

Executive Job and Person Specification

Title of Role:	Director, Human Resources	Remuneration Level:	SAES 1
Business Unit:	Human Resources	Type of Appointment:	Executive (<3 years)
Division:	Finance, People and Performance	Position Number:	M07137
Approved by		Approval Date:	September 2026

Primary Purpose

The primary purpose of the Director, Human Resources is to lead the Human Resources function for the Attorney-General's Department (AGD), including the development and implementation of a strategic approach to human resource management which supports the agency in delivering key priorities and outcomes. This encompasses all aspects of human resources including strategic business partnering, workforce development, performance management, wellbeing and safety, industrial and employee relations, workforce reporting, systems and analysis.

The position will lead and develop the Human Resources team and provide expert advice to the Chief Executive, the Executive Director Finance People and Performance, senior Executives and Business Units of the agency.

Job Environment

The Attorney-General's Department (AGD) provides a range of legal, regulatory and other services for the Government and people of South Australia. AGD also has responsibility for Aboriginal Affairs and Reconciliation and South Australia's key Arts and cultural institutions. Employing over 2,500 staff, AGD promotes justice by protecting people's rights, holding people to account according to the law, improving safety and contributing to an efficient and fair justice system, as well as supporting Aboriginal people and communities and a thriving creative sector.

The Director, Human Resources operates as the leader of the Human Resource function of a significant State Government agency. The Director, Human Resources is required to exercise a high-level of judgement in decision making in a mostly autonomous role. The position will work closely with the Executive Director, Finance, People and Performance, the Chief Executive and other senior leaders.

The position operates in a complex and changing environment. There is a need to develop and foster strong relationships with Business Units in AGD, and other key public sector agencies. The position involves compliance with a range of legislation including the, *Public Sector Act 2009*, *Work Health and Safety Act 2012* and *Public Sector (Honesty and Accountability) Act 1995*.

Reporting Relationships

- Reports to Executive Director, Finance, People and Performance
- Responsible for the Human Resources team, approximately 20 FTEs, with direct reports including Manager Workforce Strategy, Manager Workforce Development, Team Leader Wellbeing and Safety, and HR Business Manager.

Key Relationships/Interactions

- Chief Executive
- Executive Directors and Executive Management Group
- Business Unit Heads



- Office for the Commissioner for Public Sector Employment
- Crown Solicitor's Office
- Key stakeholders in other public sector entities
- Employee associations and unions

Key Challenges

- Maintain a detailed understanding of the broader human resources environment and promptly respond to trends and challenges, including changes to legislation and other binding obligations
- Provide accurate and practical advice on complex human resource matters within limited timeframes
- Balance the needs of multiple stakeholders and be considerate of, and responsible to, a broad range of key client service needs.
- Maintain a customer focused human resource service and optimise the HR team's initiatives and activities in a tight budget environment where demand exceeds resource availability
- Lead and manage the development, approval, communication and implementation of a broad range of initiatives arising from AGD priorities and whole of public sector requirements

Special Employment Conditions

- Some out of hours work will be required.

AGD Conditions

- Effectively embed AGD People and Leadership Expectations into all actions, activities and work processes
- Participate in bi-annual Performance Development Plan (PDP)
- Proactively seek learning opportunities, including the timely completion of all mandatory training requirements
- Comply with the Code of Ethics for the South Australian Public Sector, relevant legislation and AGD policies and procedures
- Employment is dependent upon a compliant National Police Certificate that the AGD finds satisfactory

Responsibilities

This Executive Job and Person Specification is not exhaustive and describes the type and nature of duties you may be required to perform. The Executive may be required to perform any duties commensurate with their classification level, skills, experience and qualifications.

The Director, Human Resources is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership	• Lead and manage the Human Resources team to undertake the full range of functions for the agency. • Develop and maintain a practical and cohesive Human Resources framework that is easy to understand and apply. • Identify and prioritise Human Resources objectives based on relevant internal and external factors. • Ensure resource effort is effectively targeted at key areas of need. • Recognise and balance differing perspectives in complex situations.	• The Human Resources team operates effectively and meets agency expectations. • Demonstrates AGD'S Leadership Expectations and SAES requirements. • Human Resources programs are logically structured and aligned with agency priorities.



	• Lead with influence and develop mutual trust and respect with all staff. • Maintain high service delivery standards. • Communicate proactively and prioritise workload effectively, seeking guidance and negotiating deadlines where appropriate. • Identify and undertake personal professional development. • Actively participate and contribute to responsible and safe work practices. • Embrace diversity and cultural differences in the workplace.	• Agreed standards for quality, consistency and timeliness are met or exceeded.
Deliver Strategic Priorities	• Build a high performing Human Resources team to deliver workforce priorities. • Develop integrated programs to lift leadership capability across the agency for existing and aspiring leaders. • Design initiatives to build trust and enhance the quality of manager and team member relationships. • Develop programs to improve workplace interactions and behavioural standards. • Implement Human Resources strategies to support the agency's present and future workforce and skill development needs. • Provide high level advice on implementing organisational change. • Lead and advance agency and whole of Government workforce priorities.	• Services or programs delivered in scope. • Programs are in place to enhance leadership skills. • Plans are established to meet internal and external requirements. • Future workforce needs are identified in plans. • Change is well managed.
Provision of Advice	• Provide high level advice and support to the Chief Executive, the Executive Director, Finance, People and Performance, Executives and Business Unit Heads on strategic and operational matters, in particular complex people matters. • Exercise high level professional judgment and ensure recommended actions are reasonable and justified. • Ensure advice enables AGD to meet its legislative and other obligations in relation to industrial and employee relations issues and work health, safety and wellbeing.	• Complex people matters are effectively resolved. • Advice is timely and practical. • Legislative obligations are met.
Performance Management and Development	• Oversee the ongoing development of a Performance Development Program (PDP) across AGD which promotes clarity and accountability between managers and staff. • Support leaders to recognise and enhance the value of PDP discussions and regular meetings with individual team members. • Design initiatives to promote professional growth and career development opportunities. • Assist Business Units with early intervention and performance improvement strategies.	• Increase in the number and quality of performance management discussions undertaken. • High performers are identified and strategies implemented for their development and retention. • Performance issues are identified and actively managed.

WHS&IM	• Develop, maintain and review AGD's WHS&IM system in accordance with legislation. • Oversee the development of Return to Work initiatives, early intervention programs and workforce wellbeing and resilience strategies. • Integrate psychosocial safety elements into broader Human Resources programs, including leadership development initiatives. • Consult and provide expert on injury prevention and management. • Lead WHS systems and audit actions.	• Compliance against whole of Government Performance Standards. • Performance against the AGD WHS&IM Work Program. • WHS Audits completed on time. • WHS audit actions closed out. • Proactive measures are undertaken to adhere to and prevent injuries. • Work practices are safe and Work Health and Safety legislation, policies and procedures are implemented.
Relationship Management	• Build and maintain constructive and productive relationships with internal and external stakeholders. • Manage negotiations and conflict effectively. • Promote the adoption of positive workplace interactions and collaboration.	• Communication and engagement strategies are developed and implemented. • Positive feedback from stakeholders and customers.
Drive Culture	• Role model constructive behaviours in line with AGD's leadership expectations of self-awareness, building trust, and building teams. • Actively seek feedback and engage in critical self-reflection. • Establish and maintain effective relationships with employees including being approachable, providing role clarity, guidance on work-related matters and managing conflict where necessary. • Proactively build the capability of employees by supporting learning opportunities and providing regular feedback on performance. • Proactively manage operational leadership requirements such as leave requests, timewise entries and conduct recruitment processes where necessary.	• Feedback on performance from direct reports, peers and leaders is positive. • Regular one on one meetings with direct reports are conducted. • Performance issues, both technical and behavioural, are addressed in a timely and effective manner. • Professional Development Plans for direct reports are completed in a timely fashion. • Regular leadership development is undertaken. • Individual differences are encouraged and accommodated in the workplace.

Resource Management	• Allocating and managing resources to meet the current and emerging workloads within budget. • Identify and implement process improvements including opportunities for automation of Human Resources activities. • Managing and monitoring performance, identifying trends and providing recommendations. • Developing and implementing appropriate governance, structure and resourcing.	• Time and resources are invested in high impact activities. • Expenditure authority not exceeded, sound use of resources. • Funds used with proper monitoring and evaluation • Cost effective service delivery. • Strategic business plan developed.
Adherence to legislation	• Observe Government requirements and the objectives, values, principles and standards in, or made under, the <i>Public Sector Act</i>. • Obligations under the <i>Public Finance and Audit Act 1987</i>, <i>Public Sector Act 2009</i> and <i>Public Sector (Honesty and Accountability) Act 1995</i> are satisfied.	• Legislative obligations are met no findings reported.

Knowledge and Experience

Technical expertise relevant to the role (qualifications, skills, knowledge and/or experience):

Expertise (Essential)	• A tertiary qualification in Human Resource Management or other relevant field. • Extensive knowledge and experience in leading contemporary Human Resource Management practices and trends in a complex environment, in particular within an SA Government setting. • Extensive experience in providing strategic and sensitive operational advice to executives on human resources matters across different Business Units and occupational groups. • Demonstrated knowledge of key issues and challenges relevant to the broader human resources environment. • High level interpersonal and communication skills and the ability to address sensitive and complex issues in a constructive manner. • Well-developed people management skills including as a supportive coach and mentor. • Demonstrated commitment to a customer service culture and service delivery focus. • Demonstrated ability to deal effectively with conflict and workplace dispute. • Extensive knowledge of employment legislation and administrative processes relevant to the South Australian public sector. • Demonstrated ability to effectively design and lead significant change management initiatives. • Experience in applying and adhering to government policies and protocols • Demonstrated ability to develop, implement and evaluate strategic HR frameworks, policies and initiatives. • Demonstrated ability to interpret and apply policy and legislation.
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Expertise (Desirable)	• Knowledge of the accepted principles of project and change management and of the structured methodologies and techniques applicable to them. • Successful experience in the delivery of major projects or business initiatives in an agency with a diverse range of services and Business Units. • A qualification in WHS/IR or equivalent field or relevant industry experience.
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Behavioural Competencies

Descriptors below provide the behavioural competencies required for performance in the Director, Human Resources, based on the AGD Performance Matrix. These behaviours are applicable to your ongoing success in the role. KEY behaviours for this role are highlighted in **bold**. Executives are also required to demonstrate broader behaviours under each of these five elements, as determined in the South Australian Executive Service (SAES) *Competency Framework*.

For roles with people leadership, **critical** behaviours must include the following **bolded**:

Element	Behaviours
Shapes Strategic Thinking and Change	- Aligns strategies with the South Australian Government and Department's strategic plans - Continually reviews goals and plans to reflect changing priorities or conditions - Anticipates risks and manages these accordingly - Operates within a whole of government context and considers multiple perspectives and agendas - Seeks to gather and understand all critical information when planning and making decisions - Demonstrates effective and consistent decision making in an environment of ongoing change and uncertainty - Champions new initiatives and stimulates change
Achieves Results	- Brings together concepts and ideas into clear strategies and translates them into concrete implementation plans - Creates a shared sense of purpose towards achieving goals - Holds self and others accountable for quality, timely and cost effective results - Makes well informed effective and timely decisions even when information is incomplete and ambiguous - Makes complex decisions that require a high degree of judgement - Monitors performance and drives continuous improvement
Drives Business Excellence	- Anticipates and plans for future events, trends, problems and opportunities - Builds and manages capability and expertise of the workforce to achieve organisational goals - Models and promotes a customer service ethos - Astutely allocates resources for optimal short and long term outcomes. - Models a culture of financial responsibility, accountability and awareness - Sets clear performance standards that are linked to organisational outcomes. - Develops the ability of others to effectively manage their own, individual and team performance and contribute to the organisation - Promotes continuous learning and the development of others to achieve maximum individual and organisational potential.
Forges Relationships and Engages Others	- Effectively advocates for the agency and the public sector in public and government forums - Constructively manages and resolves conflict within and across areas. - Holds a clear understanding of the political context and acts accordingly - Adopts and promotes a collaborative approach when working with internal or external stakeholders - Builds extensive effective working relationships, networks and partnerships - Models and promotes sharing of information and knowledge - Adapts approach and communication style to suit the situation and audience - Utilises effective negotiation techniques to achieve mutually beneficial solutions - Actively listens and communicates in a clear, concise and diplomatic manner
Exemplifies Personal Drive and Professionalism	- Models and builds a culture of respect and high ethical standards - Provides impartial and constructive advice and clearly voices professional opinion where necessary - Effectively deals with difficult or controversial issues - Willing to embrace risk in decision making - Encourages diversity and uses this to enhance the objectives of the organisation - Models professionalism and confidentiality when dealing with sensitive issues - Models and remains positive under adversity and recovers quickly from setbacks - Demonstrates adaptability in dealing with change - Demonstrates an active commitment to ongoing development - Actively seeks feedback and engages in critical self-reflection - Upholds and promotes a high standard of wellbeing for self and others