



Curriculum Vitae – Robyn Anne Hill

Contact Details

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Qualifications & Achievements

- Bachelor of Laws (Honours) Queensland University of Technology 1992
- Admitted Legal Practitioner, Supreme Court of Queensland 1993
- Appointed Executive Director and Principal Registrar, Supreme and District Courts February 2007-2010
- Council member, Incorporated Council of Law Reporting February 2007-2010
- Member, Public Records and Review Committee, 2009-2010
- Appointed Commissioner, Queensland Law Reform Commission 2002-2005
- Accredited Duty Lawyer, Queensland Law Society 1996
- Co-author, "Juvenile Justice - A Legal Practitioners Guide" a joint initiative of Department of Family & Community Services & Legal Aid Queensland 1996

Skills

- Extensive executive management experience in the justice administration arena with particular success in leadership roles & driving change management programs
- Demonstrated capability in the conduct of complex legal & policy research & analysis, preparation of detailed reports, findings & recommendations, & the provision of associated strategic advice
- Superior liaison & consultation experience in the private, public & community sectors & the ability to develop critical relationships with key stakeholders;
- Highly tuned experience in the development of business strategy incorporating technology, human resource, communications, organisational change & process re-design components
- Strong track record in project management particularly in relation to challenging change management & technology projects
- Ability to think creatively & to innovate
- High level communication skills
- Ability to mentor others & to inspire within a team environment
- Strong work & professional ethic & ability to work effectively under pressure



Professional Experience

Executive Director and Principal Registrar Supreme & District Courts Queensland 2007 - 2010

The role leads and oversees registry services, court reporting, information management and technology, and corporate administration to provide essential support to the Supreme & District Courts throughout the State.

In this executive management role, Robyn has used her experience & skills to implement innovative and positive change, improve performance and public confidence in a complex political environment including:

- a major organisational restructure including the creation of new operational areas & amalgamation of others to better manage risk & deliver improved & additional court services;
- recruitment of a new senior management team;
- establishment of an improved governance framework to improve information sharing & reporting, to facilitate improved relationships with the judiciary & the Department of Justice & Attorney-General, & to drive strategy & initiative in the courts;
- development of critical relationships with key stakeholders ranging from judicial officers, senior government officials, other jurisdictions, other government agencies, members of the legal profession & professional bodies;
- extensive improvements to budget & resource management, financial reporting & the general provision of courts corporate services;
- extensive improvements to data management & performance reporting including changes in the approach to national reporting agendas; pursuit of an active change agenda in relation to legislation, rules & policy improvements to facilitate improved court services;
- review of business processes across jurisdictions across Queensland Courts to establish greater efficiency and consistency in the delivery of court services;
- creation of an environment which fosters innovative service solutions including the development of an eTrial, eCommerce & eFile framework;
- documentation and publication of improved court processes;
- improved staff mentoring & development.

In this role, Robyn has demonstrated:

- an acute awareness of modern court administration & litigation trends, opportunities, challenges & strategies & an ability to translate these in a practical context;
- a preparedness to make difficult & strategic management decisions & to engage with key people at all levels;
- an ability to manage challenging large scale projects incorporating technology, organisational change, human resources, financial, communication & client service elements;



- an ability to perform the statutory functions & duties of a Principal Registrar & to exercise court powers;
- a strong commitment to the efficient & effective delivery of court services to litigants, the legal profession & the broader community;
- articulated a vision for improved business process & systems, & followed through with practical strategies to achieve this vision;

This role has required Robyn's attendance and participation on the Supreme Court Rules Committee & membership of various other public councils & boards.

Principal, RAH Consulting & Consultant, Azure Innovation Pty Ltd 2006

During 2006, Robyn established a consulting business to provide strategic business advice to the private and public sectors.

Key projects include:

- Facilitation and provision of strategic advice re: planning, direction, approach in relation to a cultural and operational change management program for the whole of Queensland Courts which includes:
 - business process review and business process improvement,
 - learning and development
 - communications
 - information management and information technology (including key performance indicators and statistical reporting)
 - governance including legislative and policy review
 - assessment and improvement of efficiency and service delivery,
 - organisational culture, vision and values, and
 - incorporating *innovation* and *initiative* into day to day operations,
- Provision of strategic advice and development of a business case for the Department of Justice & Attorney-General Queensland for the prospective implementation of an enterprise wide Case Management System to support all courts and tribunals across Queensland.
- Feasibility Study in relation to the development and implementation of a Commonwealth Courts Portal to deliver integrated on-line services for the Family Court of Australia, the Federal Court of Australia and the Federal Magistrates Court. This study addressed issues of technical feasibility, market feasibility and organisational feasibility and included the development of a conceptual prototype screens / models.



The Feasibility Study was endorsed by the Chief Executives of each of the Commonwealth Courts in July 2006. The project has now proceeded into development.

- Post Implementation Review in relation to the rollout of a national case management system within the Federal Court of Australia. Issues considered included:
 - Performance and reliability
 - Usability
 - Workload
 - Workflow and work practices
 - Data quality and integrity
 - Satellite systems
 - Training, support and documentation
 - Governance
 - System modifications
 - Change management and communication
 - Work place health and safety

In the final report, one of the key strategies developed was to align all related projects thereby saving considerable resources and improve management of priorities and conflicting interests. This report has been endorsed by the Project Review Team and Steering Committee.

- Work on business requirements specifications and provision of general strategic advice in relation to the development of a case management system for the Tasmanian courts.

Senior Registrar & Acting Principal Registrar & Administrator Supreme & District Courts Queensland 2005

During her engagement in this senior management role, Robyn used her experience & skills to undertake and lead a major organisational review including:

- significant cultural & change management initiatives;
- examination of staff roles, position descriptions & organisational structure;
- an overhaul of the prevailing practices regarding statistical collation, management, dissemination & interpretation;
- the establishment of clearly defined governance arrangements associated with registry, judicial & departmental inter-relationships;
- introduction of a staff education & training regime;
- implementation of a communication strategy & implementation plan;
- business process re-engineering;
- the alignment of technology with re-designed business process;



- a review of legislation, rules & practice directions;
- introduction of centralised, documented policies & procedures;
- implementation of a Continual Process Improvement Program; &
- introduction of a client service philosophy.

Full-time Commissioner Queensland Law Reform Commission 2002-2005

Key Responsibilities

- Preparation of detailed papers & reports, & making findings & recommendations in relation to complex law reform references for tabling in Parliament;
- Proven track record in undertaking complex research & investigation;
- Proven track record in the development of strategic solutions to address complex problems;
- Analysis of complex material relevant to legal & social issues involved in references undertaken by the Commission, & the provision of legal advice in relation to those matters;
- Broad experience in high level law reform, the development of legislation & associated policy;
- Participation as a member of a body with a collegiate decision-making responsibility;
- Liaison & consultation with individual community members, professional & community groups, senior personnel in government departments, & members of parliament & cabinet.

Registrar Guardianship & Administration Tribunal Queensland 2001 – 2002

During this engagement, in an effort to meet budget limitations, Robyn initiated & led a significant organisational change agenda including:

- significant cultural & change management initiatives;
- examination & revision of staff roles & organisational structure;
- introduction of a staff education & training regime;
- implementation of a stakeholder engagement & communication strategy;
- business process re-engineering;



- the alignment of technology with re-designed business process;
- a review of legislation, rules & practice directions;
- introduction of centralised, documented policies & procedures;
- introduction of a client service philosophy.

Senior Deputy Registrar Court of Appeal Queensland 1997 – 2001

During this engagement, Robyn managed the development of a new electronic case management system and led a significant change process including:

- responsibility for the progress & successful completion of a project designed to automate the registry operations;
- negotiation with developers in relation to performance, system cost, responsibilities & user expectations;
- assessment & analysis of systems including: system performance, functionality, operation, management of data, data integrity, statistical analysis, reporting requirements;
- consultation with users;
- preparation of system specification, business & workflow plans, & associated system documentation
- examination & revision of staff roles & workflows;
- implementation of a communication strategy & implementation plan;
- business process re-engineering;
- the alignment of technology with re-designed business process;
- a review of legislation, rules & practice directions;
- significant cultural & change management initiatives;
- introduction of a training regime;
- introduction of centralised, documented policies & procedures.

Key Responsibilities

- Management of staff & operations of the court under the guidance of the President, Justice GE Fitzgerald, & later, Justice MA McMurdo;
- Strategic development & planning in relation to registry operations & court performance;
- Liaison with litigants & legal representatives to manage the throughput of cases in a timely manner;
- Performance of the statutory functions & powers of the registrar of the court.



Executive Legal & Policy Advisor
to the Deputy Director General
Department of Justice Queensland
1997

Key Responsibilities

- Provision of high quality legal & policy advice to the Deputy Director-General, the Director-General & the Attorney-General & Minister for Justice in relation to complex & politically sensitive matters;
- Superior research & investigation skills;
- Preparation of cabinet submissions, briefing notes, parliamentary questions on notice & ministerial correspondence;
- Management of special projects as required;
- Liaison with individual community members, professional & community groups, senior personnel in government departments, & members of parliament & cabinet.

Principal Project Officer
Courts Strategy & Research Branch
Department of Justice Queensland
1997

Key Responsibilities

- Development of strategic policy & improved processes for the Queensland courts system;
- Provision of high level legal & policy advice in relation to various court projects;
- Consultation with key stakeholders including judicial officers & senior government officials.



Tutor (Part-time)
Faculty of Law
Queensland University of Technology
1996 - 1997

Key Responsibilities

- Preparation & conduct of tutorials for groups of up to 30 law students;
- Examination & assessment of students.

Research Officer
Court of Appeal
Queensland
1996 - 1997

Key Responsibilities

- Preparation of legal opinions, legal advice & draft judgments in relation to various matters before the Court of Appeal;
- Conduct of legal research & analysis in relation to complex matters;
- Preparation of speeches & papers for the President of the Court, for example: The Honourable Justice GE. Fitzgerald, "Judicial Activism & Independence: One Australian Perspective" (1997) 114 *South African Law Journal* 486 & "Crime, Disadvantage, & Dilemmas of Justice", keynote speech, ANZSOC 12th Annual Conference, Brisbane, July 1997.

Special Project Officer
Department of Family & Community Services
Queensland
1995

Key Responsibilities

- Co-author, "Juvenile Justice - A Legal Practitioners Guide", a joint initiative of the Department of Family & Community Services & the Legal Aid Queensland (published 1996);
- Preparation of an education & training package for legal practitioners throughout Queensland, for roll out in conjunction with the release of the abovementioned "Legal Practitioners Guide";



- Provision of high level legal & policy advice regarding juvenile justice issues to senior departmental officers & the Minister for Family & Community Services;
- Liaison & consultation with stakeholders & service providers.

Legal Officer Public Defender's Office / Legal Aid Queensland 1988-1995

Key Responsibilities

- Preparation & conduct of litigation in the Supreme, District, Magistrates & Childrens Courts & various tribunals – in this regard, Robyn represented hundreds of clients including individuals classified as serious violent offenders, those classified as intractable prisoners, aboriginal persons from remote communities, & persons suffering from a mental illness or serious psychological disorder;
- Appearing as an advocate;
- Duty lawyer appearances;
- Negotiation & liaison with police & prosecuting authorities;
- Research & investigation;
- Liaison with multidisciplinary professionals.

Referees:

- The Honourable Justice J Byrne, Senior Judge Administrator, Supreme Court of Queensland, ph: 617 3247 4282
- The Honourable Justice M.A. McMurdo, President, Queensland Court of Appeal, ph: 617 3247 9212
- The Honourable Justice A. Lyons, Supreme Court of Queensland (former President, Queensland Guardianship & Administration Tribunal), ph: 617 3247 3925.
- Julie Grantham, Director-General, Department of Education and Training, ph: 617 3237 1070 / 0409 621 204