Job and Person Specification

Title of Role:	Associate Director, Strategy and Transformation	**Classification:**	SM1
Business Unit:	Consumer and Business Services	**Division:**	Consumer and Business Services
Branch:	Strategy and Transformation	**Team:**	Strategy and Transformation

Primary Purpose

The Associate Director, Strategy and Transformation provides strategic leadership of Consumer and Business Services' (CBS) strategy and transformation agenda across strategic and business planning, intelligence and insights, communications, prevention and education, projects and transformation, technology enablement and facilities functions. The role connects these functions to strengthen organisational capability, foster innovation, inform priorities and decision-making, and support effective regulatory, service and organisational outcomes across CBS.

The role leads the translation of Government, AGD and CBS strategic direction into organisation-wide priorities, plans, transformation initiatives and enabling capability. It drives strategic and business planning, transformation and continuous improvement by connecting intelligence, insight and organisational priorities with coordinated delivery. It also leads technology improvements that support business effectiveness and efficiency. Through this work, the role ensures CBS priorities are clear, information and insight are translated into practical advice, and enabling functions support contemporary, efficient and effective ways of working.

Working across CBS and with the Attorney-General's Department, the Associate Director, Strategy and Transformation provides authoritative advice to the Commissioner, Executive and senior leaders on strategic direction, emerging risks and opportunities, organisational capability, investment priorities and major transformation. The role exercises significant influence across CBS, resolves competing priorities and cross-functional dependencies, and builds the partnerships, systems and delivery disciplines required to strengthen organisational performance and achieve sustainable outcomes for consumers, businesses and the South Australian community.

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, Strategy and Transformation operates across the breadth of CBS in a complex regulatory, service delivery and public sector environment. The role exercises substantial independence, judgement and organisational influence under broad executive direction, working across functions with different legislative, operational, service and customer contexts. It is required to anticipate emerging needs, reconcile competing priorities and make strategic choices about capability, investment and sequencing where impacts extend across CBS.

The role is central to CBS's strategic objectives by enabling modern and consistent ways of working, insight-led and community-responsive services, connected operations and proportionate, intelligence-led regulation.

It connects strategy, intelligence, organisational insight and enabling capability with transformation and delivery; ensures communications, prevention and education support organisational and regulatory priorities; and positions technology, applications and facilities to enable contemporary services and ways of working. The General Manager has significant influence over organisation-wide priorities, investment sequencing, transformation approaches and the systems and partnerships used to improve performance and outcomes.

Reporting Relationships

- Reports to the Assistant Commissioner, Strategy, Corporate and Registry Services.
- Leads a multidisciplinary branch comprising projects and transformation, technology enablement and applications, facilities, and strategy, insights and communications functions.

Key Relationships/Interactions

- Commissioner and Assistant Commissioners, providing authoritative advice on strategic and business planning, organisational performance, emerging risks and opportunities, transformation priorities, major initiatives and capability requirements.
- Associate Directors, Managers and senior leaders across CBS, partnering to identify needs, set priorities and deliver projects, technology improvements, insights, communications, prevention and education activity across regulatory, licensing, service delivery and corporate functions.
- AGD technology, digital, communications, procurement, facilities and other corporate functions, negotiating and coordinating services, dependencies and solutions for CBS.
- Regulators, government agencies, law enforcement and other public sector partners.

Key Challenges

- Leading multidisciplinary functions with distinct professional disciplines, stakeholders and ways of working while establishing shared priorities, strong accountability and consistent delivery standards.
- Providing authoritative advice to Executive where information may be incomplete and operational, service, financial, technological, strategic, political and reputational considerations must be balanced.
- Integrating a diverse branch so that projects, technology, facilities, intelligence, insights, communications, prevention and education operate as connected organisational capabilities while remaining responsive to the distinct needs of CBS functions and services.
- Ensuring strategic and business planning, intelligence, data, performance information and stakeholder insights are converted into timely, practical advice and coordinated responses that support decision-making across CBS.
- Balancing urgent operational, technology, facilities and communications demands with longer-term transformation, intelligence, prevention and capability priorities.
- Meeting CBS technology and application needs while operating within AGD infrastructure, architecture, cyber security, procurement and service arrangements that the role influences but does not directly control.

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 General Manager Strategy and Transformation is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership and Branch Management	• Provide strategic leadership of an integrated branch spanning strategic and business planning, intelligence and insights, communications, prevention and education, projects and transformation, technology enablement and facilities, setting clear direction, priorities and executive accountabilities. • Translate Government, AGD and CBS strategic direction into an integrated branch strategy, investment priorities and delivery agenda that positions CBS for current and emerging organisational needs. • Determine the allocation and sequencing of resources, investment and specialist capability across competing organisational priorities, material risks, dependencies and opportunities. • Establish branch governance, performance and assurance arrangements that enable executive oversight of progress, risk, benefits, capability and organisational impact. • Act as a senior organisational leader, shaping CBS strategy, executive decision-making, cross-functional integration and sustained organisational improvement. • Drive collaboration across CBS branches to inform strategic and business planning, share insights and data, initiate major change projects and deliver on organisational priorities.	• Branch direction, priorities and executive accountabilities are clear, integrated and aligned with CBS strategic objectives. • Resources and investment are directed to the highest-value organisational priorities, capability needs and material risks. • Branch governance and assurance enable timely executive decisions, effective delivery and realisation of intended benefits. • Multidisciplinary capabilities operate as connected organisational enablers and strengthen CBS performance. • Branch leadership contributes to modern, insight-led and responsive services and regulation.
Strategy, Business Planning, Intelligence and Insights	• Lead CBS strategic and business planning at an organisational level, establishing frameworks and processes that translate strategic direction into clear priorities, measures, accountabilities and implementation expectations.	• CBS strategic and business planning provides clear organisational direction, priorities, measures and accountabilities.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Shape and sponsor strategic initiatives that strengthen organisational capability, efficiency, responsiveness and delivery of legislative, regulatory and service objectives. • Champion innovation, forward planning and continuous improvement across CBS, identifying opportunities to improve organisational performance and readiness for emerging challenges. • Drive the integration of strategic and operational intelligence, organisational insights and performance information to strengthen executive decision-making, priority setting and organisational planning. • Synthesise complex organisational, operational and external information into authoritative advice on emerging risks, trends, strategic choices and opportunities for intervention or improvement. • Provide strategic oversight of analysis of significant and emerging risks relevant to the branch's functions and influence coordinated organisational responses where required. • Oversee high-quality intelligence assessments, analytical products and executive performance reporting that support regulatory, service and organisational decision-making, strategic priority setting, planning and evaluation.	• Executive receives authoritative, timely and decision-useful advice on strategic choices, emerging risks and opportunities. • Intelligence and organisational insights materially inform priorities, investment, regulatory responses and evaluation. • Emerging trends and capability requirements are anticipated and translated into coordinated organisational action.
Communications, Prevention and Education	• Set the strategic direction for CBS communications, media, stakeholder communication, prevention and education capability across regulatory, service and organisational functions. • Oversee delivery of strategic communications, prevention and education priorities that are informed by organisational insights, stakeholder and community perspectives, emerging issues and CBS strategic priorities. • Provide executive oversight of communication and engagement strategies for significant initiatives, services, regulatory issues, emerging risks and matters carrying material reputational or public interest implications. • Champion targeted and accessible approaches that strengthen public understanding, support informed participation, influence compliance behaviour where relevant and contribute to improved community and regulatory outcomes.	• Communications, prevention and education capability is strategically aligned, coordinated and responsive to CBS priorities and emerging issues. • Executive is supported by proportionate and well-considered approaches to significant public, stakeholder and reputational matters. • Prevention and education activity is targeted, accessible and evaluated for impact.
Projects and Transformation	• Set strategic direction for the CBS project and transformation portfolio, ensuring investment and delivery priorities reflect organisational strategy, business need, risk, benefits, dependencies and delivery capacity. • Sponsor and initiate significant transformation and improvement initiatives that strengthen organisational capability, service responsiveness and delivery of legislative and regulatory obligations. • Provide strategic oversight and assurance of major projects and change initiatives, ensuring proportionate governance, clear accountability, benefits focus and timely escalation of material issues.	• The project and transformation portfolio is strategically prioritised and aligned with CBS objectives and investment capacity. • Executive has reliable assurance over portfolio performance, material risks, dependencies and benefits. • Major initiatives deliver sustainable

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Work with cross-functional leaders to align transformation activity, implementation approaches and organisational readiness with agreed CBS priorities and outcomes. • Resolve significant cross-organisational delivery risks, dependencies and competing priorities, intervening where required to maintain strategic alignment and intended outcomes. • Build organisation-wide project, change and improvement capability and support business areas to convert strategic priorities into coherent, deliverable initiatives.	organisational outcomes and intended benefits. • Project and transformation capability across CBS is strengthened.
Technology Enablement and Facilities	• Set strategic direction for CBS technology enablement, business applications, systems support and facilities capability to meet current and future operational, service delivery and transformation needs. • Oversee the identification and evaluation of technology solutions and business improvement approaches that will enhance CBS' strategic and business outcomes. • Shape business-led priorities for applications, digital improvement and lifecycle planning within AGD technology, cyber security, architecture and service arrangements. • Represent CBS in technology, application and digital enablement discussions with AGD, vendors, industry and internal stakeholders, ensuring CBS business needs, risks and priorities are clearly understood and appropriately reflected in departmental planning and delivery. • Provide strategic oversight of change management and stakeholder engagement for technology-enabled initiatives, ensuring delivery remains aligned with CBS priorities, benefits and organisational readiness. • Identify and sponsor technology-enabled and business improvement opportunities that materially enhance CBS capability, efficiency, service delivery and organisational resilience. • Build influential partnerships across AGD, external providers, industry and CBS branches to secure service outcomes, resolve material dependencies and position CBS needs within broader departmental arrangements. • Connect with interstate jurisdictions to explore service initiatives that can support responsive, effective and compliant services in CBS and promote leading practice for the agency. • Maintain strategic oversight of facilities, accommodation and related assets to ensure workplaces and service environments remain safe, functional, fit for purpose and responsive to future requirements.	• Technology, application and facilities priorities are strategically aligned with CBS needs and effectively positioned within departmental arrangements. • Material service, investment and dependency issues are anticipated, influenced and resolved at the appropriate level. • Technology-enabled improvement delivers measurable organisational and service benefits. • Facilities and assets support safe, effective and contemporary operations and 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	• Feedback on performance from direct reports, peers and leaders is positive. • Regular one on one meetings with direct reports are conducted.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	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.	• 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	• Proven ability to provide strategic leadership across complex multidisciplinary functions, establish strategic direction and deliver organisation-wide outcomes in a complex environment. • Demonstrated ability to provide authoritative advice to senior executives on complex, sensitive and high-impact organisational issues, strategic choices and investment priorities. • Extensive senior management experience across complex multidisciplinary functions, with demonstrated capability in a number of areas such as strategy and business planning, organisational performance, transformation, project or program delivery, technology-enabled improvement, intelligence and insights, communications or comparable functions. • Demonstrated ability to integrate complex qualitative and quantitative information, professional expertise and stakeholder perspectives, identify material risks and opportunities, and translate these into clear organisational priorities and practical executive recommendations. • Demonstrated experience sponsoring or leading significant organisational transformation, major projects or service improvement and resolving competing priorities, dependencies, resource constraints and delivery risks. • Strong understanding of the strategic role of technology, applications, information and enabling services in organisational performance and contemporary service delivery, including the ability to influence outcomes within shared-service environments. • Highly developed strategic judgement, political awareness, communication, negotiation and stakeholder influence skills, including the capacity to operate credibly with executives and senior external stakeholders. • Proven ability to lead through ambiguity and change, build constructive culture and develop capable, accountable leaders and specialist functions.

Desirable	• Relevant tertiary qualifications in business, management, public administration, strategy, technology, project management, communications, intelligence, analytics or a related discipline. • Experience in a regulatory, public sector or complex service delivery 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 General Manager Strategy and Transformation. 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