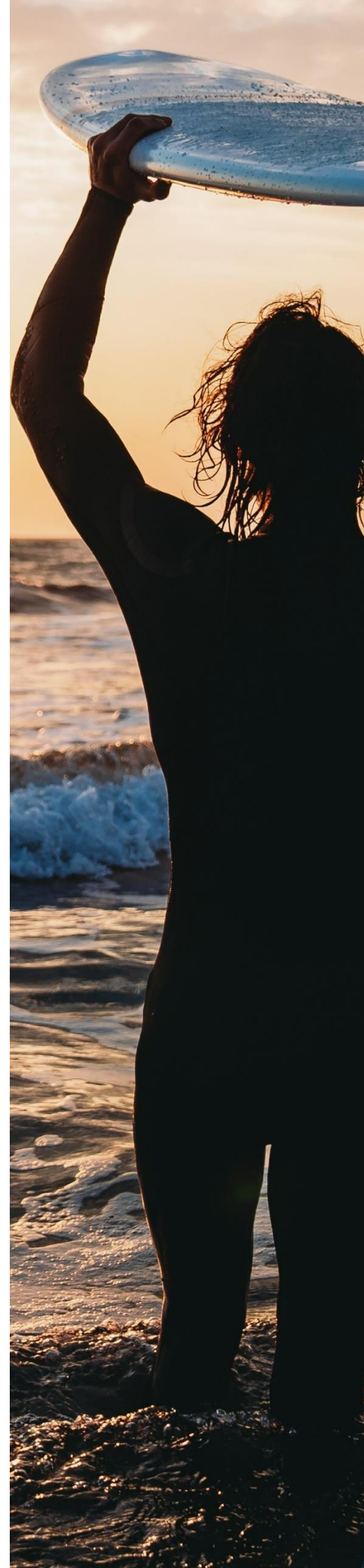


WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

**Chief Executive Officer
Standards Australia**
November 2023



Presented by Watermark Search International.
Trusted for over 40 years, focused on the future.



Position	Chief Executive Officer (CEO)
Department	Office of the CEO
Reports to	Chair of the Board
Location	Standards Australia, Sydney

About the Organisation

Standards Australia is an independent, self-funding, not-for-profit organisation recognised by the Australian Government as the peak non-government Standards body in Australia. The organisation's vision is to be a global leader in trusted solutions that empower communities.

Standards Australia brings together industry, government and consumer stakeholders across all sectors of the economy to develop internationally aligned Australian Standards® that deliver Net Benefit to Australia to help ensure the safety, reliability and performance of a range of products, services and systems.

Standards Australia also operates a multi-channel, multi-segment distribution model where different distributors are licenced to distribute Standards Australia's content. Standards Australia is also partnering with innovative organisations to develop new products to serve different market needs using SA's content.

Standards Australia is the Australian member of the International Organisation for Standardisation (ISO) and International Electrotechnical Commission (IEC).

Standards Australia has eighty-four (84) Members which include leading industry, government and consumer organisations. These Members have responsibility for electing the Directors and generally providing oversight of standardisation in Australia.

As a public company limited by guarantee there is a Board of Directors which manages the business of the company through the CEO.

For more information, please refer to standards.org.au

Role Overview

Reporting to the Chair and Board, the CEO will work with the Board members, existing and potential partners, Government and their relevant agencies and the private sector and industry associations involved with international development.

Standards Australia is investing in a long-term growth and transformation program, the CEO will develop a business model to ensure the long-term financial sustainability and reputation of the organisation.

Responsible for leading a team of 340+ staff, including a team of direct reports (Operations; Finance; Commercial; People and Performance; Engagement and Communications; and Business Development and Advisory) the CEO will drive organisational growth and transformation - leading and managing the change both culturally and commercially. This will include managing the change process at all levels including staff changes and communication with external stakeholders.

The role presents a unique opportunity to steer the transformation of an established and dynamic not-for-profit organisation, highly respected by the public and private sector. It offers an established and respected platform for those with a passion to make a positive impact to move the organisation toward fulfilling its vision and mission.

The measure of success will be the creation of a sustainable and valued organisation consistently delivering on its mission through increased reach, relevance, and revenue.

Key Responsibilities

Strategic Planning and Implementation

- Develop the next iteration of the 2020-2025 Strategic Plan for consideration and review by the Board, on a schedule determined by the Board, to advance the company's mission and objectives and to achieve stakeholder, productivity, financial, and growth goals.

Stakeholder Engagement and Public Relations

- Engage with national and international stakeholders to ensure that Standards Australia, its interests, mission, priorities, and services, are consistently represented in a strong and positive manner.
- Ensure appropriate representation for Standards Australia at relevant forums in Australia and internationally.
- Liaise and develop relationships with other key organisations such as Standards Australia's Members and Committee members, other industry associations, governments, regional/international Standards and conformance bodies, and relevant media.

Business Model Sustainability

- Ensure Standards Australia's long-term independence and sustainability through the development of commercially sound content, product, partnering and revenue diversification strategies consistent with the organisation's public purpose objectives.
- Develop effective strategies to address threats to Standards Australia's role and viability through disruption created by competition, technology, government policy or industry dynamics.

Financial, Investment and Risk Management

- Oversee the development of the annual budget, in the context of long term strategic and financial objectives, for Board approval and then manage organisational resources within budget.
- Oversee the development of investment, technology, risk management and communications strategies and plans for Board approval and monitoring.

Leadership and People Management

- Through strong leadership, maintain and build on the organisation's assets and competencies while responding to new challenges and developments. Develop and lead a cooperative and productive culture that strives for excellence and professionalism, inspires loyalty, and recognises and rewards superior performance.
- Provide leadership that fosters an environment that encourages new ideas and provides support for the development of emerging skills. Creates trust by displaying consistency and understanding through integrity and patience. Plans, seeks, and allocates resources in conjunction with the executive team to achieve outcomes.
- Anticipates and manages problems in ambiguous situations.
- Develops and selects appropriate courses of action and provides for contingencies.
- Evaluation, interpret and integrate complex bodies of information and draw logical conclusions, synthesize proposals, and defend options with reasoned argument.
- Commits significant resources in the face of uncertainty and takes calculated risks to improve performance and achieve challenging goals.
- Formulates and implements contingency plans to minimize the impact of potential risks.
- Flexible in response to external change or when faced with external constraints.
- Identifies and promotes the opportunities arising from change.
- Manage human resources according to policies and procedures that comply with current laws and best practice.

Operations

- Oversee best practice and drive innovation in Standards development operations to ensure optimal efficiency and achievement of production and growth targets, quality, and excellence in customer support and service.
- Monitor all aspects of the organisation's operational and financial performance and revise objectives and plans where required to adjust to current conditions.

Board and Member Administration and Support

- Support and foster the relationship between and the administration of the Board and Members of Standards Australia.

Qualifications and Experience

Minimum Education / Professional Qualifications and Experience Required

- A bachelor's or master's degree in a relevant field such as business, economics, or finance, management, or public administration. Knowledge of corporate governance, finance and performance management principles, and general finance and budgeting.
- Minimum of ten (10) years' experience in a senior leadership/executive level role required, CEO or equivalent experience desirable.

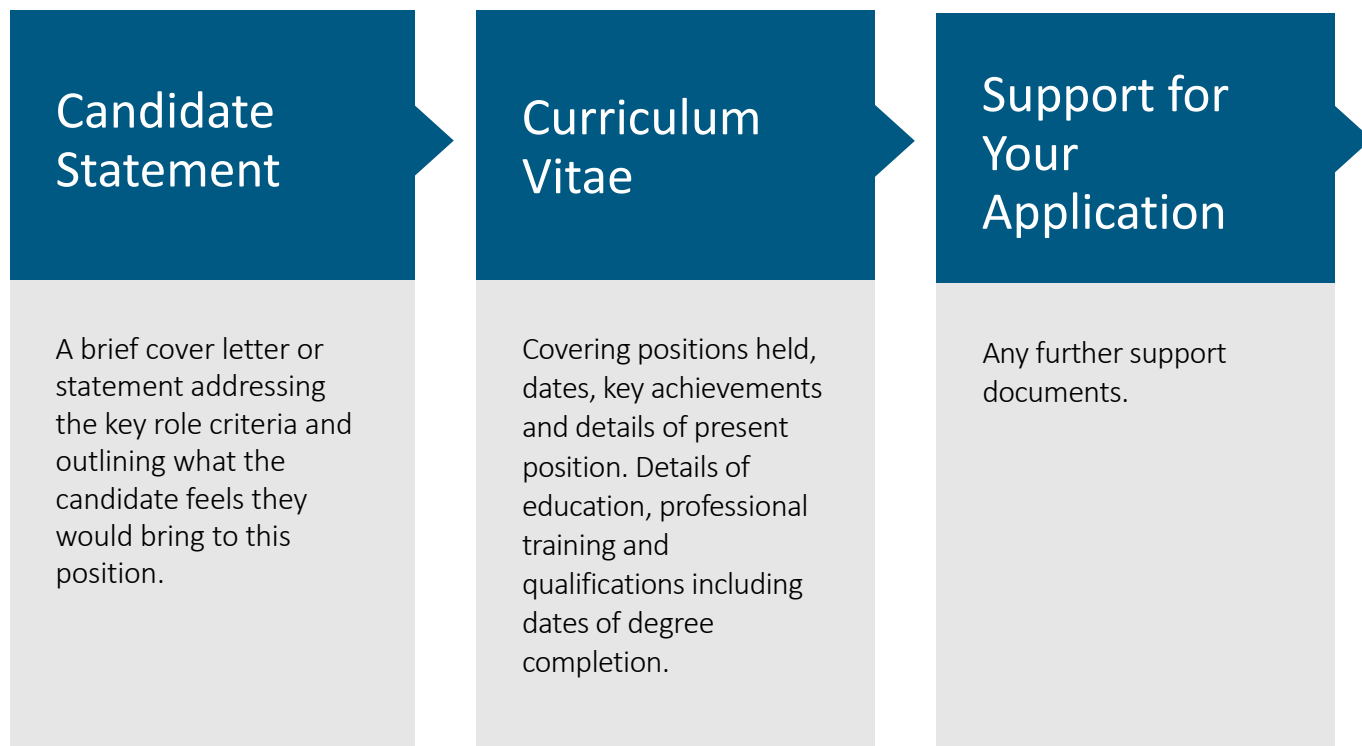
Key Competencies

- Experience operating at executive level in an organisation, possessing the strategic capability and operational expertise to drive the change to Standards Australia's business model.
- Demonstrated CEO experience of a similar sized (and similarly complex) organisation, from day-to-day leadership of people to oversight of organisational policies and procedures.
- A demonstrable track record in transformational change, specifically experience of driving digital transformation in a similar organisation.
- Leadership experience in directing and mentoring teams to be high performing and delivering to the best of their ability.
- Demonstrated experience of meaningful external relationships with government, members, the private sector, and other key players.
- Demonstrable track record in identifying and bringing business opportunities to fruition.
- Financial management - including contract negotiations and contract management.
- Confidence and experience with communications and public relation principles and practices
- Gravitas - Interpersonal, verbal and communication skills of the highest order.
- An understanding of the not-for-profit environment.
- An awareness of financial investment and experience dealing with external investment managers will be highly regarded.
- The role requires willingness to work a flexible schedule and travel domestically and internationally.

How to Apply

An executive search is being undertaken by Watermark.

Applications for the position will need to include the following:



For a confidential discussion please call David Evans or Bronwen Kerr of Watermark Search International who are leading the search on behalf of Standards Australia.

David Evans

Partner, Executive Search
0414 285 537

Bronwen Kerr

Engagement Manager
0439 489 428

Erin Gillan

Project Administrator
02 9239 1215

Please send your application quoting **Ref No A005309** to Watermark Search International at search@watermarksearch.com.au. We will reply to the email address used for your application.

Close date: 11:59PM on Monday, 18 December 2023

Our Capabilities



Executive Search

Founded in 1979, we are one of the longest established Australian executive search firms. Even though we are, above all else, an Australian based firm, we have an established track record in attracting and then securing, overseas candidates.

We have considerable expertise in senior executive appointments across a broad range of public and private sector organisations. Our firm has been built on a substantial body of work undertaken for publicly listed companies, private companies, professional services, state owned corporations, government agencies, departments and advisory boards.



Interim Executive

We provide immediate and high-level specialist executives with the experience to bring stability to and provide guardianship for a company during a period of change, executive absence or performance turnaround. We also assist with providing executives who deliver on projects, programs or specialist reviews. When clients are ready to appoint an executive, we normally complete the assignment within two weeks. Our latest survey shows that those executives remain in place for an average of 9 months.



Board Appointments

We believe that strong boards make for better organisations and improved business performance. In conducting searches we do not simply look for 'a name' but rather search for candidates with the relevant skills to add real value to a board. We often start our board search by working with the client to produce a Board Skills Matrix, which then informs the specific brief.

Our track record ensures familiarity with the specific, and often sensitive, challenges involved in appointing Non-Executive Directors and Chairs with the right skill, personal and cultural fit.



Thought Leadership

As thought leaders, we undertake various pieces of research and market analysis to form our Agile Leadership Lessons Podcast, Annual Interim Executive Survey and Board Diversity Index. To view our current reports please [click here](#).

Candidate Care



At Watermark, we recognise we have a duty of care to both our clients and the candidates. As an ambassador for Standards Australia, we recognise how important our role is in representing your brand, we take this responsibility seriously and treat successful and unsuccessful applicants with the same level of respect:

- All candidates filtered out before an initial interview are advised in writing.
- Candidates sourced by Watermark are called and given feedback on their performance throughout the selection process; this includes feedback about their experience, knowledge, capabilities and fit for the organisation as well as feedback about their interviewing and presentation techniques.
- Candidates who proceed to client interviews are debriefed and receive feedback either face-to-face or over the phone; this includes feedback as outlined above, plus specific feedback from any notes taken during the interview. We also provide feedback on areas for development such as interview skills, professional development and career guidance.

Candidate Charter



We respect our candidates as individuals and value them as an integral asset to our business. Our focus is on understanding their talents and aspirations and matching them to the right role and organisation. Whether we approach you about a specific role or you contact us to explore opportunities, we want you to experience our commitment to providing a seamlessly professional, constructive, integrity driven service where we care about our engagement with you.

Watermark Search are members of the [Association of Executive Search Consultants](https://www.aesc.org) (AESC) which means their Code of Professional Practice applies to us.

AESC members:

- Integrity - conduct themselves and their business activities with absolute integrity and are at all times open, honest, and worthy of trust.
- Excellence - focus on their clients' unique business needs, providing high quality service and using rigorous results-focused methodologies.
- Objectivity - serve as trusted advisors, exercising independent, objective judgment.
- Diversity and Inclusion - value diverse leadership. They identify the most qualified talent by searching and assessing without bias.
- Confidentiality - always respect any confidential information entrusted to them by clients and candidates.
- Avoiding Conflicts of Interest - avoid conflicts of interest with clients and candidates. Where a potential conflict may exist, members disclose and resolve those conflicts.

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If ever you feel we have not lived up to this code of ethics, please tell us. We want to know.

Email our Managing Director at David.Evans@watermarksearch.com.au.

Contact Us

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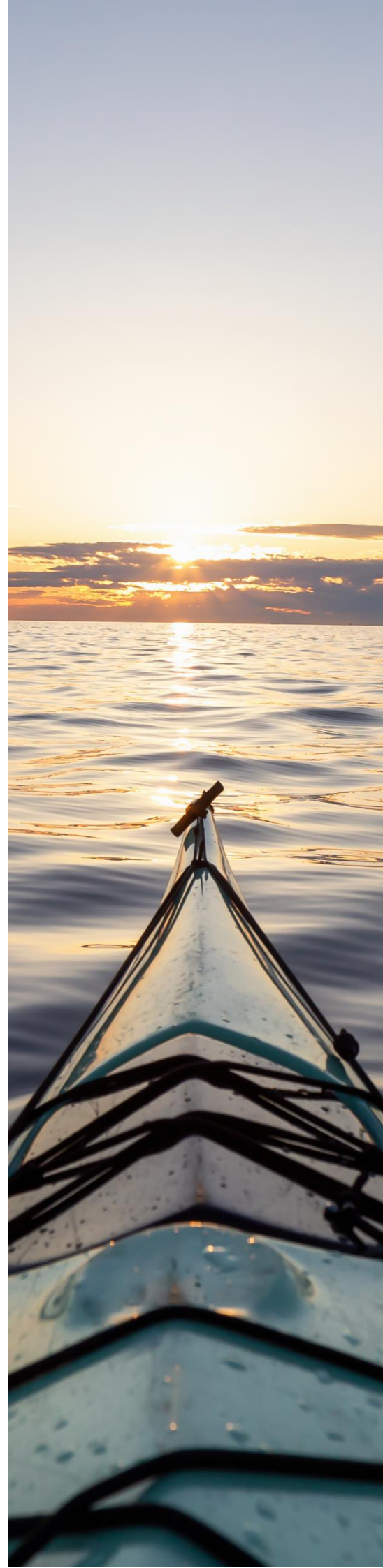
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