



Connie Whitfield – Senior Reviewer – Canberra

Connie is a very experienced senior human resources practitioner with more than 40 years' experience in the public sector. She has enjoyed building a wealth of knowledge and experience across several key areas including investigations, complaints handling, performance management, learning and development, workplace relations and risk management.

Connie's focus for the past 15 years has been primarily on investigations, complaints handling, review of employment-related decisions and performance management. She has undertaken more than 200 Code of Conduct investigations and preliminary assessments, managed numerous reviews of employment-related decisions, has appeared before the Fair Work Commission regarding applications lodged by employees following dismissal for misconduct, and resolved discrimination complaints lodged with the Australian Human Rights Commission by departmental employees.

Most recently in her Australian Public Service career, Connie held the role of Director, Integrity, Review of Actions and Complaints Handling for a period of five years. During that time, Connie was instrumental in implementing business improvement initiatives including developing best practice Code of Conduct-related templates, introducing case closure reports that identify insights from investigations, and strengthening the Department's responsiveness to handling complaints. As the Director, Connie built extensive experience and knowledge as a breach decision-maker, and as a suspension, sanction and review of action delegate.

Connie understands and appreciates the responsibilities that come with holding senior positions. She cultivates productive working relationships with stakeholders and is an advocate of taking preventative action, including coaching and leading others to deliver positive outcomes. In particular, she has coached executive level managers to address behavioral and workplace issues with the aim of preventing misconduct. Connie supports workplaces to lead with integrity and encourages managers and staff to identify and address emerging risks early.

Connie was an active member of the APS-wide Code of Conduct Forum, where she contributed to a range of APS-wide initiatives including the Whole of APS Code of Conduct Review. As a member of the Australian Human Resource Institute (AHRI), she maintains a keen interest in promoting positive workplace behaviour. She successfully completed her AHRI assessment and course of studies on the topic of "building organisational capability to address suspected misconduct and strengthening the rigour and efficacy of conduct processes."

Connie's strengths include her ability to distill complex issues; drive robust decision making; and manage complex complaints/investigations, including matters subject to external scrutiny by, for example, the Merit Protection Commissioner. Connie's commitment to treating all people with respect and her focus on impartial decision making has earned her great respect amongst her networks.

Connie's qualifications include a Certificate IV in Government Investigations. Through AHRI, she holds certification as a Human Resource Practitioner (CPHR).

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