

Job and Person Specification

Title of Role:	Associate Director, Advice and Early Resolution	Classification:	SM1
Business Unit:	Consumer and Business Services	Division:	Compliance, Enforcement and Advice
Branch:	Advice and Early Resolution	Team:	Advice and Conciliation

Primary Purpose

The Associate Director, Advice and Early Resolution provides strategic leadership of Consumer and Business Services' (CBS) complaint, advice, assessment and conciliation functions. The role is accountable for the overall direction, performance, quality and integration of services that help consumers and businesses understand their rights and responsibilities, resolve appropriate disputes early and identify matters requiring further regulatory action.

The role leads the Manager, Complaints and Advice and the Manager, Conciliation and Early Resolution, establishing branch priorities, service standards, governance and performance expectations while enabling the managers to lead day-to-day operations, technical practice and complex matters within their respective functions.

The Associate Director, Advice and Early Resolution ensures services are accessible, fair, timely and consistent across a broad legislative framework, and that statutory and administrative decisions are lawful, proportionate and supported by effective quality assurance. The role uses customer insights, complaint trends, operational intelligence and performance information to improve services, inform regulatory priorities and support coordinated prevention, compliance and enforcement responses.

As a member of the CBS senior leadership group, the role provides authoritative advice to the Commissioner and Executive on service demand, emerging consumer and market issues, significant or sensitive matters, regulatory pathways and branch performance, and leads continuous improvement across the end-to-end customer and early resolution pathway.

Job Environment

The Attorney-General's Department (AGD) is a key portfolio within the South Australian Government, employing more than 1,900 staff. AGD delivers high-level legal services and advice to Ministers and government agencies, provides specialist policy support, oversees regulation and compliance functions, and delivers essential services directly to the community.

CBS is a division of the AGD and is responsible for protecting consumers, supporting and regulating businesses and recording significant life events for South Australians. CBS is customer focused and flexible in its activities, providing accessible information and services.

All roles at CBS contribute to its vision of being a progressive, proactive and trusted regulator and custodian of key life events, and to its purpose of fostering a safe, fair and trusted marketplace and helping South Australians navigate key life events with confidence.

The Associate Director, Advice and Early Resolution operates within a complex, high-volume and changing regulatory and service delivery environment involving a broad range of consumer protection, fair trading, tenancy and other legislation administered by CBS. The role works with considerable independence and exercises senior judgement in setting branch direction, balancing service demand and regulatory priorities, overseeing delegated decision-making and responding to matters that may be complex, sensitive, contested or reputationally significant.

This role contributes to CBS, AGD and whole-of-government objectives by making services easier to access and navigate, supporting fair and early resolution of disputes, strengthening confidence in regulatory



decision-making, and ensuring information from customer contacts and case activity informs evidence-based priorities, prevention and regulatory action.

The role supports CBS' vision of being a progressive, proactive and trusted regulator by integrating customer service, early resolution and regulatory pathways and by driving service quality, accountability and continuous improvement.

Reporting Relationships

- Reports to the Assistant Commissioner, Compliance, Enforcement and Advice.
- Leads the Manager, Advice and Conciliation and the Manager, Conciliation and Assessments, with broader leadership accountability for the Complaints, Advice and Early Resolution branch.

Key Relationships/Interactions

- Commissioner, Assistant Commissioners, Associate Directors and senior leaders across CBS.
- Managers, Team Leaders and employees across CBS more broadly.
- Consumers, businesses, tenants, landlords, agents, licensees and other users of CBS services.
- Industry bodies, community organisations, legal and advocacy services, ombudsman and oversight bodies, and relevant government agencies.

Key Challenges

- Leading integrated, high-volume customer and regulatory services across diverse legislative schemes while maintaining accessibility, timeliness, consistency and quality.
- Balancing immediate service pressures and complex escalations with longer-term workforce, capability, technology and service improvement priorities.
- Maintaining senior assurance over statutory and administrative decision-making where facts may be incomplete or contested and legal, customer, operational and reputational considerations must be balanced.
- Ensuring complaints, advice and early resolution pathways are clear and coordinated, with matters directed to the most appropriate service or regulatory response without unnecessary duplication or delay.
- Converting customer insights, complaint patterns and case outcomes into actionable intelligence, sustainable service improvements and stronger regulatory outcomes.
- Influencing coordinated action across CBS where accountability for prevention, compliance, investigation, policy or system change sits outside the branch.

Special Employment Conditions

- Some out of hours work is required.
- Interstate and intrastate travel including overnight absences.

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 in 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.

Diversity

The Attorney-General's Department values workplace diversity and is committed to providing an inclusive work environment where employees feel respected, valued and empowered to be themselves, we are also committed to reconciliation and strongly value First Nation's perspectives in the community and workplace.

Flexible Working Arrangement Options

The South Australian public sector promotes diversity and flexible ways of working including part-time. You are encouraged to discuss the flexible working arrangements for this role. Flexible working arrangement options for this role may include:



- Flexitime
- Part-time
- Compressed weeks
- Work from home arrangements

Responsibilities

This Job and Person Specification provides an indication of the type of duties you will be engaged to perform. You may be lawfully directed to perform any duties that a person with your qualifications, skills and abilities would reasonably be expected to perform. The Associate Director, Advice and Early Resolution is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership and Branch Management	• Lead the Complaints, Advice and Early Resolution branch, establishing strategic direction, priorities, service outcomes, governance and performance expectations aligned with Government, AGD and CBS priorities. • Shape the end-to-end customer, assessment and early resolution operating model so services and regulatory pathways are accessible, coherent, proportionate and responsive to changing demand and risk. • Determine branch-wide resource, workforce and capability priorities and direct effort across competing service pressures, emerging issues and improvement needs. • Establish performance and assurance arrangements that use service data, customer insights, complaint trends and case outcomes to assess effectiveness, guide priorities and support executive oversight. • Contribute as a senior organisational leader to CBS strategy, executive decision-making, cross-functional integration and continuous improvement.	• Branch direction, priorities, governance and executive accountabilities are clear and aligned with CBS objectives. • Services and regulatory pathways operate as an integrated model and respond effectively to demand, risk and customer needs. • Resources and capability are aligned to current and emerging branch priorities. • Performance and assurance information supports timely intervention, service improvement and sound executive decisions. • Branch leadership strengthens CBS-wide customer, regulatory and organisational outcomes.
Integrated Services and Regulatory Pathways	• Set strategic expectations for accessible, consistent and timely services across customer contact, complaint handling, advice, voluntary conciliation, assessment and compulsory conciliation pathways. • Establish clear, proportionate and coordinated service and regulatory pathways so matters are directed to the most appropriate response, and customers receive coherent information and support. • Strengthen integration between the branch and compliance, investigations, intelligence, policy, licensing, legal and prevention functions where matters indicate potential non-compliance, systemic harm or broader regulatory implications. • Lead responses to significant service pressures, emerging issues or changes in legislation, policy, customer needs and regulatory priorities.	• Services and pathways are accessible, coherent and aligned with approved standards. • Matters are directed efficiently to appropriate service or regulatory responses. • Cross-branch dependencies and handovers support timely and effective outcomes. • Significant changes and emerging pressures are managed in a coordinated manner.



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Drive the design and delivery of services that reflect accessibility, fairness, cultural responsiveness and the needs of vulnerable or diverse customers.	
Quality, Governance and Assurance	• Establish branch-wide governance, service standards and assurance arrangements that support lawful, fair, consistent and proportionate decisions and interactions. • Maintain senior oversight of delegated statutory and administrative authority and provide direction on complex, sensitive, contested or high-risk matters. • Lead the development of policies, procedures, controls, records and quality assurance mechanisms that support transparent, defensible and consistent practice across the branch. • Monitor significant complaints, escalations, review outcomes and quality findings, ensuring systemic issues are addressed and lessons are embedded. • Provide assurance to the Assistant Commissioner, Commissioner and Executive on branch integrity, service quality, decision-making and material operational risks.	• Decisions and services meet legislative, policy, procedural fairness and quality requirements. • Delegations are exercised within authority and supported by effective controls. • Quality issues and systemic risks are identified, escalated and addressed. • Executive assurance and advice are timely, accurate and evidence-based.
Performance, Intelligence and Improvement	• Set branch performance measures and use operational, quality and customer information to monitor demand, timeliness, outcomes, service experience, workforce capacity and regulatory value. • Lead the analysis and communication of complaint trends, customer insights, case outcomes and emerging issues to deliver data driven decision making and inform CBS priorities, prevention activity, compliance and enforcement responses, policy and service design. • Lead branch-wide improvement initiatives that simplify processes, improve customer experience, strengthen regulatory outcomes and make effective use of technology and data. • Evaluate the effectiveness of service and early resolution approaches and adjust priorities, standards and resources in response to evidence and changing needs. • Provide concise, high-quality reports and briefings on branch performance, emerging risks, significant matters and improvement priorities.	• Performance information supports timely management and resource decisions. • Customer and case insights contribute to evidence-informed regulatory priorities and responses. • Improvement initiatives deliver measurable and sustainable benefits. • Reports and briefings are accurate, concise and delivered within agreed timeframes.
Executive Advice and Stakeholder Leadership	• Provide authoritative advice to the Assistant Commissioner, Commissioner and Executive on complaints, customer service, dispute resolution, delegated decision-making, emerging harms and significant or sensitive matters. • Represent CBS in senior internal and external forums and build productive relationships with government, industry, consumer, community, legal and advocacy stakeholders. • Lead or contribute to cross-agency and cross-functional initiatives that improve customer outcomes, regulatory coordination and responses to systemic issues. • Manage significant stakeholder concerns and escalations with sound judgement, transparency and regard to legal, operational, public interest and reputational considerations.	• Executive advice is authoritative, balanced and supports sound decision-making. • CBS is represented credibly and constructively in relevant forums. • Strategic relationships support coordinated and effective outcomes. • Significant stakeholder matters are managed appropriately and organisational interests are protected.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	Contribute to organisational strategy, policy, planning and change as a member of the CBS senior leadership group.	
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. - Identify and undertake personal professional development in the area of leadership. - Proactively safeguard the health and wellbeing of staff by ensuring safe work practices are undertaken by self and others in the workplace. - Embrace and encourage diversity and cultural differences in the workplace.	- 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. - 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. - Individual differences are encouraged and accommodated in the workplace.

**Capabilities relevant to the role
(Qualifications, Skills, Knowledge and Experience)**

Essential	- Demonstrated senior management experience leading complex, high-volume customer, regulatory, dispute resolution or comparable service functions through subordinate leaders. - Extensive knowledge of contemporary customer service, complaint handling, dispute resolution, regulatory administration, quality assurance and continuous improvement principles. - Proven ability to set strategic and operational direction, integrate interdependent functions and translate organisational priorities into sustainable service and regulatory outcomes. - High-level judgement and analytical capability, including the ability to provide authoritative advice and make balanced decisions on complex, sensitive or contested matters. - Demonstrated ability to use performance information, customer insights and case trends to guide priorities, resource decisions, service improvement and broader regulatory responses.
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	- Highly developed communication, negotiation and relationship management skills, with the capacity to influence senior leaders and represent the organisation credibly with diverse stakeholders. - Demonstrated ability to lead constructive workplace culture, develop managers and workforce capability, and manage performance, change, risk and competing priorities.
Desirable	- Tertiary qualification in management, law, public administration, regulation, dispute resolution, business or a related discipline. - Experience in a public sector regulatory, consumer protection, ombudsman, complaints or statutory decision-making environment. - Knowledge of legislation administered by CBS and the South Australian public sector governance environment.

Behavioural Capabilities and AGD People Expectations

The AGD Performance Matrix describes the behaviours expected of AGD employees across various levels in the Department. All employees are expected to behave in accordance with the AGD People Expectations of being self-aware, building trust and building teams. Descriptors below detail the behavioural capabilities required for performance in the Associate Director, Complaints, Advice and Early Resolution. KEY behaviours for this role are listed with the critical behaviours highlighted in **bold**. This broader group of behaviours are applicable to your ongoing success in the role.

	Strategic Focus	Results Orientation	Service Delivery Excellence	Relationship Management	Professional Approach and Drive
Strategic	Shapes Strategic Thinking and Change	Achieves Organisational Results	Drives Business Excellence	Forges Relationships and Engages Others	Exemplifies Personal Drive and Professionalism
Tactical	Promotes Strategic Thinking and Change	Achieves Team Results	Delivers Business Excellence	Establish Relationships and Engages Others	Models Personal Drive and Professionalism
Operational	Supports Strategic Direction	Achieves and Monitors Own Results	Supports Service Delivery Excellence	Fosters Working Relationships	Supports Personal Drive and Professionalism
Foundational	Understands the Strategic Direction	Achieves Individual Results	Contributes to Service Delivery Excellence	Maintains Working Relationships	Demonstrates Personal Drive and Professionalism

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 Team Results	- Provides clear direction on how to achieve outcomes - Develops plans with clear outcomes and supports others to achieve these - Is accountable for the delivery of quality, timely and cost effective results Critically evaluates the problem in its entirety before identifying and implementing best possible solution Confidently makes decisions showing good judgement - Effectively prioritises and re-negotiates tasks as needed - Reviews performance and seeks opportunities to implement 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.
Establish Relationships and Engages Others	• Represents the agency and public sector effectively in public and government forums • Effectively identifies, manages and resolves conflict • Maintains awareness of the political context and acts accordingly • Develops effective working relationships and internal and external networks • Appropriately identifies and collaborates with relevant stakeholders • Shares information and knowledge • Tailors approach and communication style to suit the situation and audience • Identifies opportunities to negotiate for improved outcomes • Actively listens and communicates in a clear and concise manner
Promotes Personal Drive and Professionalism	• Builds a culture of respect and high ethical standards • Promotes diversity and uses this to enhance outcomes • Demonstrates and promotes professionalism and confidentiality when dealing with sensitive issues • Willing to put own views forward and challenges opposing views in a respectful manner • Identifies and considers risk in decision making • Remains positive and recovers quickly from setbacks • Promotes adaptability in dealing with change • Seeks opportunities to strengthen areas for development • Seeks feedback on performance and engages in self reflection • Promotes a high standard of wellbeing for self and others

