



Jenni Colwill – Senior Reviewer - Melbourne

Jenni Colwill joined CPM Reviews in 2013 following a career in the private sector and the APS, with 11 years at the SES level. She managed workplace relations and personnel functions in Commonwealth departments for over fifteen years and has extensive public sector experience in human resource management, employment policy, ethics and codes of conduct.

She has significant experience conducting a wide range of investigations and reviews, including investigating sensitive issues affecting senior staff. She also recently facilitated a Strategic Conversation with the senior executives of one organisation, helping them to identify future directions and to deal with organisational change issues arising from budget constraints.

Jenni has provided advice on governance in many complex contexts and has coached and mentored senior executives in public and private sector organisations. Jenni acted as the Commissioner for the Merit Protection and Review Agency during a period of restructuring of investigation/review services, managing the worst cases personally. At the Attorney-General's Department, Jenni advised on employment options for the Australian Government Solicitor's Office and established terms and conditions of employment to help the new organisation meet the challenge of contestability.

While at the Public Service Commission Jenni was the SES Advisor, responsible for providing the heads of APS organisations with confidential and personal advice on issues related to ethics and integrity and career development for their senior staff. She developed and introduced a systematic approach to leadership assessment and many of the development programs currently in use in the APS. Programs such as the Public Sector Management Course, a joint Commonwealth and State government Graduate Certificate in Management that continues to be delivered to all levels of government throughout Australia and LAFIA (Leading Australia's Future in Asia), a program for Deputy CEOs from both State and Commonwealth public sectors.

As the National Manager, People, at Centrelink, Jenni established significant advances into investigations and reviews into employment related actions as part of the Centrelink Workplace Agreements; these changes continue to influence other Commonwealth organisations. She managed new employment conditions and a change management approach for over 25,000 staff in 400 locations. She was responsible for reducing Centrelink's compensation premium and stress claims and developed, negotiated and implemented a performance management approach that resulted in a significant shift in customer focus.

Her last position with the APS was as Area Manager at Centrelink, responsible for the performance of 27 offices and over 1000 staff in the ACT and in South-West NSW. In this role, she managed Centrelink's response to the 2003 ACT bush fires.

Jenni is committed to helping leaders understand the changing context of work, and to developing new solutions. Jenni has gained a particularly strong understanding of the business of the APS and the issues facing public servants at all levels of government in Australia and overseas and is able to advise on adopting best practice private and public sector solutions to optimise organisational capability.

Providing Reviews of Decisions and Actions, Workplace Investigations
and Related Strategic Advice to the Public Sector and Other Organisations