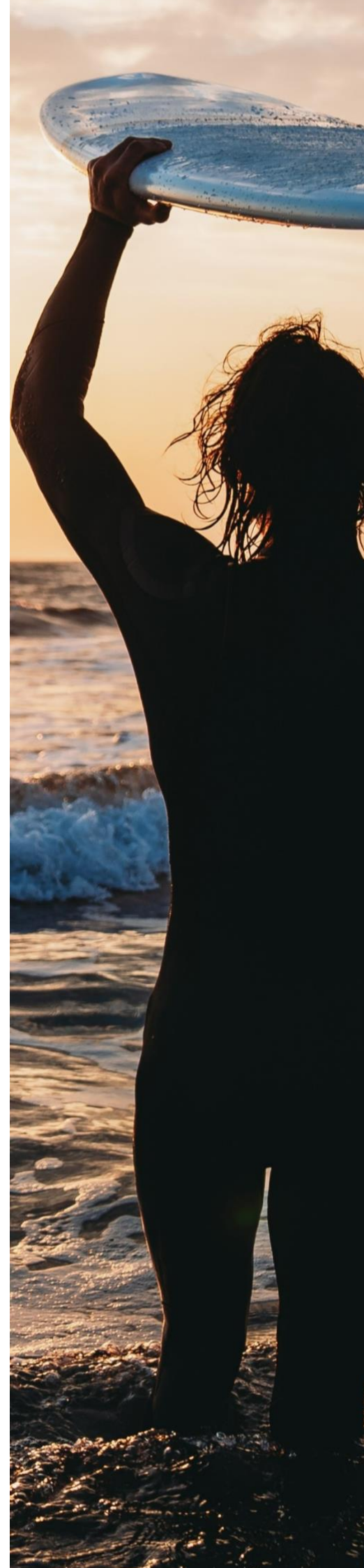


WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

**Chief Logistics Officer
(Executive Director, Logistics)
HealthShare Victoria (HSV)
March 2025**



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



Role Summary (Online Advertising Text)

- Help shape supply chain and logistics across Victoria's dynamic public health sector
- Lead complex projects and work programs with strategic significance
- Senior Executive (Victorian Public Sector Band 2) role in a collaborative team environment

About the Role

As the Chief Logistics Officer (CLO) at HealthShare Victoria (HSV), you have the unique opportunity to directly shape and support supply chain and logistics across Victoria's expanding public health sector.

Reporting to the Chief Executive, the CLO plays a critical role in coordinating HSV's logistics and immediate support functions including Warehousing, Transport, Distribution, Integrated Business Planning, Supply Chain systems development & maintenance, as well as data and analytics function for and on behalf of the public health sector across the whole of Victoria. An uncompromising focus on quality and collaborative engagement with stakeholders enables HSV to get the right products, to the right places, at the right time, increasing value for customers and ultimately the Victorian Public.

The role is a functional and strategic leadership position within HSV that will drive strategic change, operational efficiencies and value delivery to ensure that Health Services across Victoria benefit from the centralisation of a state-wide medical consumables Supply Chain function. The CLO leads supply chain and logistics strategy implementation and adoption, aligned with HSV's future and end state consolidated logistics offering. The CLO is integral to the Executive Leadership Team's efforts to grow the capacity, capability, culture and maturity of HSV, by actively participating in HSV's strategic development and importantly, delivering on the annual business plan and business unit deliverables.

Alongside the Executive Leadership Team, the CLO helps lead a well-regarded and high performing organisation that has a reach and impact wider than its physical footprint; built around an entrenched excellence mentality and a commitment to investing in its people and well-developed partnerships.

About you

As a progressive leader and a forward-thinking strategist, you approach challenging situations with optimism and curiosity. You enjoy working for the benefit of the Victorian people and bring energy and commitment to our shared passion and vision of *driving Health, Safety and Value in everything we do*.

You are an authentic and energetic leader with a contemporary logistics skill set and a proven track-record managing complex supply chain activities at scale with an adept ability to enhance efficiency, consistency and reliability in a multi-divisional, customer centric and decentralised organisation. Proven experience leading a logistics function within FMCG or Retail, including Warehousing, Distribution, Transport, utilising modern systems and leading large teams through significant change is key. Although not a pre-requisite, knowledge and experience in health sector related supply chain and logistics, will also be highly regarded and help you to capitalise on opportunities.

Operating as a trusted advisor, it is imperative you possess high level business acumen, integrity and proven interpersonal and communication skills, as your approach to establishing and strengthening relationships as well as your ability to make influence change will prove pivotal to your success in the role. You are comfortable working in a fast-paced environment and acting on multi-dimensional and complex issues. You enjoy being hands-on and are decisive yet diplomatic, with a unique ability to build consensus and deliver exceptional customer service, engaging purposefully whilst fostering a sense of shared purpose among your team and stakeholders.

With a safety-first mindset, you will enjoy providing high-quality, objective advice, making value-added recommendations and continuously improving internal methodologies to incorporate best practice and ensure HSV services are supported appropriately by technology rather than as stand-alone solutions. Alongside the continued improvement and evolution of systems, timely performance reviews and reporting as well as development of risk mitigation strategies are also important. Moreover, ensuring governance and compliance with legislative and statutory obligations and ensuring process integrity measures are in place are essential elements of the role as is ongoing education, closing capability gaps and further enhancing organisational functionality.

Calm under pressure and possessing an analytical mindset, you thrive in dynamic operational environments and are skilled at negotiating and anticipating future organisational needs, using your subject matter expertise and credibility to prioritise effectively and solve issues proactively with internal and external stakeholders alike and ahead of time.

Finally, you are a proud internal champion of our values (being customer centric, accountable, respectful, solutions focused and open) ensuring we achieve outcomes that maximise value for clients whilst positively influencing the internal operating environment, making HSV a great place to work.

About the HealthShare Victoria (HSV)

HSV is a commercially oriented independent provider of procurement and other supply chain services to Victoria's public health sector.

HSV's purpose is to partner with Victoria's public health services and suppliers to support better value for the public health sector and better outcomes for their patients.

Our focus is on the end-to-end supply chain needs of health services to ensure Victoria's public health services have access to goods that may be in higher demand or difficult to access. Under the Health Services Act 1988 (Vic), we administer compliance-related functions, and work with health services to assist them in meeting compliance and probity obligations.

As a customer-focused service organisation, we concentrate on providing services that our public health service customers can rely on, and our work supports our health service customers in delivering safe, high-quality, and sustainable healthcare for all Victorians.

We work with our health service customers, partners, suppliers and stakeholders to save time, effort and resources, which helps Victoria's health system save more lives.

Our People

Our people are at the heart of our business, are experts in their field and make a meaningful difference. We are committed to a safe and positive workplace culture, and we stand behind our *values*:

- **Customer-centric:** Our customers, employees and stakeholders have confidence we will do the right thing
- **Accountable:** We do things to a high standard and do what we say we will do
- **Respectful:** We listen to and support our people and stakeholders to do the right thing
- **Solutions-focused:** We work together to find solutions that meet objectives and incorporate lessons for the future
- **Open:** We are open to new ideas and change and we engage freely with our people, customers and stakeholders

What you should know

HSV is an inclusive employer. We welcome applications from Aboriginal and Torres Strait Islander peoples, people living with disability, members of the LGBTI communities, and people from across all cultures.

To be eligible for employment with HSV, you must be an Australian citizen. A candidate's suitability for employment will be assessed through a pre-employment screening process which will include a criminal history check. This will be arranged for you, if successful.

Application Instructions

Please send your Expression of Interest quoting Ref No **A005891** to Watermark Search International. Email: search@watermarksearch.com.au We will reply to the email address used for your application.

Your application should include:

- A complete current resume
- A one-page cover letter (maximum 750 words) quoting reference **A005891**

Your cover letter should highlight relevant examples and accomplishments that demonstrate:

- Your ability to lead people to deliver results.
- Why you want to work for us.
- What you will bring to the role.
- Demonstrated experience in driving the delivery complex supply chain and logistics activities at scale.

The closing date for applications is Sunday, 6th April 2025.

If you would like further information, including an in-depth candidate briefing pack, please contact Chris Grant (Partner, Watermark Search) on 0493 714 171 or Bronwen Kerr (Engagement Manager, Watermark Search) on (02) 9233 1200 or email search@watermarksearch.com.au.

About the Organisation

HSV was established on 1 January 2021 as a commercially oriented independent provider of supply chain, procurement and corporate shared services to Victoria's public health sector. HSV's purpose is to partner with Victoria's public health services and suppliers to support better value for the public health sector and better outcomes for their patients.

Our focus is on the end-to-end supply chain needs of health services, including operating the State Supply Chain, to ensure Victoria's public health services have access to goods that may be in higher demand or difficult to access. Under the Health Services Act 1988 (Vic), we administer compliance-related functions and work with health services to assist them in meeting compliance and probity obligations.

As a customer-focused service organisation, we concentrate on providing services that our public health service customers can rely on, and our work supports our health service customers in delivering safe, high-quality and sustainable healthcare for all Victorians.

For more information, please refer to <https://healthsharevic.org.au/>

To access HSV's 2022-23 Annual Report: [2022-23-HealthShare-Victoria-Annual-Report.pdf \(healthsharevic.org.au\)](#)

To access HSV's 2021 – 25 Strategic Plan: [HSV-Strategic-Plan-2021-25.pdf \(healthsharevic.org.au\)](#)

To find out more information on HSV's approach to procurement: [Our approach to procurement » HealthShare Victoria](#)

Primary Purpose of the Role

Reports to:	Chief Executive (CE)
Direct Reports:	<ul style="list-style-type: none">• Director, Logistics• General Manager, Data and Analytics
Classification:	Public Entity Senior Executive Service Band 2

Position Summary

Reporting to the Chief Executive, the Chief Logistics Officer directs and coordinates HSV's logistics and immediate support functions including Warehousing, Transport, Distribution, Integrated Business Planning, Supply Chain systems development & maintenance, as well as enterprise data and analytics function for and on behalf of the public health sector across the whole of Victoria; in accordance with the policies, goals and objectives established by the Chief Executive and HSV Board.

As HSV's services and impact to Health Services expands, the Chief Logistics Officer will drive strategic change, operational efficiencies and value delivery to ensure that Health Services across Victoria benefit from the centralisation of a state-wide medical consumables Supply Chain function.

The CLO as part of the Executive Leadership Team (ELT) will support the Chief Executive to grow the capacity, capability, culture and maturity of HSV, by actively participating in HSV's strategic development, delivering the annual business plan as well as organisational reporting pertaining to business unit specific deliverables. This will include (but is not limited to) reporting against the Business Plan, Statement of Priorities, Organisational Key Performance Indicators (KPIs), people development and strategic objectives.

HSV's Executive leaders have a future-focused, continuous improvement mindset coupled with strong commercial acumen. They are collaborative and communicate clearly with internal and external stakeholders. With a safety-first mindset, they innovate and challenge those around them to collaborate and work efficiently to grow HSV, keeping customer centricity central in everything they do. They are resilient and resourceful leaders who role model HSV's Values. Executive leaders are active mentors and support people reaching their full potential.

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Specific Duties and Responsibilities

Logistics Services:

- Work with the Chief Executive and Executive Leadership team to take HealthShare Victoria to the next stage of its growth, leading the relevant Logistics and support functions with overall responsibility for the effective management of the Order to Cash Supply Chain.
- Continuously develop and maintain a safety culture within the Logistics functions, in line with relevant legislative requirements.
- Determine, agree and execute the operational and strategic business plans for the logistics functions, achieving or exceeding planned objectives
- Strategic and tactical integrated business planning responsibility, assuring the continued supply of medical consumables available in the HSV catalogue, ensuring working capital budgets are adhered to.
- Develop and deliver a Supply Chain Network solution, being that HSV operates a Wholesale model for the provision of criteria defined Medical Consumable (Med Con) products to Victorian public health services. Including health service logistics consolidation, Health Service Supply catalogue & Distribution Centre ranging principles, Metro & Regional Health Service Supply Strategy.
- Strategic responsibility for implementing and streamlining HSV Logistics services, ensuring scalability and flexibility that will meet agreed future state network design principles.
- Lead all risk mitigation planning associated with HSV logistics services, representing the business unit and working closely with Head Enterprise Risk to ensure strategies are in place, reviewed and updated bi-annually, or as need dictates.
- Strategic accountability for the delivery of an augmented enterprise analytics function, designed to meet the immediate and future needs of the organisation. The Chief Logistics Officer is the enterprise owner of all data elements and works closely with GM Data and Analytics to ensure functional owners are educated re data management responsibilities.
- Strategic accountable for scoping required systems that will support HSV's current and future state Logistics business model. The Chief Logistics Officer is the enterprise owner of Logistics systems and is accountable for the preparation and delivery of business cases to support future capital investment in relevant technology platforms.
- Functional accountability for the delivery of agreed business unit initiatives on an annual basis – aligned to defined and agreed roadmap.
- Strategic accountability for the development of a Continuous Improvement program of work that supports the drive for perpetually increased efficiencies in the logistics business unit.
- Ownership and accountability for the financial performance of the logistics business unit, including the development of annual operating budget plans, capital budgeting and volume based adjusted budget management.

Management:

- As a member of HSV's Executive Leadership Team, develop and implement agreed organisational strategies aligned to short- and longer-term business objectives, leading and supporting the standardisation of team and individual goal setting, performance management and delivery of expected and agreed financial targets.
- Managing risks for an operationally critical organisation and delivering on the Board's strategy within agreed budgets.
- Work with the Executive Leadership Team to build a customer-centred approach to service delivery with a focus on the experiences of health services in an evidenced based, commercially and clinically led way.
- Driving financial performance and continuous improvement to improve outcomes in an increasingly budget-constrained environment.

Leadership:

- Foster a workplace culture that is consistent with HSV's organisational culture emphasising organisational values.
- Maintain strong lines of communication with key HSV stakeholders to ensure the smooth operation of the organisation.

- Support organisational change and growth to assist HSV in fulfilling its legislative functions in line with its Strategic Plan.
- As a member of the Executive Leadership Team, actively participate in and contribute to formal meetings and other associated activities.
- Perform senior management / executive responsibilities as agreed with the Chief Executive.
- Comply with relevant financial and non-financial authorities outlined in the Delegations of Authority instrument.
- Identify and make structured recommendations for HSV to improve processes, workplace health and safety, quality and service delivery outcomes.
- Maintain and develop open and transparent lines of communication with other ELT members, and HSV senior managers including participating in meetings at the individual and divisional levels
- Provide oversight and direction for direct reports supporting the successful delivery of agreed business plans and oversee project delivery, workload prioritisation, performance and professional development needs.
- Assist Human Resources to recruit, interview, select, and hire new employees related to the position and oversee new employee on-boarding, induction and development planning.
- Contribute to the authoring and implementation of the annual HSV business plan.
- Report to the HSV Board and other appropriate committees as required.
- Establish a clear direction and understanding; working with the HSV ELT; of the logistics services vision and path to achieve. Engage key stakeholders from DoH, health services, suppliers and HSV staff to ensure this is understood, supported and executed with ongoing support and confidence of delivery.
- Clearly communicate a vision, setting clear strategic direction for direct reports, enhancing their leadership capacity and capability by supporting and guiding individual and team development.
- Foster a workplace culture that is consistent with desired organisational culture and role model the values of HSV: integrity, achievement, respect, communication, collaboration and teamwork.
- Support and participate in organisational change and growth enabling activities to assist HSV in fulfilling its legislative functions in line with its Strategic Plan.
- Empower employees to take responsibility for their roles through the delegation of tasks and encouraging accountability and regular feedback.

BeSafe:

- Support the implementation of the BeSafe strategy to improve safety culture and outcomes across the business.
- Maintain an active participation in all aspects of supply chain safety, compliance, regulation, and innovation to ensure HSV is kept informed of new and emerging risks and risk control solutions and prepared and proactive with regards to incident, injury, and hazard mitigation.
- Support the development of risk assessments and management of safety across HSV
- Help coordinate BeSafe activities, forums, and training to help create a robust safety culture at HSV.
- Actively engage with team members to communicate, educate, and facilitate awareness of risks and to mitigate adverse incidents and achieve positive safety outcomes.
- Promote Health and Wellbeing Committee (HAWC) initiatives across portfolio.
- Take reasonable care for your own safety and act in a safe manner to reduce risk to others.
- Work in accordance and cooperate with HSV BeSafe policies, procedures, and safe work practices. Attend any BeSafe activities, forums, and training to help create a robust safety culture at HSV.
- Report hazards, incidents, and injuries in a timely manner, and alert your manager or OHS/BeSafe committee member to any unsafe practice. Take part in actions to eliminate hazards.
- Take affirmative action to ensure your own safety such as wearing the required personal protective equipment, follow organisation COVID procedures, adhere to cleanliness requirements and take part in any required attestations.
- Seek information and advice, when necessary, when carrying out any new or unfamiliar work. Do not undertake work outside your skill set, knowledge, or licence.

HSV Values and Cross Functional Collaboration:

Establish and maintain strong working relationships with key individuals and groups across HSV's stakeholder organisations, both internal and external, and develop and apply appropriate engagement and consultation strategies in line with HSV's values.

- Specifically, establish and maintain trusted relationships with relevant personnel in the DOH and Health Services to enable the Victorian health systems supply chain to operate effectively. (Specifically – Chief Procurement Officers, Chief Financial Officers, Supply Managers and DH personnel responsible for HSV performance)
- Establish and maintain effective operational and tactical relationships with Suppliers to ensure early visibility of potential supply issues, working collaboratively to risk mitigate.
- Provide advice to (and at times be a member of) Expert Reference Groups including Board subcommittees, and relevant state and national entities (state health services)
- Work with Chief Procurement officer and Director Customer Engagement to ensure an aligned approach with Health Services for the purpose of logistics consolidation, as defined in HSV's annual Statement of Priority.
- Establish and maintain an open and communicative relationship with Procurement and Supply Chain Committee Chair and associated members, ensuring attendance at PSCC monthly forums, leading discussions pertaining to Logistics strategy.
- Represent HSV in appropriate forums to strengthen relationships and improve mutual understanding.
- Place a priority on effectively working with stakeholders from other divisions within the organisation for mutual benefit by seeking and incorporating feedback that will benefit organisational objectives.
- Develop skill levels of team members to ensure that functional requirements of Finance Systems can be met internally within the Finance Systems team and to ensure absences/employee departures can be appropriately covered.
- Value the contribution of our internal and external stakeholders and contribute beyond our own tasks to achieve organisational goals and demonstrate this in goal setting.
- Uphold HSV values:
 - **Customer-centric;** We work with our customer and put them at the centre of our decision making.
 - **Solutions-focused;** We work together to find the best operational and commercial outcomes.
 - **Accountable;** We do what we say we will do
 - **Respectful;** We treat people the way we would like to be treated and work together in a safe, kind and honest way.
 - **Open;** We welcome new ideas and change as we continue to learn and grow.

Priority Leadership Capabilities: Executives:

- HSV's Executive leaders have a future-focused mindset and strong commercial acumen. They excel at collaboration and clear communication and have a track record of converting strategy into outcomes for HSV and our customers. With a safety-first mindset, they innovate and challenge those around them to collaborate and work efficiently to grow HSV whilst maintaining quality. They are resilient and resourceful leaders who role model HSV's Values. Executive leaders are active mentors and support people reaching their full potential. Priority capabilities include:
 - **Leads Health & Safety:** Builds a culture of physical and psychological safety and encourages proactive safety behaviours. Shares a vision of the team's safety goals and communicates the roadmap to achieve them. Inspires the team toward their vision using motivational and supportive communication. Actively cares for the health, safety and general wellbeing of individuals within the team. Role models safety compliant behaviours, thereby setting the benchmark that is expected. Ensures all safety aspects/elements of work are fair and reasonable.
 - **Future Focused:** Anticipates how changes in the external environment are likely to impact HSV and applies the foresight to HSV's benefit. Works across different customers, stakeholders, levels of government and the private and not-for-profit sectors to gain insight and information around future trends impacting HSV.
 - **Commercial:** Strategically manages HSV's assets and resources to ensure operational excellence

- **Strategic Thinker:** Translate visionary ideas and new perspectives into viable actions Has a comprehensive understanding of HSV's external environment and anticipates the impact of changes. Engages stakeholders in the development of organisational strategy and policy. Evaluates strategy implementation and results and makes necessary strategic adjustments.
- **Customer Focused:** Creates a culture that embraces high-quality customer service across HSV, ensuring customer focus is prioritised and realised through organisational values, strategy and activities. Focuses on better understanding customer needs and ensuring continuous improvement in service delivery. Clearly articulates the value HSV delivers.

Data Security:

- Comply with HSV data management policies and procedures, and report breaches and/or vulnerabilities to your manager or the IT Service Management team.
- Establish an ongoing partnering relationship with the Information technology area within HSV to ensure relevant data is captured, available and used in a secure manner to protect the privacy and intellectual property of any such data and the organisational security framework of HSV and its environment.

Other Duties:

- While the principal duties of this position are as above, the Chief Logistics Officer may be required to undertake other duties from time to time.

Qualifications and Experience Required

Academic:

- Degree qualified in Business, Supply Chain, Logistics or Manufacturing.
- Master of Business Administration (desirable)

Experience

- 10+ years in a senior leadership / executive position with an FMCG or Retail organisation leading Logistics business processes, including Warehousing, Distribution, Transport and the scope and implementation of relevant technology platforms.
- Demonstrated experience and understanding of Supply Chain cost modelling principles aligned with an integrated, in-house logistics function.
- Proven track record of managing, developing and delivering strategies, business opportunities, problem solving and change.
- Experience transport/logistics/supply chain industries; broader experience with organisationally (research/strategy, legal/commercial, statutory, geographic) complex business, business models and stakeholders is important. Health sectors experience desirable.
- Knowledge and experience in the public health sector, supply chain and clinical engagement (desirable but not mandatory)
- Experience working within an area that has high regulatory and technical specialist requirements e.g. clinical, environmental engagement as core determinant of the commercial working environment is desirable but not mandatory.
- Proven experience in driving cost and service improvements in a multi-divisional, decentralised organisation
- Experience working with governance requirements and risk management systems within a statutory authority (desirable)

Personal

- Strong business / commercial / financial / strategic acumen with a value creation mindset.
- Strong business acumen, with high level of understanding of the broader business issues as well as the inner working in the public health services.
- Strong communication and leadership skills, with an ability to communicate clearly with a wide range of stakeholders, of varying levels, and both internal and external to the organisation.

- Executive presence coupled with a results-driven orientation.
- Articulate communicator. Demonstrated success in influencing supplier business and clinical decision outcome highly preferable.
- Demonstrated ability to successfully lead and implement change resulting in measurable improvement with multiple stakeholders.
- Ability to think strategically whilst at the same time being able to advance corporate objectives at a tactical level.
- Ability to act as a conduit between technical, operational and functional workstreams in driving outcomes.
- Willingness to travel including to rural Victoria and interstate as required.
- Able to comply with the inherent requirements of positions at HSV: of “good character” and a “fit and proper person” to perform the position; able to uphold the HSV Code of Conduct and the Code of Conduct for Victorian Public Sector Employees; able to perform the position without posing an unacceptable risk to the occupational health and safety of other workers, or to oneself; able to perform the functions or tasks that are necessary to achieve the outcomes of the position; free of conflicts or prejudices that would prevent one from performing the duties of the position in an impartial way.

Location(s) for Work

- Primary:
 - Office, 11/50 Lonsdale Street, Melbourne VIC 3000.
 - Derrimut Distribution Centre: Foxley Court Derrimut, Victoria; and
 - Dandenong Distribution Centre: Ordish Road Dandenong South, Victoria.
- The role requires regular travel and attendance across all HSV locations, as travel is an inherent requirement of the role no travel allowances of KLM claims apply as this is considered in the position total remuneration.
- As relevant the role may be required to “work from home” from time to time.

Personal

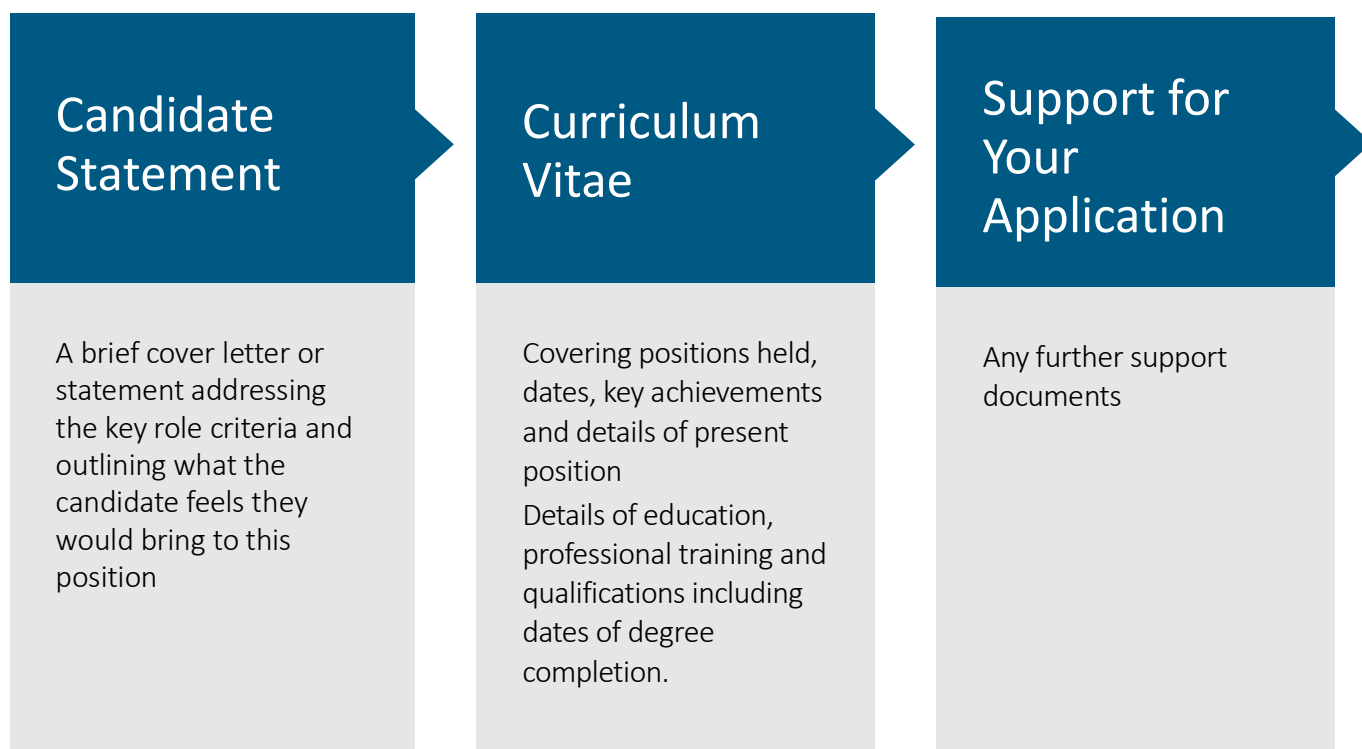
- Strong business acumen, with high level of understanding of broader business issues.
- Articulate communicator. Demonstrated success in influencing supplier business and clinical decision outcome highly preferable.
- A determined, yet cooperative style with the ability to manage a number of competing priorities and be prepared to roll up their sleeves to support the team as required including to achieve tight timeframes.
- Outstanding problem-solving skills and sound judgement to resolve complex business issues that is underpinned by a strong analytical mindset.
- Superior negotiation skills that have been applied to large commercial contracts.
- Ability to identify and sell procurement’s value to our client base.
- Demonstrated ability to successfully lead and implement change resulting in measurable improvement with multiple stakeholders.
- Understanding of government processes and procurement requirements as well as the inner working in the public health services Strong ‘team builder’ with the ability to develop and maintain positive working relationships with people at all levels within and outside the organisation; ability to lead a team to best practice outcomes.
- Superior communication skills in providing information and advice to external and internal stakeholders both written and verbal.
- Excellent interpersonal skills, including an ability to negotiate and influence others with diplomacy, tact and discretion.
- Enthusiasm, energy, inquisitiveness, initiative and innovative thinking.
- Able to:
 - Comply with the inherent requirements of positions at HSV: of “good character” and a “fit and proper person” to perform the position
 - Uphold the HSV Code of Conduct and the Code of Conduct for Victorian Public Sector Employees.

- Perform the position without posing an unacceptable risk to the occupational health and safety of other workers, or to oneself.
 - Perform the functions or tasks that are necessary to achieve the outcomes of the position; free of conflicts or prejudices that would prevent one from performing the duties of the position in an impartial way.
- While the principal duties of this position are as above, the post holder may be required to undertake other duties from time to time

How to Apply

An executive search is being undertaken by Watermark alongside the public advertisement.

Applications for the position will need to include the following:



For a confidential discussion please call Chris or Bronwen of Watermark Search International who are leading the search on behalf of the Client.

Chris Grant

Partner, Executive Search
0493 967 781

Bronwen Kerr

Head of Engagement
0439 489 428

Mia Son

Project Administrator
03 8629 1317

Please send your application quoting **Ref No A005891** to Watermark Search International at search@watermarksearch.com.au. We will reply to the email address used for your application.

Closing date: Sunday 6th April 2025

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 Healthshare Victoria, 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](#) (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

Melbourne

Level 11, 385 Bourke Street
Melbourne VIC 3000
+61 3 8629 133

Sydney

Level 32, 200 George Street
Sydney NSW 2000
+61 2 9233 1200

watermarksearch.com.au



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