified as part of this change process.

### **Stage four: Development of role statements and classification of roles in line with draft organisational structure – complete by 6 July 2017**

1. Consolidate and consider feedback gathered during the information gathering and investigation stage to finalise the role statements.
2. For roles identified as new or changed in structure, the building of role statements and subsequent classification assessments are required. The classification of a role statement requires an assessment of the work value of the role against

established criteria for specific classification structures established under an award or enterprise agreement.

3. For roles identified as unchanged in the structure, if a role statement exists and is simply formatted differently, a classification assessment is not required. However, it must be checked to include behaviour, attitude and cultural competencies and reflect the shift DPTI has made to be a values based organisation.
4. For changed and unchanged roles (in the case where no role statement previously existed) a classification assessment may be required.

**Stage five: Consideration of feedback and finalisation of the implementation plan, organisational structure and role statements – complete by 14 July 2017**

1. Consolidate and consider feedback from the consultation stage and make amendments to the implementation plan, organisational structure and role statements as appropriate.

**Stage six: Publish final implementation plan, organisational structure and role statements – complete by 17 July 2017**

1. Distribute the finalised implementation plan, organisational structure and role statements to employees and applicable unions and employee associations.

**Stage seven: Change process of employees/roles – commence 24 July 2017**

1. Apply change process principles and move employees into the new organisational structure.
2. Some teams may be co-located or relocated to improve efficiencies within the workplace. This will depend on availability of suitable accommodation and consider the unique needs of each working group as required. Changes will be subject to consultation.

**Stage eight: Post change process review – complete by end October 2017**