

Job and Person Specification

Title of Role:	Associate Director, Governance and Human Resources	Classification:	SM1
Business Unit:	Consumer and Business Services	Division:	Strategy, Corporate and Registry Services
Branch:	Governance and Human Resources	Team:	Governance and Human Resources

Primary Purpose

The Associate Director, Governance and Human Resources provides strategic leadership of Consumer and Business Services (CBS) governance, enterprise risk, assurance, information governance, and human resources and organisational capability functions. The role strengthens organisational governance, accountability, resilience and performance by ensuring effective frameworks, controls and capabilities support sound executive decision-making and the delivery of CBS priorities.

The role leads the development and continual improvement of CBS-wide governance, enterprise risk management, internal assurance, business continuity, organisational policy and information governance. It provides authoritative advice to the Commissioner and Executive on organisational risks, governance effectiveness, compliance, controls, workforce capability and emerging issues, and ensures audit and assurance findings are translated into sustained improvement.

The role leads the Manager, Governance, Manager, Human Resources and Executive Assistants, setting branch direction and ensuring specialist functions are integrated and responsive to organisational priorities. The Associate Director establishes expectations, priorities and accountabilities, while the managers lead day-to-day delivery, technical practice and the management of complex matters within their respective functions.

Operating across a diverse regulatory and service delivery environment, the role balances strategic, operational, legal, financial, workforce and reputational considerations and works with leaders across CBS and AGD to embed consistent governance, risk-aware decision-making and effective people practices.

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, Governance and Human Resources operates within a complex organisational and regulatory environment, providing strategic leadership across governance, organisational capability and corporate assurance functions. The role works collaboratively across the Executive to strengthen organisational performance, manage enterprise risk, drive continuous improvement and support informed, evidence-based decision-making in a dynamic public sector environment.

This role directly supports CBS's objective of fostering a sustainable and empowered workforce through clear governance, contemporary people practices and data-driven workforce insights. It strengthens



organisational resilience, accountability and capability so CBS can deliver responsive services and trusted regulation.

Reporting Relationships

- Reports to the Assistant Commissioner, Strategy, Corporate Services and Registry Services.
- Leads the Manager, Governance, Manager, Human Resources and Executive Assistants, and has broader leadership accountability for the Governance and Human Resources teams. The executives supported by the Executive Assistants provide their day-to-day work direction, while the Associate Director retains formal responsibility for their performance, development and employee management.

Key Relationships/Interactions

- Commissioner, Assistant Commissioners, Associate Directors and senior leaders across CBS.
- CBS governance committees, risk and business owners, and employees across CBS.
- AGD governance, risk, audit, freedom of information, records and human resources functions.
- Internal and external audit providers and relevant South Australian Government agencies.

Key Challenges

- Embedding consistent governance, risk, assurance and information management practices across a diverse organisation with competing operational priorities and varying levels of maturity.
- Providing authoritative advice where evidence may be incomplete and strategic, operational, workforce and reputational considerations must be balanced.
- Strengthening internal controls and organisational compliance without creating unnecessary process, duplication or barriers to effective service delivery.
- Integrating governance, risk, assurance, organisational capability and information management into a coherent organisational framework that supports effective decision-making and accountability.
- Influencing sustained organisational improvement where accountability for implementation is distributed across executive portfolios and business areas.

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, Governance and Human Resources is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership and Branch Management	• Lead CBS governance, risk, assurance, organisational planning, information governance and human resources functions, establishing strategic direction, priorities and executive accountabilities. • Shape an integrated organisational governance and capability framework that supports sound decision-making, organisational resilience, regulatory integrity and delivery of CBS priorities. • Determine branch-wide resource, workforce and capability priorities and direct specialist effort to material organisational risks, assurance needs and improvement opportunities. • Establish performance and assurance arrangements that provide the Executive with reliable visibility of organisational risk, controls, workforce capability, compliance and implementation progress. • Contribute as a senior organisational leader to CBS strategy, executive decision-making, cross-functional integration and sustained organisational improvement.	• Branch direction, priorities and executive accountabilities are clear and aligned with CBS objectives. • Governance, workforce and organisational capability functions operate as an integrated branch. • Resources and specialist capability are directed to material organisational risks and priorities. • Executive receives timely, decision-useful assurance on organisational performance, risk, controls and capability. • Branch leadership strengthens accountability, resilience and organisational performance across CBS.
Governance, Risk and Assurance	• Lead the development, implementation and continual improvement of CBS governance, enterprise risk management and assurance frameworks. • Provide authoritative advice to the Commissioner and Executive on significant organisational risks, controls, governance effectiveness and assurance priorities. • Lead governance committee arrangements and ensure governance forums provide effective oversight, accountability and decision support. • Oversee internal audit planning, audit coordination and the monitoring of recommendations, ensuring findings are addressed and systemic improvement is sustained. • Establish proportionate approaches to internal review and compliance monitoring to assess adherence to key organisational policies, procedures and controls. • Promote risk-aware decision-making, clear accountability and effective escalation of significant issues across CBS.	• Governance, risk and assurance frameworks are current, proportionate and embedded across CBS. • Executive and governance forums receive clear and timely advice on significant risks, controls and governance issues. • Governance committees operate effectively with clear decisions, actions and accountabilities. • Audit and assurance activity is risk-based and recommendations are monitored to completion. • Internal reviews identify control gaps and support measurable improvement.



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
		• Risk ownership and accountability are understood and applied consistently.
Governance Performance, Resilience and Improvement	• Support organisational performance monitoring, resilience and improvement by ensuring governance, risk, assurance, workforce and control information is visible, reliable and used to inform executive decision-making. • Provide clear, concise and authoritative advice, briefs and recommendations to the Commissioner and Executive on governance, risk, assurance, workforce and information matters. • Support the Executive to monitor implementation of governance, risk, assurance, workforce and organisational improvement priorities, identify emerging risks and dependencies, and agree corrective action where required. • Oversee business continuity, organisational resilience and related preparedness frameworks, including testing, review and improvement. • Identify systemic issues and improvement opportunities and lead or sponsor coordinated organisational responses that strengthen governance, controls, accountability and ways of working. • Evaluate the effectiveness of frameworks and initiatives and adjust approaches in response to evidence, changing risks and organisational needs.	• Governance, risk, assurance, workforce and improvement priorities are clear, aligned and supported by meaningful measures and accountabilities. • Executive advice is timely, evidence-based, practical and supports sound decision-making. • Governance, assurance, resilience and workforce risks and dependencies are visible to the Executive and corrective action is taken when required. • Business continuity arrangements are current, tested and improved through lessons learned. • Systemic issues are identified early and improvement initiatives deliver demonstrable organisational benefits. • Frameworks and initiatives are reviewed and improved based on evidence and changing needs.
Policy and Information Governance	• Lead the organisational policy and information governance frameworks, ensuring policies, procedures, records and information assets are contemporary, accessible and managed with clear ownership and accountability. • Provide strategic oversight of records and information management compliance, capability and continual improvement. • Oversee coordination of CBS responses to freedom of information requests, including the identification, collation and quality assurance of relevant records for AGD decision-makers. • Oversee annual reporting and other corporate or statutory reporting obligations within the branch, ensuring information is accurate, branch and delivered on time. • Provide direction on complex, sensitive or cross-organisational governance and information matters, with	• Policy and information governance frameworks are current, proportionate and support effective operations. • Information and records are managed in accordance with applicable requirements and organisational needs. • FOI document preparation is complete, timely and supports AGD to meet its legislative responsibilities.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	detailed technical work led by the Manager, Governance where appropriate.	- Annual and statutory reporting is accurate, coordinated and delivered by required deadlines. - Complex governance and information issues are resolved through sound advice and effective escalation.
People and Organisational Capability	- Set the strategic direction for CBS people and culture priorities and ensure workforce capability, culture and organisational development support current and future business needs. - Provide high-level oversight and advice on significant workforce risks, organisational reform, leadership capability and complex or sensitive people matters. - Drive strategic and operational HR services, empowering the Manager, Human Resources to lead strategic and operational HR services, workforce planning, organisational development and employee relations within the broader AGD operating model. - Integrate workforce evidence and people considerations into organisational planning, risk management and executive decision-making. - Champion constructive leadership, inclusion, accountability and employee wellbeing across CBS. - Represent CBS in senior government forums on workforce initiatives. - Establish and maintain strategic partnerships that support capability development and contribute to effective workforce leadership and productivity.	- People and culture priorities are aligned with the CBS Strategic Plan and operational requirements. - Significant workforce risks and organisational capability needs are identified and addressed. - The HR function is effectively led by the Manager, Human Resources and delivers responsive, high-quality services. - Executive decisions are informed by clear workforce insights and advice. - Leadership and culture initiatives contribute to sustained organisational effectiveness.
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.



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
		- 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 leadership experience in governance, risk, assurance, corporate services, human resources, organisational capability or a related field within a complex and accountable operating environment. - Demonstrated ability to design, implement and continually improve CBS-wide governance, enterprise risk management, assurance, policy, business continuity or information governance frameworks. - Extensive experience providing authoritative strategic advice to executives on complex, sensitive or cross-organisational matters where risks, evidence and stakeholder interests must be balanced. - Demonstrated experience overseeing internal audit, assurance or compliance review programs and translating findings into practical and sustained organisational improvement. - Demonstrated ability to lead through managers, set strategic direction, establish clear accountabilities and build the capability of multidisciplinary professional teams. - Highly developed strategic thinking, judgement and problem-solving skills, including the ability to identify systemic issues, assess organisational risk and develop proportionate responses. - Highly developed communication, negotiation and influencing skills, with the ability to build productive relationships and secure commitment across organisational boundaries. - Demonstrated ability to integrate organisational performance, risk, workforce and operational information into clear advice, assurance and improvement priorities. - Highly developed written communication skills, including preparation of high-level reports, briefs, submissions, policies and governance documents. - Demonstrated commitment to constructive leadership, accountability, inclusion, ethical conduct and continuous improvement.
Desirable	- Tertiary qualification in governance, risk management, business, public administration, law, human resources or a related discipline. - Professional certification or membership in governance, risk, audit, records and information management, human resources or a related field. - Experience working in the South Australian public sector or a comparable public sector 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, Governance and Human Resources. 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 Departmental 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
Delivers Business Excellence	Identifies trends, potential problems and opportunities and incorporates into plans - Identifies and manages capability and expertise of the workgroup to achieve outcomes - Promotes and ensures a strong focus on internal and external customer service - Effectively manages and coordinates resources for optimal outcomes. Promotes a culture of financial responsibility, accountability and awareness - Sets clear performance standards that are linked to business unit outcomes. - Effectively manages their own, individual and team performance and contribute to the business unit - Provides clear, honest and timely feedback, including addressing non-performance promptly and recognising high performance. - Provides leadership and support for those they manage in dealing with staff performance issues.
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
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