

Department of Education
Director, Business Solutions and Advice

Success Profile | April 2026



optalent

EXECUTIVE SEARCH | RECRUITMENT | CAREER MANAGEMENT

Introduction

Thank you for your interest in the Director, Business Solutions and Advice opportunity with the Department of Education.

The Department plays a central role in shaping Queensland's future. Its work spans early childhood, schooling and the broader system that supports students, educators and communities. At its core, the focus is simple: delivering a high-performing, equitable education system where every student has the opportunity to succeed.

Within this environment, the Business Solutions and Advice team works across complex challenges, partnering with business areas to improve how the system operates and delivers outcomes.

This role sits at the centre of that work. It involves working with senior leaders to shape thinking, support decision making and help drive improvements that can be delivered in practice. The work is varied and often requires navigating ambiguity, balancing priorities and working within a large and evolving organisation.

This Success Profile has been developed to provide a clear understanding of the role, the environment and what success looks like in practice. It outlines the context in which the team operates, the nature of the work and the capabilities we are seeking in a candidate at this level.

Inside this document, you will find

- An overview of the Department of Education and its operating context
- Insight into the Business Solutions and Advice function
- The key capabilities and leadership expectations for the role
- The experience and background we are seeking
- A detailed overview of the Director position
- Information on the broader value of working within the Department

We encourage you to take the time to review this information carefully. If you have not already done so, please [visit](#) for further details on how to submit your application.

We look forward to supporting you throughout this process. Should you have any questions, please contact me on 07 3305 5800.

Ashleigh McMillan

Client Partner
OnTalent



Department of Education

The Department of Education plays a central role in delivering services that support Queenslanders at every stage of their learning journey. From early childhood through to schooling, the Department is responsible for creating the conditions that enable students, educators and communities to succeed.

Operating at scale, the Department supports one of the largest and most complex service systems in the state. Its work spans policy development, system design and frontline delivery, with a strong focus on improving outcomes for students while ensuring equity across diverse communities. This includes supporting regional and remote areas, responding to changing population needs and adapting to evolving expectations of education.

The Department's work is guided by a clear set of priorities: ensuring every child starts strong, every student achieves their potential, and the system continues to improve over time. Delivering on these priorities requires a balance of long-term planning, effective resource management and the ability to respond to emerging challenges.

Within this environment, functions such as Finance, Procurement and Facilities play a critical role in enabling the system to operate effectively. They provide the financial insight, governance and operational support needed to ensure resources are used efficiently and aligned to the Department's broader objectives.

The scale and complexity of the Department means that improvement is ongoing. There is a constant need to review how work is done, identify opportunities to improve performance and support the implementation of practical solutions across the system. This creates an environment that is both challenging and rewarding, where the work is meaningful and the impact is visible over time.

Strategic Plan

The Department of Education is guided by a clear strategic direction that shapes how it delivers services, supports communities and improves outcomes across Queensland.

Vision

Creating Queensland's future – early childhood, education and the arts.

Purpose

Delivering a quality early childhood sector, a high performing education system and supporting a vibrant arts and cultural sector for Queensland.

Objectives

Every child starting strong

Supporting children in their early years to build the foundations for lifelong learning and development.

Every student achieving and realising their full potential

Ensuring students are equipped with the knowledge, skills and support they need to succeed at school and beyond.

Vibrant arts and culture across the state

Strengthening Queensland's cultural identity and supporting access to arts and cultural opportunities for communities.

Capable, confident people, responsive systems, better outcomes

Investing in people, systems and infrastructure to deliver sustainable, high-quality outcomes for Queenslanders.



Strategic Plan



Director-General

Sharon Shimming
Director-General

As Director-General, Sharon provides strategic leadership in the development and implementation of a range of state-wide initiatives to improve outcomes for Queensland's children - from early childhood through to high school - and represents the department on a range of national and state boards and government working parties.



Leadership Team



Gary Austen

Deputy Director-General, Corporate Services

As Deputy Director-General, Corporate Services, Gary provides leadership and oversight for the department's human resources strategy, finance, procurement and facilities, legal services and internal audit.



Darrin Bond

Deputy Director-General, Digital Innovation

As Deputy Director-General of Digital Innovation, Darrin leads the strategic integration of user centred digital solutions across the department. With a commitment to service excellence and the safe adoption of emerging technologies, the division modernises core systems and delivers digital tools that support teaching and learning.

Leadership Team



Tania Porter

Deputy Director- General, Early Childhood, Regulation and Communication

As Deputy Director-General for Early Childhood, Regulation and Communication, Tania leads the development and implementation of key policy reforms to improve outcomes for Queensland children and families. Tania is dedicated to ensuring all children have access to high-quality programs that support learning, development and successful school transitions.



Duncan Anson

Assistant Director-General, Finance, Procurement and Facilities and Chief Financial Officer

As Assistant Director-General and Chief Finance Officer, Duncan provides strategic financial advice to the department's chief executive and has overall leadership of finance strategy, functions and systems. Duncan also leads the department's procurement, fleet and corporate facilities management services.

Leadership Team



Nick Seeley

Deputy Director- General, Infrastructure Services

As Deputy Director-General for Infrastructure Services, Nick is responsible for driving delivery of one of the Queensland Government’s highest priorities—education infrastructure. Across more than 1,260 schools, 36,000 learning spaces and facilities, 24 Outdoor and Environmental Education Centres and 170 early childhood services on department-owned land, the infrastructure portfolio is responsible for building, maintaining, improving and renewing critical education facilities to support positive outcomes for young Queenslanders.



Leanne Nixon

Deputy Director-General, School and Regional Operations and Performance

As Deputy-Director General, School and Regional Operations and Performance, Leanne is focused on the implementation of high-impact projects that enhance student outcomes and wellbeing services. She is also focused on place-based and system initiatives informed by regional performance assessments.

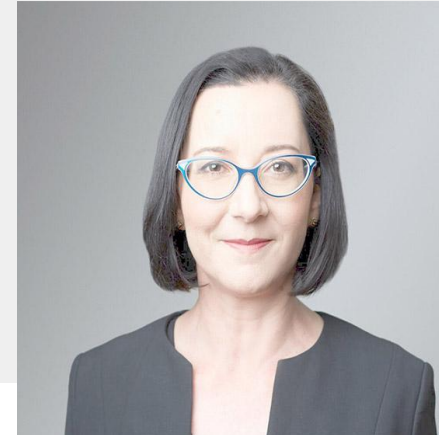
Leadership Team



Stacie Hansel

Deputy Director- General, State Schools Strategy

As Deputy Director-General, State Schools Strategy, Stacie provides visionary, values-based leadership and management to inspire equity, excellence and continuous improvement in education delivery across Queensland. She is responsible for leading innovative and effective educational reforms in line with local expertise and world-leading practice to ensure the success of every student and to support our state schools as employers of choice within the teaching profession.



Kathleen Forrester

Deputy Director-General, Strategic Policy and External Relations

As the Deputy Director-General for Strategic Policy and External Relations, Kathleen leads a strategic approach to the portfolio's policy, intergovernmental relations, performance, legislation, monitoring, reporting, and governance functions at a whole-of-government and national level.

Leadership Team



Kirsten Herring

Deputy Director-General, Arts Queensland

As Deputy Director-General for Arts Queensland, Kirsten is responsible for the government's investment in arts infrastructure, arts organisations, grant programs and development of arts policy. This includes management of \$1 billion in arts and cultural assets, including the Queensland Cultural Centre, Festival House, Judith Wright Arts Centre and Bulmba-ja in Cairns.

Business Solutions and Advice Remit

The Business Solutions and Advice team plays a central role in supporting the Department to improve how it operates, makes decisions and delivers outcomes.

The team works across a broad range of challenges, partnering with business areas to identify opportunities for business improvement and deliver practical, outcome-focused solutions. This includes reviewing processes, analysing financial and operational performance and supporting complex work that spans multiple parts of the organisation.

A key part of the remit is acting as a catalyst for change. Work often begins with ambiguity, requiring the team to define problems clearly, challenge assumptions and focus effort where it will have the greatest impact. The team applies structured thinking and analysis to ensure recommendations are grounded, relevant and aligned to the Department's operating context.

The function operates in a similar way to an internal consulting team, with a strong delivery track record expected. Engagements are typically time-bound and outcomes-focused, with an emphasis on seeing work through to implementation rather than stopping at analysis. The team works alongside stakeholders to navigate complexity and ensure recommendations are translated into tangible outcomes. Communication and influence are critical to the success of the team. This involves translating complex analysis into clear, practical messages, engaging effectively with senior stakeholders and ensuring recommendations are understood, supported and able to be actioned. The remit also requires sound business acumen, with an understanding of financial drivers, organisational context and how decisions impact broader system performance. This ensures that advice is practical, informed and connected to real-world constraints.

Given the level of demand across the Department, prioritisation and decision-making are essential. This requires courage and judgement to manage competing requests, push back where needed and focus resources on the highest-value work, while maintaining strong relationships across the business. The team also plays an important role in supporting and developing capability through strong people leadership. This includes mentoring team members, building confidence and creating an environment where high-quality work can be delivered consistently.

Success in this environment requires individuals who can move between strategic thinking and practical delivery, work effectively in ambiguity and contribute to meaningful, sustained improvement across the Department.



Director, Business Solutions and Advice

Success Competencies

Success in the Director, Business Solutions and Advice role requires a combination of strategic thinking, practical delivery and the ability to operate effectively within a complex public sector environment. The role brings together advisory, analytical and leadership responsibilities, requiring a balance of judgement, influence and execution.

The following capabilities reflect what is required to be effective in this role:

Business improvement

Identifies opportunities to improve performance, efficiency and outcomes across the organisation. Applies structured thinking to assess problems, test assumptions and develop practical, implementable solutions aligned to the Department's priorities.

Catalyst for change

Leads and supports change by shaping direction, challenging existing approaches and helping the organisation respond to evolving needs. Works effectively in ambiguity and drives progress in complex and dynamic environments.

People leadership

Builds and leads a capable, high-performing team. Provides clear direction, supports development and creates an environment where individuals are empowered to deliver high-quality work and contribute to shared outcomes.

Communication and influence

Engages effectively with senior stakeholders, translating complex information into clear and practical insights. Builds credibility, manages expectations and influences decision making through evidence-based advice.

Courage and judgement

Applies sound judgement in complex and evolving situations, balancing competing priorities and stakeholder perspectives. Demonstrates confidence in decision making, provides clear and considered advice and supports outcomes that are practical, well-informed and aligned to organisational priorities.





Ideal Candidate Profile

The Director, Business Solutions and Advice role is suited to individuals who bring a combination of consulting mindset, leadership capability and experience working within complex organisational environments.

Candidates are likely to have developed their experience in one or more of the following areas:

- Management consulting, particularly in areas such as operations advisory, business improvement, financial advisory or public sector reform
- Internal advisory or business improvement roles within large, complex organisations, including government agencies
- Performance audit, internal audit or evaluation roles with a focus on operational effectiveness and outcomes
- Finance, strategy or transformation roles with exposure to financial modelling, business performance and organisational improvement
- Senior roles within the public sector, with experience navigating government processes and delivering cross-functional initiatives

Director, Business Solutions and Advice

The Director, Business Solutions and Advice plays a key leadership role within the Finance, Procurement and Facilities Branch, supporting improved decision making, performance and outcomes across the Department. The role leads a small team to deliver advisory, analytical and financial insights, working closely with senior stakeholders to identify opportunities for improvement and ensure initiatives are translated into practical outcomes.

Key responsibilities include:

- Leading and managing a professional team delivering business and financial advisory services
- Overseeing the development of financial models, reporting frameworks and data analytics to support decision making
- Partnering with business areas to assess performance, identify opportunities for improvement and support implementation of initiatives
- Providing strategic advice to senior leadership to inform policy, investment and operational decisions
- Supporting the development and application of data analytics tools to drive insights and organisational improvement
- Contributing to financial policy development and assessing the impact of proposed reforms and initiatives
- Ensuring effective governance, risk management and accountability across all areas of responsibility
- Managing multiple workstreams and priorities to deliver high-quality outcomes within agreed timeframes



 [Position Description: Director, Business Solutions and Advice](#)



Our Process

At OnTalent, we specialise in partnering with purpose driven organisations to identify and secure exceptional leadership and we are pleased to be working with DoE on this recruitment project.

Our approach is deliberate, strategic and people centred. Every step of our process is designed to ensure alignment between candidate capability and organisational purpose. From understanding the culture and objectives of our clients to engaging and assessing talent in a considered and thorough way, we don't cut corners.

We are deeply committed to creating inclusive and equitable recruitment experiences. Our process is built to reduce bias and support diverse representation at all stages. We will work closely with you to ensure we are able to create an inclusive, fair and accessible pathway for you throughout the process. We encourage all candidates to discuss their individual circumstances with our team at any time.

Our recruitment process is built to deliver results that last.

OnTalent Commitment

OnTalent is committed to providing exceptional levels of service to our clients and candidates alike.

Our commitment is to 'Connect People and Purpose' and we take this seriously.

Our core service standards for this project will include:

- All candidate calls returned on the same day.
- All client requests actioned in the same day.
- All applicants to be given an outcome within five working days.
- All interviewed candidates to be given verbal feedback.
- All reports to be tailored and accurate and delivered on time.
- Interviews coordinated so that candidate's privacy is a priority with no candidates seen by other candidates.
- All candidates to be prepared and briefed for panel interviews.
- All panel members fully briefed prior to interviews as to format, questions, and candidate profiles.



If you have questions about this role, please reach out to one of the team below.
We welcome your application via the apply button on the [OnTalent Website](#).

Ashleigh McMillan
Client Partner
OnTalent
07 3305 5800

