

# CURRICULUM VITAE

## Dr JANE ELIX

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## Academic Qualifications

1. Bachelor of Arts (ANU) Majoring in English and Philosophy
2. Bachelor of Letters (ANU) Pass with Merit. Sub thesis topic: *David Ireland and 'Gynocritics'*
3. Master of Dispute Resolution (University of Western Sydney)
4. Doctor of Philosophy (La Trobe University) *More than resolution: System design for the management of intractable natural resource conflict in Australia*

2006-2007: **Adjunct Senior Lecturer, Law School, Faculty of Law and Business, La Trobe University.** Jane was particularly associated with the work of the Conflict Management Centre which provided research, system design and training and development programs in relation to the avoidance and management of complex and multi-party conflict

## Memberships

International Association of Facilitators  
LEADR Association of Dispute Resolvers (Australia)

## Recent Awards

Member of the team that prepared the Marrickville Urban Strategy which won Nov 2007 Planning Institute Australia NSW Division, Commended for Excellence in Planning – Urban Planning Achievement

## Employment History

### Current

From January 2006: **Director, Jane Elix Consulting** a consultancy service providing conflict management services. Jane has specialised expertise in managing conflict, providing advice, facilitation, mediation and coaching for individuals, businesses, government and community groups. She develops tailored training packages to meet clients' needs.

Jane works with multi-party groups and with organisations to

- resolve and manage disputes
- develop and implement multidisciplinary projects
- undertake organisational and strategic planning
- facilitate conferences and workshops and their planning

May 1993 – March 2007: **Partner in 'Community Solutions'**, a consultancy service to government, industry and community groups, specialising in provision of services for sustainable communities, with a focus on environmental, community/consumer and women's issues.

## Project summaries

Many of the projects below have been undertaken in consortia with other consultants with complementary skills.

### **2009 - current**

- Development and roll-out of the **Negotiation Development Program** for the **National Water Reform Process** (Commonwealth Department of Environment, Water, Heritage and the Arts) (with Allan Parker - Peak Performance Development)
- Public Training courses for **IIR Executive Development Community and Stakeholder Engagement for the Public Sector** (2007 - current)
- Community consultation, debriefing and company support for **Blue Circle Southern Cement** in two site locations, in addressing environmental and community concerns on a range of issues (with Nina Harding Mediation Services P/L) (2004 – current)
- Facilitating multi-stakeholder workshops for the **Nature Conservation Council on fire management for biodiversity (Hotspots project)** (with CS) including for **Cobowra Land Council** (2007- current)
- **Commonwealth Department of Environment** - strategic facilitation (with Allan Parker - Peak Performance Development)
- **Sydney Catchment Management Authority** - facilitation - multi-Council
- **Great Eastern Ranges Initiative** (via **NSW Dept of Environment**) - facilitation of new strategic partnership between government and non-government
- **Independent Commission Against Corruption in NSW** - training/planning in community engagement

### **2008**

- Team member with SGS Economics and Planning, Architectus Sydney and Community Solutions team preparing the **City of Canterbury Economic Development and Employment Strategy** (2007-current)
- Facilitation of planning day for newly formed peak body for non-government providers of mental health services **Community Mental Health Australia** (November 2008)
- Staff consultation and mediation for **Salvation Army** Fairhaven site in Queensland (with Nina Harding) (October 2008)
- Conducting of a Masterclass on Community Engagement for Electricity Substations conference in Brisbane, for **IIR Conferences** (September 2008)
- Facilitation of consultation on NSW government Homelessness Strategic Framework for **Housing NSW**. (September 2008)
- Facilitating multi-stakeholder “Building Connections” forums in rural, regional and metropolitan NSW for the **NSW Department of Ageing Disability and Home Care** on Early Childhood Intervention for children with disabilities (with Edwina Deakin and Associates) (May – Sept 2008)
- Facilitation of the **National Homelessness Roundtable**, bringing together for the first time representatives of advocates and service providers for people experiencing homelessness from around Australia (April 2008)
- Facilitation of Forging Partnerships Forum organised by the **NSW Natural Resources Advisory Council** to gain feedback from funding recipients and partners to help in evaluating the Forging Partnerships program (with CS) (June 2008)
- **Training for members of the Mental Health Council of Australia** and the **National Mental Health Consumer and Carer Forum** and the **National Relay Service** (2008)

- Facilitation of a workshop for **Blue Mountains City Council** evaluating community participation projects in North Katoomba, and planning for future community participation throughout the Blue Mountains (May 2008)
- Provision of advice on community engagement/conflict management to **Pacific Hydro (May 2008)**

### **2004-2007**

- Preparation of a Literature Review for **Griffith University** on Best practice strategies and techniques in the resolution of public disputes over natural resources (2007)
- Facilitation of **Green Institute/Australian National University** Workshop Accounting for Biodiversity and Carbon (2007)
- Strategic Planning for community engagement for senior management of **Boral Cement** (with Nina Harding) (2007)
- Public Training course run in Sydney for **IIR Executive Development Public Affairs in the Public Sector** (May 2007)
- Public Training course run in Sydney and Brisbane for Future Force Training providers. **Professional Solutions to Conflict Resolution** (March 2007).
- Facilitation of Strategic Planning for the staff and Board of the **Schizophrenia Fellowship** (2007).
- Team member with SGS Economics and Planning, Architectus Sydney and Community Solutions of the award winning team that prepared the **Marrickville Urban Strategy for Marrickville Council** (2006-2007)
- Mediation services provided to **Western Sydney Community Forum, NSW Department of Community Services** and others (2007)
- Guest Lecturer **University of New South Wales** in a short course in Master of Environmental Management Community Participation in Practice (2006)
- Guest Lecturer **University of Technology Sydney** - Public Arena Disputes (2005 & 2007)
- Mediation and facilitation work for the **University of New South Wales**. Working with representatives of the five student organisations on campus developing a plan for student services in the aftermath of voluntary student unionism (with Nina Harding Mediation Services P/L) (October 2005 – May 2006)
- Training and system design work for **NSW Health** on community engagement during the establishment of the new Area Health Services and the Area Health Advisory Councils (with Colma Keating from Dinkum Results) (July 2005 – February 2006)
- Development of training material and carrying out of training programs for **Boral Clay and Concrete in NSW, Victoria and Queensland** on community engagement and community partnership building (with Nina Harding Mediation Services P/L) (Sydney, Melbourne, Brisbane, July 2005)
- Community consultation, debriefing and company support for **Boral Asphalt** (NSW), in addressing environmental and community concerns relating to an asphalt plant cited in an urban residential area (with Nina Harding Mediation Services P/L) (2003 – 2006)
- Workshop presentation and training in “Ongoing Stewardship & Management” and “Working together – State Governments, regional bodies, local government and NGOs” in natural resource management at the **Commonwealth Department of Environment and Heritage’s** National Conservation Incentives Forum, (Melbourne, July 2005)
- System design for community engagement processes for the **Western Australia Department of Consumer and Employment Protection**. This involved the design of a risk assessment based system for community engagement that included a user-friendly

decision tree model for use by policy officers required to undertake community engagement (with Colma Keating from Dinkum Results) (2004-2005)

- Two consensus-based Values Mapping projects. One was completed for the **WorldWide Fund for Nature (Aust), Birds Tasmania and the Robbins Passage Wetland Group** in north east Tasmania, to identify and progress partnership projects assisting in the conservation of shorebird habitat of significance within a rural production landscape. The second was again completed for a coalition of groups including conservation (**WWF**), Indigenous, and business interests in relation to Roebuck Bay near Broome in north west Western Australia. (2003 & 2004)
- Member consultation and strategic review for **St John Ambulance in NSW** (with Nina Harding Mediation Services P/L) (2004)
- Workshop facilitation for **Pfizer Australia** – the ASPIRE workshop which brought together more than 50 health consumer groups from around Australia (2004)

### ***Key projects prior to 2004***

- Strategic planning and facilitation with community groups including the **World Wide Fund for Nature, Minerals Policy Institute, Community Biodiversity Network, National Children's and Youth Law Centre, Shelter NSW, Reverse Garbage Co-operative, the Immigrant Women's Speakout and the Bankstown Area Multicultural Network, and community-based service providers The Cottage at Campbelltown and Macarthur District Temporary Family Care.**
- Strategic planning and facilitation with scientific organisations including **CSIRO's Sustainable Ecosystems Division, and the Rainforest CRC.**
- A project undertaken with **Natural Heritage Trust** funding to trial a “farmer-extension” project in central NSW looking particularly at the integration of the management of Grassy White Box Woodlands into agricultural and other land management activities. Community Solutions brought together a project team comprised of the NSW Farmers' Association, the WorldWide Fund for Nature, Charles Sturt University and the NSW Government's Farming for the Future program.
- For the **NSW Department of Land & Water Conservation**, facilitation of the North Lachlan – Bogan Regional Vegetation Committee.
- For the **World Wide Fund for Nature and the Murray Darling Basin Commission**, planning input and facilitation of a major multi-stakeholder workshop Setting the Vision for the Basin.
- For the **NSW Native Vegetation Advisory Council**, a Background Paper 'Social values of the native vegetation of New South Wales', prepared as one of a series of papers to stimulate discussion and to inform the development of the NSW Native Vegetation Conservation Strategy.
- For the **WorldWide Fund for Nature**, a scoping project looking at opportunities for the WWF work on salinity and protection of biodiversity in the Murray Darling Basin, in cooperation with the range of stakeholder groups in the Liverpool Plains area (undertaken with Lateral Concepts).
- For the **Health Consumers' Complaints Commission**, a survey of consumers of cosmetic surgery which contributed to the findings of the Cosmetic Surgery Report to the NSW Minister for Health.
- For the **Bankstown Multicultural Youth Service**, a project consulting and mediating between stakeholder groups in the Bankstown area over a proposal to establish a youth specific facility in the CBD.

- For the **Commonwealth Department of Primary Industries & Energy, Women's Unit**, on the role of women in agriculture and resource management - the social and institutional barriers to women's participation in decision making bodies within the agricultural sector has been the main issue addressed in this project.
- For **Baulkham Hills Shire Council and the University of Western Sydney** (with Lateral Concepts and Jackie Ohlin Consultant) - Community Solutions worked with these organisations to develop a process which will use the talents of both organisations to positively influence the social and environmental problems developing in the growth areas of Baulkham Hills Shire.
- For the **Commonwealth Department of the Environment, Sport and Territories** - a national study of incentives for the maintenance of biological diversity (a collaborative study working with ANU School of Environmental Law and CSIRO Division of Wildlife & Ecology) - this national consultative project combined social research into the motivations causing people to work to protect biological diversity with an analysis of the economic pressures which act to cause exploitation of this valuable national resource.
- For the **Office of Social Policy and the Law Foundation of NSW** - preparation of a directions paper on public participation in legislative and policy processes. (This project was done in collaboration with the Public Interest Advocacy Centre and the Environmental Defenders' Office).
- For the **NSW Department of Community Services** - An evaluation of ParentLine advice, information and referral service provided by Centacare - an assessment of the social benefits of this service were central to the evaluation.
- For the **Office of the Status of Women** - a feasibility study and strategic advice on the establishment of a national association of services against sexual assault.

### ***Employment 1985 - 1993***

June 1991-May 1993: **Director, Australian Federation of Consumer Organizations** (national peak body for consumer organisations representing some 70 consumer and community groups across Australia).

During her time as Director of AFCO, Jane was responsible for

- Coordinating and researching public campaigns designed to heighten awareness of AFCO's policies and reform of government and industry policies and practices. This included looking in particular at the social and economic impacts of government policy on consumers in the areas of superannuation, banking and finance, and industry self-regulation.
- Keeping informed of consumer developments and policy analysis at a national level.
- Overseeing the development of policy proposals for consideration by AFCO's Council.
- Representing the views of the Federation to the public, media, government and at conferences, meetings and formal inquiries, including formal government inquiries

March 1990-May 1991: **Natural Resources Program Coordinator, Australian Conservation Foundation**

Responsible for:

- Overall management of ACF's campaigns and policy development in the area of natural resources management, including research work on the environmental, social and economic impacts of various resource based industries.

- Detailed policy work in the area of sustainable agricultural practices and native vegetation management culminating in the co-authorship of ACF's publication "Recovering Ground". Jane was particularly responsible for the chapters on the social impact of various policy initiatives.
- Representing ACF on Federal Government advisory committees.

February 1989-March 1990: **National Land Degradation Coordinator, Australian Conservation Foundation**

Responsible for the coordination of ACF's activities in the area of land degradation, including the supervision of rural liaison staff, support for the Director on Soil Conservation Task Force activity and development of policy. Included in policy development was the environmental, economic and social impacts of policies in the Federal Government's natural resource management and agricultural portfolios.

July 1988-January 1989: **Executive Assistant to Director/Rural Liaison Officer, Australian Conservation Foundation** (based in Melbourne)

November 1987-June 1988: **National Liaison Officer, Australian Conservation Foundation** (based in Canberra)

November 1986-November 1987: **NSW Campaign Officer, Australian Conservation Foundation** (based in Sydney)

March 1985-June 1986: **National Coordinator, Women's Electoral Lobby, Australia** (based in Canberra)

Responsibilities included:

- Coordination of WEL activity at a national level. WEL's work lies across the range of issues of concern to women. The social impacts of Federal Government policies were a major concern of the coordination work.
- Conference organiser - National Women's Tax Summit (June 1985) and National Agenda for Women Conference (April 1986). Both of these conferences provided essential advice to the Federal Government on the impact of policies on women, in particular their economic and social policies.
- Provided support services to WEL delegation to National Tax Summit, July 1985 - this Summit saw major debate on the economic and social impacts of new initiatives in the taxation area.

**Relevant Committee positions since 1985**

**Australian Consumers Council**, February 1993-May 1993 (ex-officio representing AFCO) - the ACC provided policy advice to the Federal Minister for Consumer Affairs on a wide variety of consumer issues. The social impacts on consumers of various government initiatives were a major focus of work.

**Drought Policy Review Task Force**, 1990 (representing ACF). This Task Force was established by the Federal Primary Industries Minister to examine the impact of Federal Government policies in the area of drought relief. Social and economic impacts were the primary concern of the majority of those presenting submissions to the Task Force.

**Agriculture Working group of the Prime Minister's Ecologically Sustainable Development process**, October 1990-November 1991 (representing ACF). The ESD process had as its working towards economic, ecological and social sustainability.

**Federal Government's Soil Conservation Advisory Committee (1990/91)**

Providing advice to the Federal Minister on expenditure on projects concerned with the environmental, economic and social impacts of land degradation was this Committee's main work.

**Murray-Darling Basin Community Advisory Committee (1988/89)**. The social, economic and environmental implications of Federal and State government's initiatives in the MDB were the focus of work for this Committee.

***Early Consultancies***

June-July 1986 with the Department of Foreign Affairs, Canberra. Prepared a report on the Department's EEO Survey: Minority Groups.

August 1985 with the Australian Clerical Officers' Association. Conducted an informal survey of child-care facilities in the ACT and the effect that various aspects of permanent part-time work would have on parents' access to these facilities. Presented results of survey to Arbitration Commission Hearing.

***Before 1985***

- January 1983-December 1983: **Temporary employment in a number of positions in Sydney**
- January 1982-December 1983: **Employed by P&O Company** in two subsidiary companies in Sydney

Prior to December 1981 and during 1984, **involved in full time study**. **Vacation employment** included:

- Research Assistant to Associate Professor Janet McCredie, University of Sydney. Project on congenital birth defects (1981).
- Clerical and stock control work at the Committee of Director of Fruit Marketing, Flemington (1978 & 1979)

## Key Publications

**Elix, Jane.** Volume 2: Best practices strategies and techniques in the resolution of public disputes over natural resource, Collaborative Water Planning: Literature Review for *Tropical Rivers and Coastal Knowledge Research Hub, Project 1.3*. 2008 <http://lwa.gov.au/products/pn21215>

**Elix, Jane.** The costs of corporate conflict with communities. *Consumer Directions* Society of Consumer Affairs Professionals Australia, March 2008.

**Elix, Jane and Keating, Colma,** Report on 2006 Survey of Australian Facilitators *Group Facilitation: A Research and Applications Journal #8* 2007 <http://www.iaf-world.org/i4a/pages/index.cfm?pageid=4487>

**Elix, Jane and Lambert Judy.** Mapping the Values of Shorebird Habitat in Tasmania: A tool for resolving land use conflict. *Conflict Resolution Quarterly* July 2007

Workshop: 'Public Sector Stakeholder Management'. *17<sup>th</sup> Annual Public Affairs in the Public Sector Conference*, Sydney, May 2007

'The big wet elephant in the room: Planning for and managing conflict over water.' *5<sup>th</sup> Annual Australian Water Summit*, Melbourne, February 2007.

**Elix, Jane.** 'New approaches to adversarialism in business and politics – three facilitative tools in use in Australia.' *Australasian Dispute Resolution Journal*, Vol 17, No 2 May 2006.

**Elix, Jane.** You can lead a horse to water...overcoming impasse in consensus building group processes. *Australasian Dispute Resolution Journal*. 15(1), 59-69, 2004.

Lambert, Judy and **Elix, Jane.** Reshaping rural extension: New players – new roles. Proceedings of Conference held in Hobart, 26-28 Nov 2003. Australasia-Pacific Extension Network. [www.regional.org.au/au/apen](http://www.regional.org.au/au/apen), 2004.

**Elix, Jane.** Intractable environmental conflict in Australia. *Rural Society*, 13(1), 87-94, 2003.

**Elix, Jane.** The meaning of success in public policy dispute interventions. *Australasian Dispute Resolution Journal*. 14(2), 113-123, 2003.

'The meaning of success – measuring outcomes in public policy dispute resolution'. *6<sup>th</sup> National Mediation Conference, 18-20 September 2002 Canberra*.

Lambert, Judy and **Elix, Jane.** *Social values of the native vegetation of NSW*. A background paper of the Native Vegetation Advisory Council of NSW, Department of Land and Water Conservation, Sydney 2000.

**Elix, Jane and Lambert, Judy.** *More than just the odd tree – Report on incentives and barriers to rural woodland conservation, using grassy White Box Woodlands as a model*. Research Report 1/98. National Research and Development Program on Rehabilitation, Management and Conservation of Remnant Vegetation, Environment Australia; Biodiversity Group, Canberra, 1998.

**Elix, Jane, Lambert, Judy and others.** *Missed Opportunities – harnessing the potential of women in Australian Agriculture*. Rural Industries Research and Development Corporation, Department of Primary Industries and Energy, Canberra 1998.

Cameron, J and **Elix J** and contributing authors *Recovering Ground A case study approach to ecologically sustainable rural land management*, Australian Conservation Foundation, Fitzroy Victoria, 1991.

## Recent Conference and Workshop Presentations

‘The big wet elephant in the room: Planning for and managing conflict over water.’ *5<sup>th</sup> Annual Australian Water Summit*, Melbourne, February 2007.

‘Facilitating social change - How can we transfer facilitative techniques and approaches to government and business institutions?’ *Facilitating on the Edge* 25-27 November 2005, Perth.

‘Windfarm proposals: Engaging the community early and often’ *Australian Wind Energy Association’s Auswind 2005 conference*, Manly, August 2005 (with Judy Lambert)

‘Values Mapping: A flexible tool for building sustainability partnerships’ *Beyond Declarations Conference Working Partnerships for Sustainability National Conference*, Manly; 16-18 March 2005 (with Judy Lambert and Bianca Priest).

‘A Clash of Values – intractable environmental conflict in Australia’. *Conflict Studies: The New Generation of Ideas conference*, Boston, USA 24-26 October 2002.

‘The meaning of success – measuring outcomes in public policy dispute resolution’. *6<sup>th</sup> National Mediation Conference*, 18-20 September 2002 Canberra.

‘Pictures of People and Partnerships: The human and community aspects of native vegetation, protection and management’. *Celebrating Ten Years Land & Water Australia’s Natural Resource Management Workshop*, Goulburn NSW. 29 November 2000 This paper downloads from the LWA web site [www.lwa.gov.au/loader.asp?URL=http://www.lwa.gov.au/%2Fdownloads%2Fjane\\_elix.doc](http://www.lwa.gov.au/loader.asp?URL=http://www.lwa.gov.au/%2Fdownloads%2Fjane_elix.doc)

‘Missed Opportunities: harnessing the potential of women in Australian agriculture’ *International Landcare 2000 Changing Landscapes Shaping Futures*. Melbourne 2-5 March 2000. (Presentation with Judy Lambert, on behalf of the project team and RIRDC and AFFA)

‘Missed Opportunities: harnessing the potential of women in Australian agriculture’ *Women and Labour Conference* 1998 Workshop presentation (on behalf of Community Solutions, RIRDC and AFFA).

‘Performance Appraisal for community organisations’ *Managing the Workplace Workshop*, 16-17 November 1995. Organised by Redfern Legal Centre Publishing, Presentation (in collaboration with Judy Lambert).

‘Community Consultation – involvement and participation; facts, fictions and fantasies’ *Localinks. The National Conference on Local Environmental Action* 10-12 May 1995, Melbourne. (Presentation with Judy Lambert)

‘Public Participation in Federal Government Inquiries’ *Defending the Environment Conference*, 7-8 May 1994, Adelaide. Organised by the Australian Centre for Environmental Law. (Presentation with Judy Lambert)

## Other

### **Major consultancies that made contributions to published reports**

‘Survey of Consumers of Cosmetic Surgery A report undertaken for the Cosmetic Surgery Inquiry’. Survey undertaken by Jane **Elix** and Judy Lambert made a major contribution to *The Cosmetic Surgery Report* Report to the NSW Minister for Health, Health Care Complaints Commission, Sydney, October 1999.

Public Interest Advocacy Centre, Working the system: a guide for citizens, consumers and communities, Pluto Press Australia, Sydney, 1996. This publication had extensive input, including the facilitation of consultative forums, by Jane **Elix** and Judy Lambert from Community Solutions.

The *Final Report of the ‘Have Your Say’ National seminar series on Future Communications Technologies: Issues and Opportunities*: Organised by the Consumers’ Telecommunications Network and the Small Enterprise Telecommunications Centre Ltd.. 1994. This publication was based on report on the consultation provided by Jane **Elix** and Judy Lambert to the Consumers’ Telecommunications Network.

The *NSW Rural Women’s Satellite Project 1993-94*. Joint authorship by NSW Agriculture, TAFE NSW, NSW Health and the NSW Board of Adult and Community Education. 1994. Jane **Elix** and Judy Lambert analysed and documented the material that formed the bulk of this report.

### **Committee Publications**

As a member of the Drought Policy Review Task Force, Jane **Elix** was responsible for signification contributions to the Task Force publication *Managing for Drought Volumes I & II*, AGPS, 1990.

As a member of the Ecologically Sustainable Development Working Group on Agriculture, Jane **Elix** was responsible for contributions to the *Working Group’s Final Report*, AGPS, 1991.

### **Earlier journal articles**

Elix, J. “Green girls and ecological housewives”, *Refractory Girl*, No 35, May 1990, pp 11-14.

Elix, J. “Society is beginning to take environmental issues seriously”, *Rural Business*, V 2., No 22, 1990, pp 11-12.

Elix, J. “Women in the green workforce”, *Habitat Australia*, Vol 17, No 6 Dec 1989, pp 10-12.

Elix J. “Kurnell Peninsula: still in the danger zone”, *Habitat Australia*, Vol 15, No. 3, June 1987, pp 11-12.

Elix J. “Toward 2000 National Agenda for Women”, *Australian Society*, Vol. 5, No. 4., April 1986, p 32.

Numerous unpublished consultancy reports, workshop presentations and community and other newsletter articles, and media reports and quotations.