



Sandy Nix – Senior Reviewer – Brisbane

Since joining CPM Reviews, Sandy has undertaken a variety of complex and highly sensitive investigations in areas relevant to breaches of privacy and confidentiality, misuse of Commonwealth resources including money, email, vehicles and telephones, bullying and harassment including sexual harassment, unacceptable behaviour including workplace disputes, failure to comply with directions and behaviour external to the workplace such as in social settings and with use of social media. She also has significant expertise in fraud investigations including those involving falsified medical certificates, misrepresentation of qualifications, wrongful benefit claims, conflicts of interest and travelling allowances. Sandy has extensive experience as independent assessor in formal performance assessments, including mapping the demonstrated skills of individuals against formal work level standards and capability frameworks. More recently, Sandy has undertaken investigations relevant to the *Public Interest Disclosure Act 2013*.

In her public service career, Sandy had over thirty years' experience in HR Management in a range of Commonwealth agencies. Her career commenced in 1978 with the Public Service Board and she went on to hold Executive positions in the Industry Assistance Commission, National Occupational Health & Safety Commission, Aboriginal and Torres Strait Islander Commission, National Capital Planning Authority, Department of Employment, Education, Training and Youth Affairs and the Department of Social Security (later Centrelink).

In these roles, Sandy had responsibility for managing complex HR activities, including employee conditions of service and entitlements, recruitment and selection activities, organisational wellbeing and OH&S, Employee Assistance Program (EAP) contracts and programs, rehabilitation and compensation, performance management and policy development. For over 15 years in Centrelink, Sandy's specific expertise focused on investigations of misconduct, employment related matters and workplace disputes, grievance review and management of employee underperformance.

One of Sandy's significant achievements was the development and implementation of Centrelink's National Ethics Resource Kit and co-ordination of other recommendations arising from its Enhancing Ethical Culture Project including specific skills training for all employees. Sandy is highly skilled in ethics training and leadership development particularly as it relates to improving workplace culture and performance.

Whilst in Centrelink, Sandy also worked in the Internal Assurance Branch with responsibilities to co-ordinate, review and implement employee fraud control strategies, assess risks and manage investigations of employee fraud and misconduct including those involving criminal prosecution.

With her extensive HR background, Sandy has significant experience in difficult and sensitive workplace matters and has provided sound and practical advice to managers working with their team to understand their roles, identify skills, capabilities and training to realise their potential, ensure support for a culturally inclusive workplace and provide training to incorporate the APS Values into performance planning and feedback.

In her investigation and review processes, Sandy adopts a pragmatic, evidence based approach with a thorough and meticulous methodology which is appropriately documented and reported. She has experience in the Australian Industrial Relations Commission and Fair Work Australia and possesses a comprehensive understanding of the legislative requirements that relate to review mechanisms in APS employment. Sandy's relevant qualifications include a Diploma of Government (Investigations) and a Certificate IV in Government (Fraud Control Prevention/Detection).

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