

Professional Attributes

Practice Standard	Ability Evidence
1. Professional integrity	<p>My professional roles have required me to operate in an environment of 360 degree transparency as my decisions, actions and behaviour have often been formally reviewable or appealable to Courts or Boards of Management.</p> <p>Displaying ethical conduct and professional integrity has been the mainstay of my performance in roles including the Sex Discrimination Commissioner, holding NGO CEO roles reporting to skills-based community Management Boards, or being a Senior Executive Service Manager in the public sector.</p> <p>My broader practical understanding of the application of ethical principles and the exercise of integrity in practice has been demonstrated in my roles such as AASW Ethics Case Reviewer and member of the University of Tasmania Human Research Ethics Committee.</p>
2. Cultural awareness and humility	<p>As the Director of the Policy Division of the Tas. Premier's Department (DPAC) I oversaw both the Offices of Aboriginal Affairs and of Multicultural Affairs. I worked with the staff and communities of both these Offices to enhance their input into Government policy and programs and developed strong, reciprocal partnerships in order to collaborate on shared outcomes.</p> <p>I was the legislation Instructing Officer for the Tas. <i>Sex Discrimination Act</i> prior to my appointment as the Commissioner. I was deeply involved in morphing that Act into broad-based Anti-Discrimination legislation that included race discrimination and racial vilification provisions. At the time this legislation was hailed as the best in Australia.</p> <p>As the Principal Consultant of the Strategic Policy and Programs office of the Department of Justice, I was responsible for the design and implementation of the award-winning Safe at Home program to eliminate family violence. I worked closely and respectfully with local Aboriginal elders across the state to identify how they wanted to address family violence in order to make their communities safer.</p> <p>We worked through their ongoing fears about the stolen generation and their concern that their children would be taken by child protection if violence in the home was reported, and about the possible incarceration of and harm to their menfolk if they reported that violence to the police. Our consultation and communication entailed dignity and mutual respect and led to me becoming an ongoing point of contact for members of the Aboriginal community needing assistance.</p> <p>I learnt a lot about yarning and truth speaking and later used this knowledge to organise the delivery of cultural sensitivity training to</p>

	<p>police, court and justice officials, health workers and other stakeholder groups within Safe at Home.</p>
<p>3. Critical thinking</p>	<p>As a policy specialist focusing on 'wicked problems' I have always drawn on research and effective outcomes evidence to scope problems and identify possible innovative solutions. I am skilled at 'peering into the prism' from many directions and avoiding dogma or pedantry locking me into fixed positions.</p> <p>I particularly value working in multi-disciplinary teams where different perspectives about the same issue can reframe problems and synthesise new options to deal with them.</p> <p>My capacity to understand research design and its impact in terms knowledge contribution is demonstrated by my appointment as a Peer Reviewer by the Australian National Research Organisation for Women's Safety in a number of research grant funding rounds and my appointment as a member of the University of Tasmania Human Research Ethics Committee.</p>
<p>4. Communicates constructively.</p>	<p>I have never had the job title of 'social worker' but I have always professionally and publicly identified myself as a Social Worker... I do so to this day. As a regular social commentator on state ABC radio I title myself as a 'Consultant Social Worker' and advocate articulately, strongly, and professionally in relation to social justice issues and community well-being.</p> <p>In my various policy roles and as Sex Discrimination Commissioner I worked and negotiated in many high pressure, high stakes situations. I always managed to present as an articulate and respectful advocate for equity and social justice and worked in a manner that left people feeling 'heard' and respected even if their views had not prevailed in the final outcome.</p> <p>As the Director of Policy for DPAC I oversaw and was the gateway to Cabinet on all areas of government policy including economic, infrastructure, agriculture, environment as well as the more familiar ground of health and social policy. While not being a specialist in all these areas I was able to produce balanced, viable policy advice for government through the use of research, consultation, active listening to advice, engagement with interest groups, and the application of well-honed analytical skills.</p>
<p>5. Focuses strategically</p>	<p>Organisation theory and practice was and remains my favourite academic teaching and professional training area. This body of knowledge and associated strategic practice skills underpin macro-practice interventions by social workers to change institutions, organisations, policies, and the law and to achieve improved services and greater social justice.</p> <p>My leadership roles in both the government and non-government sectors have always drawn heavily on my understanding of how</p>

	<p>organisations work and my interventions using my strategic skills to strengthen, refocus or change them.</p> <p>My skills involve being able to focus on 'big picture' issues and strategies while not losing sight of the different elements in the mix that make up the picture. It also involves being able to 'look outside the square' and identify what is not being included or is being actively excluded from the scoping or articulation of an issue or problem.</p> <p>To move forward I draw on my understanding of the scope of the issue or problem; my knowledge and experience of how influence, power, and authority are used by individuals, organisations, and interest groups to advance their agendas and protect their 'territory'.</p> <p>I use my understanding of 'good' governance practice, policy and legislative processes, and budget management to ensure quality outcomes.</p> <p>I also use a 'best fit' analysis to take into account any external environmental opportunities or impediments that may arise during implementation of a strategy. This also allows for the identification of baseline indicators that can underpin an ongoing formative evaluation process.</p>
6. Collaborates in the best interests of the Association	<p>I am a past member of the Australian Institute of Company Directors. I am an experienced member of boards, committees and advisory bodies at the national, state and community level as both an appointed and elected member... there is a difference between these types of membership. An 'appointed' member is one who has been recruited to bring to a Board a particular skill or knowledge set, or to speak on behalf of a specific sectoral or interest group. An 'elected' member is one who has been elected to represent the views of the members who voted for them while taking into account the overall outcomes for all members.</p> <p>As an 'elected' member of the AASW Board I would uphold and advance the role of the AASW as described in Section A.3 of the Constitution (Version 3/8/2023). In so doing, I would acknowledge that AASW as a 'member-funded' organisation should be 'member-driven' organisation.</p> <p>My previous work experience has involved me the management of highly sensitive information including as 'Cabinet in Confidence' documentation and complaints investigation and management. I have delivered strategies that have successfully allowed for the maintenance of confidentiality while at the same time facilitated the provision of information through consultative processes or to parties to disputes under the principles of 'procedural fairness' and the 'principles of natural justice'.</p>