

Job and Person Specification

Title of Role:	Team Leader (Marriages)	Classification:	ASO5
Business Unit:	Consumer and Business Services	Division:	Strategy, Corporate and Registry Services
Branch:	Registrations	Team:	Marriages

Primary Purpose

The Team Leader (Marriages) leads a team responsible for delivering marriage and relationship services, including customer service, assessment, registration, certificate and record-management activities. The role is accountable for translating operational priorities into clear team expectations, allocating work, monitoring performance and ensuring services are delivered accurately, consistently and within agreed standards.

The role leads people as its primary responsibility. It coaches, mentors and supports team members, strengthens capability, manages performance, conduct and workplace matters fairly and promptly, and fosters a positive, respectful and collaborative culture with a proactive focus on staff wellbeing.

The role provides technical and operational direction on complex or sensitive statutory matters, supports consistent application of legislation, delegations, decision-making frameworks, policies and procedures, and ensures matters requiring specialist assessment, legal advice or senior escalation are identified and managed appropriately.

The role supports consistent and lawful statutory decision-making across the team by reviewing complex matters, guiding the exercise of delegated authority and ensuring decisions are evidence-based, appropriately documented and aligned with legislative and procedural requirements.

As part of the Registration Branch leadership group, the role contributes to service improvement, workforce flexibility, consistent practice and connected ways of working that support accessible, high-quality registration services and community confidence in the Register.

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 focussed 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 Team Leader (Marriages) operates with responsibility for day-to-day leadership, workflow management, service quality and statutory decision-making consistency within a specialist registration service. The role applies leadership, operational management and legislative knowledge to ensure staff are supported to exercise judgement and delegated authority appropriately and deliver consistent outcomes.

The role supports CBS strategic objectives by developing workforce capability, promoting modern and consistent ways of working, enabling connected operations and ensuring accessible, high-quality services are delivered to the community.



Reporting Relationships

- Reports to the Deputy Registrar.

Key Relationships/Interactions

- Deputy Registrar, Registrar, Team Leaders and staff across the Registration Branch.
- Managers, leaders and employees across CBS and AGD where matters require coordination or escalation.
- Customers and relevant stakeholders, including marriage celebrants, couples, families, legal representatives, government agencies and other registration authorities.

Key Challenges

- Leading service delivery for marriage and relationship services while balancing competing demand, sensitivity, legislative requirements and customer expectations.
- Ensuring team members apply legislation, delegations, policies and procedures consistently and accurately.
- Managing workload, quality, performance and staff wellbeing during organisational change.

Special Employment Conditions

- May be required to assist in any area of the Registration Branch as determined by business needs.
- Must be appointed as a marriage celebrant under Subdivision C of Division 1 of the Marriage Act 1961
- Some out of hours work or intrastate travel requiring overnight absences may 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 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. AGD is also committed to reconciliation and strongly values First Nations 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 Team Leader (Marriages) is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/M Measurement
Team Leadership and Performance	• Lead and manage the team by providing clear direction, setting priorities and expectations, allocating work and monitoring performance to ensure consistent and effective delivery of outcomes.	• Team priorities, expectations and accountabilities are



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Coach and mentor team members to strengthen capability and support ongoing development, while providing regular feedback and addressing performance, conduct or workplace issues promptly and fairly. • Lead through influence by fostering trust, respect and a positive and collaborative culture, with a proactive focus on staff wellbeing. • Plan team capability and workload requirements and support effective induction, knowledge sharing, cross-skilling and succession. • Work effectively with managers, team leaders and colleagues across CBS to improve services, strengthen consistency and create a culture of continuous improvement. • Demonstrate best practice in customer service and model the CBS values and AGD People and Leadership Expectations.	• clear and outcomes are delivered consistently. • Performance, conduct, capability and development are actively and fairly managed. • Workloads and capability are aligned to demand, risk and service priorities. • The team demonstrates trust, respect, collaboration and a strong customer service focus. • Staff wellbeing is proactively supported and improvement opportunities are acted upon.
Service Delivery and Workflow Management	• Oversee day-to-day delivery of marriage and relationship services, ensuring work is prioritised, allocated and completed within agreed service standards. • Monitor workflow, performance data, service trends and emerging issues, and escalate risks where required. • Ensure customer enquiries, applications, registrations, correspondence and records are managed accurately and consistently. • Coordinate flexible deployment of team resources to respond to demand and maintain service continuity. • Solemnise marriages in accordance with the requirements of the <i>Marriage Act 1961</i> and associated policies, procedures and authorisations.	• Service standards and performance indicators are monitored and achieved. • Workflow risks are identified and managed early. • Resources are allocated effectively to meet customer and operational needs. • Records and system information are accurate and secure.
Complex and Escalated Matters	• Provide advice and direction on complex and escalated matters relating to marriage registrations, relationship registrations, celebrant-related enquiries, priority corrections, certificate applications, searches and other specialised marriage and relationship matters. • Make decisions on complex corrections to the Register, ensuring requests are assessed appropriately and determined in accordance with legislative, policy and evidentiary requirements. • Support consistent and lawful statutory decision-making by guiding staff on legislative interpretation, evidence requirements, delegation limits and procedural fairness. • Exercise delegated authority and ensure decisions are evidence-based, appropriately documented and consistent with legislative, policy and delegation requirements. • Review complex matters before finalisation where required and ensure decisions, referrals and reasons are clear, defensible and capable of scrutiny. • Resolve complaints and sensitive matters effectively, mitigating operational and reputational risk.	• Complex matters are resolved or escalated at the appropriate level. • Statutory decisions are consistent, lawful, evidence-based and appropriately documented. • Delegations are exercised in compliance with legislation, policy and approved limits. • Advice is timely, consistent and well-reasoned. • Complaints and sensitive matters are managed effectively.



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	Seek legal, policy or senior advice where matters fall outside authority or involve significant risk.	
Financial, Administrative and Record Controls	- Oversee administrative, cashiering, banking, refund, invoice and reconciliation activities where relevant to team operations. - Ensure information, records and documents are handled in accordance with privacy, security and records management requirements. - Monitor system-generated reports, quality checks and other controls to support data integrity and compliance.	- Administrative and financial processes are accurate, timely and compliant. - Information and records are secure and managed appropriately. - Controls support register integrity and service accountability.
Improvement and Stakeholder Engagement	- Identify practical opportunities to improve service delivery, systems, procedures and customer experience. - Contribute to policy, procedure and system changes, including implementation planning and staff communication. - Build productive working relationships with internal and external stakeholders to support service delivery and issue resolution.	- Improvement opportunities are identified, prioritised and implemented where appropriate. - Changes are communicated clearly and embedded consistently. - Stakeholder relationships support timely and effective service delivery.
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



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
		accommodated in the workplace.

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

Essential	- Ability to effectively lead, manage, motivate and support a team in a customer-facing statutory service environment. - Demonstrated ability to develop a constructive workplace culture and support staff capability, performance and wellbeing. - Demonstrated ability to interpret, apply and advise on legislation, policy, delegated authority and statutory decision-making requirements in relation to complex or sensitive matters. - Experience managing workloads, service standards and quality outcomes in a high-volume operational environment. - High-level interpersonal, written and verbal communication skills and the ability to build productive relationships with stakeholders. - Demonstrated ability to exercise judgement, delegated authority and discretion in complex or sensitive circumstances.
Desirable	- Sound understanding of legislation relevant to the Registration Branch and its operational impact. - Experience in financial processes, cashiering controls and case management systems. - Experience contributing to operational improvement, procedural development or change implementation.

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. The behavioural capabilities below are selected from the AGD Performance Matrix for this role and classification level.

	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
Supports Strategic Direction	Supports strategic direction and plans - Communicates plans in practical terms to others - Identifies and manages risk as appropriate and escalates as necessary - Is sensitive to political drivers influencing priorities and decisions - Actively participates in business planning - Contributes to the drive for change and innovation Adapts quickly to changing and emerging priorities



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
Supports Service Delivery Excellence	• Identifies and raises awareness of trends, potential problems and opportunities • Uses capability and expertise of the workgroup to achieve outcomes • Identifies and delivers high quality internal and external customer service • Utilises available internal and external resources for optimal outcomes. • Contributes to a culture of financial responsibility, accountability and awareness • Translates performance requirements into achievable outcomes. • Effectively manages their own performance, managing (or influencing) the wider team performance • Provides clear, honest and timely feedback to others including recognising high performance and addressing non-performance where relevant to their role.
Fosters Working Relationships	• Effectively manages conflict and escalates when appropriate • Consults and seeks the views of relevant stakeholders • Develops effective working relationships and internal networks • Shares information and knowledge as appropriate • Takes into account the situation and audience • Negotiates as necessary to achieve outcomes • Actively listens and communicates clearly
Supports Personal Drive and Professionalism	• Promotes a culture of respect and high ethical standards • Supports diversity and uses this to enhance outcomes • Maintains professionalism and confidentiality when dealing with sensitive issues • Constructively expresses own views and respects the views of others • Is aware of risks and makes decisions accordingly • Remains positive and recovers quickly from setbacks • Adapts effectively to change • Looks for opportunities to engage in development activities • Seeks feedback and reviews own performance • Ensures a focus on wellbeing for self and others and raises concerns where necessary

