



Sue Balnaves - Business Adviser and Senior Reviewer - Canberra

Sue joined CPM Reviews in March 2011 as Business Manager, and also as a Reviewer, after 28 years in public administration. Sue played a major role in the growth of CPM Reviews, as Business Manager until mid-2016 and now as the Business Adviser, contributing to the establishment of new casework and giving advice and support on some complex matters and processes during investigations. As a Senior Reviewer she has conducted workplace investigations in the APS, the ACT Government and the intelligence community, and has conducted formal performance evaluations.

Sue had diverse roles in Defence, the Australian Public Service Commission and the ACT Government, with most time as an experienced HR Director and program leader and manager with up to 76 staff. Her deep knowledge and understanding of the public sector and people management issues combined with her effective interpersonal skills to underpin her ability to manage critical and unusual stakeholder issues and achieve good outcomes, and to engage sensitively and constructively to sort things out.

Sue has coached, mentored and counselled staff at all levels, and in difficult and complex situations. She has helped many supervisors and individuals manage tricky conflict and miss-matched expectations in the workplace. She has a reputation for sound judgment and advice, and a sensible and compassionate approach. She has enjoyed the trust and confidence of Agency Heads up to and including at Portfolio Secretary levels, including working for two Defence Secretaries as their Chief Executive Assistant. Sue provided strategic advice on people matters to Agency Heads and SES members within the Intelligence and Security Group in Defence, covering the whole spectrum of HR management and development.

In the APSC Sue managed the design, delivery and development of a suite of public programs for the APS, including the Public Sector Leaders' Summits, and had a prime role in establishing the Australia and New Zealand School of Government (ANZSOG). This involved significant negotiations and brokering between stakeholders, including jurisdictions, universities, Ministers and the Prime Minister's office. As Sue Bateson she was also the ACT Coordinator in the early years of the Public Sector Management Program (PSMP), a joint venture between all tiers of government and a number of universities.

In Defence Sue was formally awarded for demonstrating exceptional stakeholder management prowess on two major and highly complex building and facilities projects of strategic importance to the Intelligence and Security Group, including the construction of a whole new facility. Sue was asked to take on those projects because of her ability to form strong, authentic and constructive relationships. Throughout her career Sue has developed a reputation as a doer and a fixer. She has a strong record of achievement, and a strong capacity to move between policy development and service delivery, showing agility and versatility and an enduring passion for the highest quality outcomes for people and public administration. Her relationship skills and interest in people, performance and talent management, career development, coaching, self-efficacy and resilience make her an effective all-rounder in working through difficult issues in a respectful way.

Sue also holds a Bachelor of Science in Psychology from the Australian National University and a Certificate 4 in Government (Investigations).

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