Job and Person Specification

Title of Role:	Manager, Projects	**Classification:**	ASO8
Business Unit:	Consumer and Business Services	**Division:**	Strategy Corporate and Registry Services
Branch:	Strategy and Transformation	**Team:**	Projects

Primary Purpose

The Manager, Projects is accountable for leading CBS' project delivery, transformation support, and data and reporting capability to enable coordinated, evidence-based delivery of strategic and operational priorities. The role provides leadership across a multidisciplinary team responsible for project governance, delivery assurance, business improvement, reporting products and performance insights that support executive decision-making and organisational improvement.

The role oversees a portfolio of projects and improvement initiatives of varying scale, complexity and risk, ensuring priorities are clearly defined, resources are aligned, delivery risks are actively managed and intended outcomes and benefits are realised. It also strengthens CBS' use of data, reporting and insights to support planning, prioritisation, accountability and continuous improvement across the organisation.

The Manager, Projects provides authoritative advice to senior leaders on project sequencing, delivery dependencies, governance, benefits, reporting requirements and emerging risks, and works across CBS and AGD to support practical, consistent and sustainable delivery of change.

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 Manager, Projects operates across CBS functions with different legislative, regulatory, service delivery and customer contexts. The role must balance organisational priorities, delivery capacity, stakeholder expectations, project risks, data quality and reporting requirements while supporting consistent governance and practical delivery of projects and improvement initiatives.

The role supports the CBS Strategic Plan by strengthening project delivery, governance, contemporary tools and data-driven insights that enable modern ways of working. It contributes to a sustainable and empowered workforce, trusted regulation with impact, and improved services by helping leaders translate strategic priorities into coordinated projects, clear reporting and evidence-informed decisions.

Reporting Relationships

- Reports to the Associate Director, Strategy and Transformation
- Manages direct reports across project delivery, project support and data and reporting functions.

Key Relationships/Interactions

- Works closely with senior leaders across CBS to support project prioritisation, delivery, governance, reporting and organisational improvement.
- Partners with managers and employees across CBS to define business needs, support project delivery, improve reporting and strengthen data-informed decision-making.
- Works with AGD technology, digital, procurement, finance and corporate functions to coordinate dependencies, resolve delivery issues and support effective implementation.
- Maintains effective relationships with external service providers, consultants and other government agencies where required to support project and reporting outcomes.

Key Challenges

- Balancing competing project, transformation, data and reporting priorities across a diverse regulatory and service delivery environment.
- Maintaining clear governance, accountability and delivery discipline while enabling practical and proportionate project approaches.
- Providing reliable reporting and insights where information may be incomplete, dispersed across systems or subject to changing business requirements.
- Managing stakeholder expectations, delivery risks, dependencies and benefits across projects with different levels of complexity and organisational impact.

Special Employment Conditions

- Some out of hours work may be required.
- Interstate and intrastate travel, including 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, 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 Manager, Projects is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Operational Leadership and Performance	• Lead project, data and reporting functions by translating CBS priorities into clear plans, work programs, accountabilities and delivery standards. • Lead, coach and develop employees to build capability in project delivery, governance, analysis, reporting, stakeholder engagement and continuous improvement. • Allocate resources across project delivery, reporting requirements, business improvement activity and emerging organisational priorities. • Monitor workload, delivery risks, capability, service quality and team performance, and intervene where priorities or outcomes require adjustment. • Ensure wellbeing, conduct and performance matters are managed in accordance with AGD requirements.	• Operational priorities, plans and accountabilities are clear and aligned with CBS objectives. • Team capability, performance and service standards are maintained and enhanced. • Resources are aligned to organisational priorities, risk and delivery demand. • Workforce and delivery risks are identified early and addressed or escalated appropriately.
Project Delivery and Transformation	• Lead the planning, delivery, monitoring and evaluation of projects and improvement initiatives that support CBS priorities. • Ensure projects have clear scope, objectives, governance, milestones, risks, dependencies, benefits and reporting arrangements. • Provide delivery assurance and practical guidance to support consistent project management and implementation approaches. • Identify and resolve significant project risks, issues and dependencies, escalating matters where executive direction or cross-agency coordination is required.	• Projects are delivered in accordance with agreed scope, quality, timeframes, resources and governance requirements. • Delivery risks, issues and dependencies are actively managed and escalated when required. • Project reporting provides reliable visibility of status, risks, decisions and benefits. • Project and transformation activity supports intended organisational outcomes.
Data, Reporting and Insights	• Lead the development and delivery of data, reporting and performance information that supports executive, management and operational decision-making. • Oversee the design, improvement and quality assurance of reports, dashboards, data products and reporting processes. • Ensure data and reporting requirements are clearly defined, prioritised and translated into practical information products for business areas. • Use reporting insights to identify trends, risks, opportunities and improvement priorities across CBS functions.	• Reports and dashboards are accurate, timely, reliable and fit-for-purpose. • Executive and operational leaders receive decision-useful reporting and insights. • Reporting requirements are understood, prioritised and delivered within agreed parameters. • Data and reporting insights inform planning, prioritisation and continuous improvement.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Governance, Quality and Continuous Improvement	• Establish and maintain project governance, reporting and assurance arrangements that support effective decision-making and accountability. • Review project proposals, business cases, plans, status reports, closure reports and other delivery material for quality, consistency and practical implementation. • Lead improvements to project tools, reporting templates, processes, guidance and capability-building activities. • Use lessons learned and stakeholder feedback to strengthen delivery practice and organisational capability.	• Governance and assurance arrangements support timely decisions, clear accountability and effective delivery. • Project and reporting material is accurate, complete and suitable for senior decision-making. • Processes, tools and guidance are practical, current and consistently applied. • Improvement activity strengthens project delivery, reporting quality and organisational performance.
Stakeholder Engagement and Advice	• Build and maintain productive relationships with executives, managers, project sponsors, business areas, AGD partners and external providers. • Provide authoritative advice on project prioritisation, delivery options, risks, dependencies, reporting requirements and benefits realisation. • Represent CBS in relevant forums, working groups and discussions relating to projects, transformation, reporting and organisational improvement. • Communicate complex delivery and reporting matters clearly and professionally to support informed decisions and shared understanding.	• Stakeholder relationships support timely delivery, practical problem-solving and effective implementation. • Advice is clear, balanced, evidence-informed and responsive to organisational priorities. • CBS is represented professionally and consistently in relevant forums. • Communication supports shared understanding of priorities, risks, requirements and decisions.
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	• Demonstrated ability to lead people, multidisciplinary functions and organisational priorities, including capability, performance, risk and resource management. • Extensive experience leading complex projects, transformation initiatives, business improvement or organisational change in a large or complex environment. • Demonstrated ability to establish and maintain project governance, delivery assurance, reporting and benefits management arrangements. • Highly developed analytical skills, including the ability to use data, reporting and performance information to identify risks, trends, priorities and improvement opportunities. • Proven ability to provide authoritative advice to senior stakeholders on project priorities, delivery options, risks, dependencies, reporting requirements and organisational impacts. • Highly developed communication, negotiation and stakeholder engagement skills, including the ability to influence outcomes and communicate complex matters clearly.
Desirable	• Knowledge of project management, change management, business analysis, reporting, data governance or benefits realisation frameworks and methodologies. • Understanding of the administrative, financial, procurement and governance requirements of the South Australian public sector. • Relevant tertiary qualifications or training in project management, business, data analytics, public administration, change management or another relevant discipline.

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 Manager, Projects role. 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
Promotes Strategic Thinking and Change	• Actively promotes goals and strategic direction • Translates strategies and goals into achievable plans • Ensures work goals are linked to the bigger picture • **Adopts and manages a balanced approach to risk aversion and risk taking** • Considers the broader political environment and context when decision making • Sets aside time to engage in forward planning for his/her area of responsibility • **Drives effective change** • Promotes creative and innovative thinking
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