

Job and Person Specification

Title of Role:	Associate Director, Investigations	Classification:	SM2
Business Unit	Consumer and Business Services	Division	Compliance, Enforcement and Advice
Branch:	Investigations	Team:	Investigations

Primary Purpose

Reporting to the Assistant Commissioner, Compliance and Enforcement, the Associate Director, Investigations provides strategic leadership and management of Consumer and Business Services' (CBS) investigations and specialist enforcement functions, including the Investigations and Tobacco and Vaping functions. The role is accountable for the strategic direction, performance, integrity and continuous development of investigative and enforcement activity across a diverse regulatory environment encompassing multiple legislative frameworks, regulated sectors and enforcement pathways.

The Associate Director establishes priorities, directs resources and specialist capability, and exercises significant statutory and administrative delegations across legislation administered by CBS. The role makes complex and consequential investigative and enforcement decisions and provides authoritative advice to the Commissioner and Executive on matters involving significant regulatory risk, systemic harm, complex statutory interpretation, evidentiary issues, limited precedent and substantial legal, reputational or public interest considerations.

As CBS's principal authority on regulatory investigations and specialist enforcement practice, the Associate Director shapes strategy, governance, standards and capability across CBS and provides authoritative direction on complex, novel and high-risk matters. The role leads responses to significant and emerging regulatory challenges, including where established approaches or precedents are insufficient, and builds strategic relationships with law enforcement, regulators and other government bodies to support coordinated regulatory outcomes.

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. Employing around 1500 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.

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

The Associate Director, Investigations operates within a complex and diverse regulatory environment spanning multiple legislative frameworks, regulated sectors and distinct investigative, protective and enforcement pathways. The role exercises a high degree of independence and judgement in setting priorities, allocating specialist capability and exercising delegated statutory and administrative authority in matters that may involve complex or contested evidence, competing regulatory priorities and significant legal, operational, reputational and public interest consequences.

The role contributes to CBS-wide regulatory strategy and organisational leadership and works closely with the Commissioner, Executive, senior leaders across AGD, law enforcement agencies, Commonwealth and State regulators and other relevant authorities.

Reporting Relationships

- Reports to the Assistant Commissioner, Compliance and Enforcement.



- Directly leads Managing Investigators and the Manager, Tobacco and Vaping, and provides overall leadership of Senior Investigators, Investigators and Compliance Inspectors across the Investigations and Tobacco and Vaping functions.

Key Relationships/Interactions

- Responsible for the leadership, performance and regulatory effectiveness of the Investigations and Tobacco and Vaping functions.
- Member of the CBS senior management team.
- Works closely with the Commissioner, Executive and senior leaders across CBS and the broader AGD.
- Establishes and maintains strategic relationships with the Crown Solicitor's Office, SA Police and senior stakeholders across government, regulatory and law enforcement bodies, industry and the justice system.
- Represents CBS in senior internal and external forums on investigations, enforcement practice and specialist compliance responses.

Key Challenges

- Leading and integrating investigative and specialist enforcement functions operating across diverse legislative schemes, regulatory environments and risk profiles, while maintaining consistent standards of decision-making, investigative integrity and regulatory practice.
- Exercising significant delegated authority and senior judgement on complex and consequential regulatory and enforcement matters where evidence may be incomplete or contested and legal, operational, public interest and reputational considerations must be balanced.
- Maintaining senior assurance over evidence management, seized goods governance and prosecution-related decisions where evidentiary integrity, statutory powers, court requirements and public confidence are critical to defensible regulatory outcomes.
- Setting and adjusting investigative and enforcement priorities in response to intelligence, emerging harms, government and organisational priorities and changing patterns of non-compliance, while managing finite specialist capability and competing operational demands.
- Leading effective responses to significant, systemic or emerging regulatory challenges that cross legislative, industry or jurisdictional boundaries and require new approaches or coordinated action across agencies.
- Ensuring the lawfulness, proportionality, consistency and effectiveness of investigative and enforcement activity across a broad statutory remit.

Special Employment Conditions

- Some out of hours work is required.
- May be required to work according to a 7 day roster including weekends and public holidays.
- Requirement to hold a current driver's licence and willingness to drive.
- Interstate and intrastate travel including overnight absences.
- Eligible to be appointed and exercise the powers and functions of an Authorised Officer or Inspector under relevant legislation.
- Will be authorised to issue Expiation Notices under relevant legislation.

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, Investigations is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership and Management	• Lead and manage CBS investigations and specialist enforcement functions, establishing strategic direction, priorities and performance expectations aligned with organisational regulatory priorities. • Provide leadership across the Investigations and Tobacco and Vaping functions, ensuring effective workforce planning, capability development, succession planning, performance management and deployment of specialist resources. • Determine the strategic allocation of investigative and enforcement capability in response to regulatory priorities, intelligence, emerging risks and significant matters. • Lead the development and implementation of complex investigative and enforcement strategies, operating models and improvement initiatives in response to emerging regulatory challenges, including where existing approaches are insufficient. • Collaborate effectively with other sections of CBS and contribute to organisational leadership and decision-making forums. • Establish performance oversight arrangements for the portfolio, using operational data, case management information and investigative outcomes to assess effectiveness, inform priorities and guide resource and capability decisions.	• Portfolio functions have clear priorities, accountabilities and performance expectations aligned with CBS regulatory priorities. • Workforce, capability and resource plans support delivery of current and emerging investigative and enforcement priorities. • Performance management and development activities are undertaken in accordance with AGD policies. • High quality briefings and reports are submitted within agreed timeframes. • Strategic initiatives and operating-model improvements are implemented within approved scope, resources and timeframes and deliver intended regulatory and organisational benefits. • Effective working relationships are developed and maintained across CBS.
Investigation and Enforcement Strategy, Governance and Assurance	• Establish and maintain CBS-wide frameworks, standards and governance arrangements for investigations and specialist enforcement activity. • Set strategic expectations for investigative planning, evidence management, use of statutory powers,	• Investigative and enforcement activities are conducted in line with legislative requirements, internal procedures and



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	enforcement decision-making, brief preparation and quality assurance. • Provide senior oversight and assurance of evidence management and seized goods governance across the portfolio, ensuring appropriate controls for the receipt, security, continuity, storage, retention and lawful disposal of evidentiary material and seized products. • Oversee the portfolio of significant investigations and enforcement activity, identifying systemic risks, emerging trends, capability requirements and opportunities for coordinated regulatory responses. • Provide senior assurance on matters involving significant complexity, sensitivity, systemic harm or organisational risk. • Evaluate investigative and enforcement outcomes to identify lessons, improve regulatory practice and inform future priorities and prevention strategies. • Lead organisational responses to significant or emerging regulatory challenges, including matters presenting novel or fundamental investigative and enforcement issues outside established precedents or parameters and requiring coordinated investigative, enforcement or multi-agency action.	standards required by courts, the Crown Solicitor's Office and relevant regulatory bodies. • Evidence and seized goods are managed through effective governance, assurance and control arrangements that protect evidentiary integrity, security and compliance with legislative and procedural requirements. • Investigation and enforcement portfolios are prioritised through senior leadership oversight, with significant risks and delays identified and addressed. • Frameworks, procedures and assurance processes are reviewed regularly and strengthened where required. • Trends, risks, outcomes and systemic issues are identified, analysed and reported to inform regulatory priorities and decision-making. • Coordinated operations are established and governed effectively, supporting lawful, proportionate and defensible outcomes.
Statutory Decision-Making and Regulatory Authority	• Exercise significant statutory and administrative delegations across legislation administered by CBS, including authority relating to the use of regulatory powers and consequential protective and enforcement action. • Determine or authorise significant investigative, protective, regulatory and enforcement responses within delegated authority, having regard to evidence, risk, proportionality, statutory purpose and broader regulatory consequences. • Determine, authorise or provide instructions on prosecution-related responses within delegated authority, ensuring matters are referred, prepared and	• Delegated decisions are made within authority, supported by evidence and appropriately documented. • Regulatory and enforcement responses are lawful, proportionate, consistent and defensible. • Prosecution-related decisions and instructions are timely,



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	progressed in accordance with evidentiary requirements, legislative powers and the public interest. • Make decisions and provide recommendations on matters involving significant legal, operational, regulatory, reputational or public interest considerations. • Ensure delegated decision-making is lawful, consistent, evidence-based and appropriately documented. • Identify significant or emerging issues arising from the exercise of regulatory powers and advise the Commissioner and Executive on strategic implications and appropriate organisational responses.	evidence-based, appropriately authorised and capable of withstanding legal, court and external scrutiny. • Significant matters are escalated or referred appropriately, with clear advice on risks, options and recommended action. • Decision-making practice demonstrates sound judgement across complex statutory, evidentiary and public interest considerations.
Executive Advice, Representation and Strategic Partnerships	• Provide authoritative advice to the Commissioner, Executive and senior decision-makers on significant investigations, enforcement risks, emerging regulatory issues and matters requiring strategic intervention. • Translate complex investigative, intelligence, legal and operational information into clear advice on risks, options and recommended regulatory responses. • Represent CBS in senior government, regulatory, law enforcement and interjurisdictional forums. • Establish and maintain strategic partnerships that support intelligence sharing, joint operations, coordinated enforcement and capability development. • Initiate, sponsor and provide senior strategic leadership of coordinated and multi-agency operations addressing significant or systemic regulatory risks.	• High-quality strategic advice is provided in a timely manner, supporting informed executive decision-making on complex, sensitive or high-risk matters. • CBS is positively and credibly represented in government, regulatory, law enforcement and other external forums. • Strategic partnerships support effective information sharing, coordinated operations and regulatory outcomes. • Multi-agency operations are initiated, sponsored or supported where they provide a proportionate response to significant regulatory risk.
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.	• 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



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	- 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.	- 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	- Proven ability to lead and manage complex regulatory investigation and specialist enforcement functions through managers and senior specialists, operating across multiple legislative frameworks, regulated sectors, regulatory pathways and risk environments. - Demonstrated experience exercising significant statutory or administrative decision-making authority in complex regulatory, investigative or enforcement environments. - Demonstrated experience providing senior oversight of evidence management, seized goods governance and evidentiary integrity in complex regulatory or enforcement environments. - Demonstrated ability to exercise senior judgement and delegated authority in relation to prosecution and other significant enforcement matters involving complex evidentiary, legal and public interest considerations. - Proven ability to establish strategic priorities, allocate specialist capability and build organisational accountability and consistent professional practice while leading complex programs and regulatory responses to emerging challenges. - Extensive experience providing authoritative strategic advice to executive decision-makers on matters involving significant legal, regulatory, operational, reputational and public interest considerations. - Extensive expertise and recognised professional authority in regulatory investigations and complex, sensitive enforcement environments, including leading others through matters of high risk or systemic impact and work involving novel or fundamental challenges outside established precedents or parameters. - Highly developed communication skills, including the ability to prepare and present complex advice, strategies and reports to executive and external audiences. - Highly developed interpersonal and stakeholder engagement skills, including the ability to influence and negotiate at senior levels across government, regulatory bodies, law enforcement agencies and other jurisdictions.
Desirable	- Experience in applying legislation administered by the Commissioner and other relevant legislation. - Experience leading regulatory or enforcement responses involving multiple agencies, jurisdictions or legislative schemes.



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, Investigations. 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. - Operates within a whole-of-government context and considers the broader political environment. - Anticipates and plans for future events, trends, problems and opportunities - Anticipates risks and manages these by adopting a balanced approach to risk aversion and risk taking. Champions new initiatives and stimulates change Drives innovation and creativity
Achieves Organisational Results	- Develops concepts and ideas into clear strategies - Creates a shared sense of purpose towards achieving goals - Holds self and others accountable for quality, timely and cost effective results - Manages departmental performance and drives continuous improvement - Critically evaluates the problem in its entirety before identifying and implementing best possible solution - Utilises effective negotiation techniques to achieve mutually beneficial solutions - Makes informed and timely decisions during change/uncertainty - Makes complex decisions that require a high degree of judgement
Delivers Business Excellence	Manages and develops capability and expertise of the workgroup to achieve outcomes - Sets clear performance standards that are linked to business unit outcomes Effectively manages their own, individual and team performance - Provides clear, honest and timely feedback, including addressing non-performance promptly and recognising high performance - Supports continuous learning and the development of others - Demonstrates and ensures a strong focus on internal and external customer service - Promotes a culture of financial responsibility, accountability and awareness - Effectively manages and coordinates resources for optimal outcomes



Establish Relationships and Engages Others	• Represents the agency and public sector effectively in public and government forums • Develops effective working relationships and internal and external networks • Appropriately identifies and collaborates with relevant stakeholders • Considers others' perspectives, motives, agenda • Proactively shares information and knowledge as appropriate • Tailors approach and communication style to suit the situation and audience • Actively listens and communicates in a clear and concise manner • Effectively identifies, manages and resolves conflict
Exemplifies Personal Drive and Professionalism	• Models and builds a culture of respect and high ethical standards • Models professionalism and respects confidentiality • Encourages diversity and uses this to enhance the objectives of the organisation • Demonstrates an active commitment to ongoing development • Actively seeks feedback and engages in critical self-reflection • Demonstrates flexibility and adaptability • Remains positive in the face of adversity and recovers quickly from setbacks • Upholds and promotes a high standard of wellbeing for self and others

