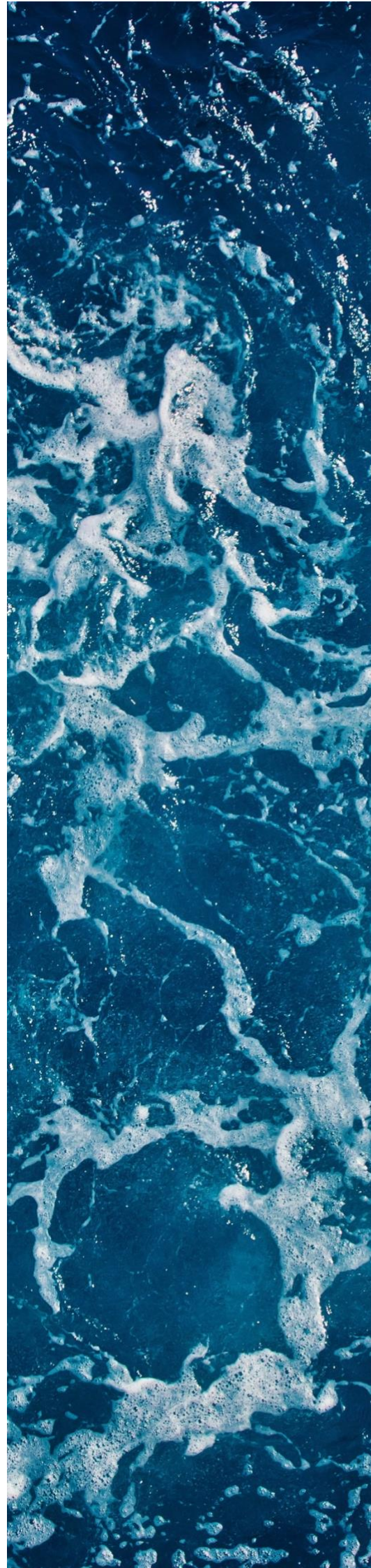


WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

**Chief People & Safety Officer
HealthShare Victoria**
June 2025



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



Role Summary

HealthShare Victoria

Chief People & Safety Officer (CPSO)

- Help shape capability and culture in one of Victoria's most dynamic public health organisations
- Lead people related 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 People & Safety Officer (CPSO) at HealthShare Victoria (HSV), you have the unique opportunity to directly shape and support the people involved in Victoria's critical health sector supply chain and logistics operations.

Reporting to the Chief Executive, the CPSO plays an integral role in the Executive Leadership Team (ELT) in coordinating HSV's people, culture and safety functions, driving improvement in the capability and capacity of all employees. An uncompromising focus on quality guidance, advice and training as well as collaborative engagement with stakeholders, will ensure the CPSO is able to materially contribute to HSV's stated mission of getting 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, capability uplift, 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 CPSO leads the development and implementation of a holistic and sustainable people, culture and safety strategy, reflecting HealthShare Victoria (HSV) values to enable delivery of the organisation's strategic priorities. The CPSO will also be expected to engage in highly complex industrial relations (IR) activities such as enterprise bargaining negotiations, classification reviews and the onboarding of health service employees and services with a range of internal and external stakeholders including Health Services, the Ministers Office, Department of Health, unions and employees. The CPSO 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 CPSO 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 contemporary leader, forward-thinking strategist and collaborative 'team builder', you approach challenging people related situations with optimism and curiosity. You enjoy working for the benefit of the Victorian people and bring energy and commitment to HSV's shared passion and vision of *driving Health, Safety and Value in everything we do*.

You are authentic and energetic, with a contemporary human resources and occupational health and safety skill-set as well as a proven track-record managing complex people, culture and safety 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 People, Culture and Safety function within FMCG / Retail, Distribution / Transport, or large Public Sector organisations utilising modern systems and leading 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 people and safety related methodologies to incorporate best practice and ensure HSV staff and services are supported appropriately. Alongside the continued improvement and evolution of our internal people practices and 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 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.

HSV's 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, HSV concentrate on providing services that our public health service customers can rely on, and their work supports our health service customers in delivering safe, high-quality, and sustainable healthcare for all Victorians.

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

People

HSV's people are at the heart of the organisation, are experts in their field and make a meaningful difference. HSV is committed to a safe and positive workplace culture and stand behind their *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 and 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 **A006013** 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 **A006013**

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

- Your ability to lead people to deliver results in a similar CPSO capacity.
- Why you want to work for HSV.
- What you will bring to the CPSO role.
- Demonstrated experience in driving contemporary and effective people and safety practices at scale in complex service delivery organisations.

The closing date for applications is 11:59pm Sunday, 13th July 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 Alison Myatt (Research Manager, Watermark Search) on 0412 630 817 or email search@watermarksearch.com.au.

About the Organisation

HealthShare Victoria is a Victorian public sector entity established on 1 January 2021 as an independent, commercially oriented public sector provider of supply chain services (surety, procurement and logistics) to Victoria's public health sector.

Our purpose is to partner with Victoria's public health services, suppliers and government to ensure the right products and services are delivered to the right place at the right time, supporting better value for our public health services and better outcomes for their patients.

We work with Victoria's public health services to understand their requirements. We meet these needs by establishing collective agreements (purchasing contracts) for medical consumables, pharmaceuticals and medical equipment, as well as non-medical products and services they need via large-scale tenders.

We also play a critical role in ensuring Victoria's public health services have access to goods and services that may be in higher demand or difficult to access, including personal protective equipment (PPE), medical consumables, ICU equipment and pharmaceuticals.

We administer several compliance-related functions, and work with health services to assist them in meeting their legislative, compliance and probity obligations.

As well as providing an end-to-end health supply chain for Victoria's public health services, we extend access to our collective agreements to health or related services assessed as 'eligible services'.

Building on a spirit of change and transformation, our work supports our health service customers to deliver safe, high quality and sustainable healthcare for all Victorians.

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

Primary Purpose of the Role

Job Title:	Chief People & Safety Officer		
Band Classification:	Public Entity Senior Executive Service Band 2	Location:	HQ: Melbourne 3000 DC: Dandenong 3175 DC: Derrimut 3026
Reports To:	Chief Executive		
Direct Reports:	General Manager Health, Safety & Wellbeing Head of Organisation Development Head of Workplace Relations Head of PCS Business Partnering		

Position Summary

- The Chief People and Safety Officer (CPSO) is part of the Executive Leadership Team (ELT), reporting to the Chief Executive and contributes to the broader strategic development of HSV. As part of the ELT, the CPSO is expected to support the Chief Executive in growing the capacity, capability and culture of HSV and delivering on the annual Statement of Priorities and business plan.
- The CPSO will:
 - Maximise the capability of the Executive Leadership team, Management team and the People, Culture & Safety team to provide leadership, guidance and advice to all employees, including the Chief Executive and other Executives, on a wide range of people issues.
 - Lead the development and implementation of a holistic and sustainable people, culture and safety strategy, reflecting HealthShare Victoria (HSV) values to enable delivery of the organisation's strategic priorities.
 - Lead highly complex industrial relations activities such as enterprise bargaining negotiations, classification reviews and the onboarding of health service employees and services with a range of internal and external stakeholders including Health Services, the Ministers Office, Department of Health, unions and employees.

- Lead the development and execution of HSV's health and safety strategy, framework and programs for a safety-first culture within a multi-site environment, including distribution centre and head office functions.
- Lead clear, consistent, well planned and managed forward looking communications for both the specific change initiatives; ensuring awareness and transparency; and the overall strategy and direction of HSV. The Director PCS and their Communications team will work closely with the Chief Executive across all areas of the business as part of cultural and operational change.
- Facilitate organisational change and growth to assist HSV in fulfilling its legislative functions and powers in line with its Strategic Plan.
- Deliver strategic transformation of complex people and organisational development programs/projects to ensure the organisation anticipates and responds to future challenges (including thorough analysis and benchmarking to ensure HSV is at the forefront of contemporary people management).
- Develop and maintain constructive working relationships with all key stakeholders and act as the key contact and lead advisor and/or negotiator for complex people management issues.
- Oversee the efficiency and effectiveness of the People, Culture & Safety function's service delivery and day-to-day operations to manage risk and ensure relevant policy, legal, legislative and regulatory compliance.
- Identify new technologies and manage current People, Culture & Safety (PCS) technologies, in close collaboration with the information services area, to maximise the employee experience and overall efficiency of HSV's People, Culture & Safety functions and services.
- Develop and lead a team of PCS & health and safety specialists and business partners who are capable and effective at delivering a high level of business service.
- 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.

Specific Duties & Accountabilities

People, Culture & Safety

- Support HSV's strategic direction by:
 - Building organisational capability and providing expertise in strategies and systems that support the attraction, development and retention of talent.
 - Creating talent acquisition strategies, capability and leadership development, performance management, succession planning, management of underperformance and innovation in learning management.
 - Achieving workforce transformation and future workforce design that is sustainable, aligned to business objectives and strategy to ensure the business is set up for success.
 - Developing and analysing workforce analytics and metrics, comparable to best practice to support HSV's business strategy.
 - Developing a holistic and strategic approach to employee wellness, safety and health and contribute to continued improvement in the health, safety and wellbeing of employees.
- Influencing and driving a positive culture throughout the organisation, working closely with the ELT to ensure that the organisation works in an efficient, proactive and collaborative fashion.
- Embedding the organisation's core values into day-to-day operations to develop HSV into a 'high performance' organisation at all levels.
- Driving a people agenda geared around ensuring attraction and retention of the best people.
- Develop and implement comprehensive change plans to support organisational change.
- Provide ongoing leadership and develop strategic initiatives to ensure the positive evolution of HSV's culture.
- Oversee the development and delivery of an effective learning and development program comparable to best practice approaches.

- Ensure that HSV is at the forefront of reward and recognition strategies.
- Monitor and maintain PCS strategies, systems, policies, procedures.
- Provide specialist advice, guidance and support regarding industrial and legislative matters, and change management processes relating to structural reforms.
- Oversee and provide guidance and support to deliver individual and broad employee relations outcomes including disciplinary matters and investigations.
- Leading the operations to support the administrative activities of the entire employment life cycle providing effective and efficient customer service.
- Ensure that workforce plans and initiate appropriate action in relation to the organisation's use and development of employees to develop long term workforce plans to support the overall organisation transformation strategy
- Provide strategic guidance and coach management on employee skills, abilities and behaviours to align with and meet HSV values and strategic objectives.
- Lead and manage the People, Culture & Safety team to optimise productivity and create an attractive, safe, equitable and rewarding workplace.
- Translate the PCS Strategy into robust, practical, commercially viable Strategic Plans which cover attraction, retention, development, talent management, performance management, reward and recognition initiatives
- Accountable and responsible for the associated data sets as per the Data Management Standard.

Health Safety & Wellbeing

- Proactively drive HSV's safety culture and strategy, lead the integration of health, safety and wellbeing change management and ensure compliance to all applicable local legislative obligations to ensure a safe and healthy working environment.
- Ensure critical policy and procedure formulation, identification and management of major risk factors and supporting HSV in the development of preventive measures and viable solutions to address operational health safety and wellbeing issues.
- Develop a systemic approach to risk management and the analysis of key and emerging health, safety and wellbeing risks specific to HSV and appropriate responses with an emphasis on early intervention.
- Responsible for oversight and management of HSV's Workcover matters.
- Hold oversight of compliance regulatory requirements by Worksafe Victoria and risk under the Occupational Health and Safety Act 2004 (Vic) and the Workplace Injury Rehabilitation and Compensation Act 2013 (Vic).
- Provide high level, strategic health, safety and wellbeing advice and expertise to senior executives, managers and external stakeholders on a broad range of safety issues, including in the identification and management of risk factors that may seriously impact operations.
- Support the business to implement whole of government health and safety public sector improvement reforms.
- Lead Health and Safety to adequately support operational areas to implement programs, policies and procedures in addition to providing support on complex health and safety matters

Industrial Relations

- Develop Industrial Relations (IR) strategy and implementation plan for the onboarding of health services for Supply Chain, Corporate Services and other organisational initiatives as they arise.
- Provide high level strategic and technical advice on industrial relations issues relating to the achievement of effective industrial relations outcomes including providing workplace relations advice on organisational changes.
- Lead the negotiation and successful implementation of HSV Enterprise Agreements including respective classification reviews.
- Support the HSV planning/development of industrial matters relating to the negotiation and implementation of future enterprise agreements.

- Manage and support the enterprise agreement negotiations through provision of industrial advice and drafting, coordination of negotiation meetings, support the voting process and implementation of the new enterprise agreement.
- Ensure consistent interpretation and application of the applicable industrial instruments.
- Ensure the provision of specialist advice for managers and employees in relation to a broad range of general industrial and employee relations.
- Provide interpretation of advice, tools and guidelines in the application of HSV's industrial agreements and requirements, and develop, review and maintain relevant People, Culture & Safety policies and procedures to remain current with industrial agreements, legislation and best practice.
- Manage relationships with IR Division of the Department of Health, relevant unions other key internal stakeholders across health services and HSV.
- Fully understand and evaluate strategic IR issues, risks and opportunities in order to make decisions that support HSV's operations.

Corporate Communication

- Oversee the development and implementation of comprehensive communication strategies aligned with the strategic priorities including:
 - Developing communications plan for the onboarding of health services for Supply Chain, Corporate Services and other organisational initiatives as they arise.
 - Management of communication initiatives for product launches, crisis management, and corporate news,
 - Ensure consistency in messaging across all platforms to maintain a strong brand identity.
 - Oversee the development of marketing materials, press releases, and other corporate content.
 - Build and maintain relationships with media outlets, journalists, and industry influencers.
 - Ensure function is equipped to respond to media inquiries and manage press conferences, interviews, and speaking engagements including preparing executives for media interactions.
 - Oversee corporate social media channels, ensuring content is aligned with corporate messaging.
 - Monitor online sentiment and manage the company's digital reputation.
- Engage in online communication efforts to strengthen brand presence and customer interaction.
- Lead and mentor a team of communication

Business Continuity Planning

- Participate as a member of the Crisis and Emergency Management Team, undertaking activities including:
 - Ensuring staff and public safety following a disruptive event.
 - Supporting initial activity and effort to contain an incident.
 - Communicate effectively with internal stakeholders.
 - Communicate with the Board and Client/Department representatives and relevant external stakeholders.
 - Provide guidance to the continuity and recovery processes.
 - Maintain oversight over control and recovery processes.

Protect Data Security Plan Responsibilities

- Assign an appropriate classification to HSV Data.
- Assign day-to-day administrative and operational responsibilities for HSV Data to one or more Data Steward (Responsible).
- Approve standards and procedures related to day-to-day administrative and operational management of HSV Data.

- Determine the appropriate criteria for obtaining access to HSV Data.
- Ensure that Data Stewards (responsible) implement reasonable and appropriate security controls to protect the confidentiality, integrity and availability of HSV Data.
- Understand and approve how HSV Data is stored, processed and transmitted by HSV and by third-party Agents of HSV.
- Defining risk tolerance and accepting or rejecting risk related to security threats that impact the confidentiality, integrity and availability of HSV Data.
- Understanding how HSV Data is governed by HSV policies, Department of Health, state and commonwealth regulations, contracts and other legal binding agreements.

Health Safety & Wellbeing (BeSafe)

- 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 way to achieve them
- Actively cares for the health, safety and wellbeing of individuals within the team
- Role models safety behaviours and clearly sets expectations
- Take reasonable care for your own safety and act in a safe manner to reduce risk to others
- Reports hazards, incidents and injuries and takes part in actions to eliminate hazards
- Attend BeSafe activities, forums and training to help create a robust safety culture at HSV

HSV Values

Uphold the HSV Values:



Collaboration at HSV

- Builds a culture of collaboration across HSV and externally
- Identifies and overcomes barriers to communication with internal and external stakeholders
- Establishes and manages complex, multi-stakeholder relationships

HSV Strategy, Policies & Procedures

- Contribute to the delivery of HSV's strategic plan and roadmap initiatives.
- Comply with HSV policies and procedures and report breaches and/or risks to your people leader or another relevant stakeholder.

Other Duties

- While the principal duties are detailed above, this position may be required to undertake other duties from time to time.

Qualifications & Experience Required

Academic

- Relevant tertiary or post-graduate qualifications or experience, preferably in Human Resources Management, Psychology, Organisational Development or a related discipline

Experience

- Senior-level human resources experience in planning, leading and implementing organisational cultural change and organisation transformation.
- Senior-level strategic and operational human resources employee relations, health and safety experience, including leading industrial negotiations.
- Deep technical expertise in Employment Law including all relevant State and Commonwealth employment related legislation, Awards and Enterprise Agreements.
- Demonstrable and significant leadership experience and capability with a commitment to actively working as part of an executive leadership team.
- Financial management skills with experience in managing divisional budgets.
- Experience in investigating, developing and delivering business cases.
- Advanced knowledge and experience managing on a broad range of PCS issues including organisation development, policy development, employee relations, workforce planning, strategic PCS planning and change management.
- Extensive knowledge and evidence of application of contemporary PCS practices and strategies, such as strategic workforce planning, coaching, performance management, employee relations, EEO, and organisational change.
- Ability to work productively with time pressures while managing multiple tasks.
- determined, yet cooperative style with the ability to manage a number of competing priorities and achieve tight timeframes.
- Prior experience in leading the engagement and delivery of a range of People, Culture & Safety projects.
 - Strong analytical skills.
 - Contract and supplier management skills.
 - Management of direct reports.
 - Success in leading and delivering complex projects with multiple stakeholders.
 - Demonstrated ability to successfully lead and implement change resulting in measurable improvement.
- Understanding of Victorian public health environment and procurement policy and regulatory frameworks

Personal

- Strong 'team builder' with the ability to develop and maintain positive working relationships with people at all levels within and outside the organisation.
- Highly professional interpersonal and superior communication skills in providing information and advice to external and internal stakeholders.
- Excellent negotiation, facilitation and liaison skills.
- Excellent interpersonal skills, including an ability to influence others with diplomacy, tact and discretion.
- High level strategic thinking, analytical and problem solving skills.
- Working positively within a leadership team towards shared goals; Ability to lead a team to best practice outcomes.
- Highly organised and effective time management skills.
- Outstanding problem solving skills and sound judgement to resolve complex business issues.
- Excellent diplomacy and political nous.
- Enthusiasm, energy, inquisitiveness, initiative and innovative thinking.
- Willingness to develop a high level of specialist knowledge in relation to the key responsibilities of the position.

- Ability to maintain and respect confidentiality of the highest order.
- Experience in creating high quality Board and management reports targeted to recipients' needs.
- Knowledge of the health sector (desirable).

HSV 's Leadership Capability Framework

Executive Leaders

Executive leaders have a future-focused mindset and sound 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 leadership capabilities for Executive leaders:

- **Future-focused:** Thinks ahead and evaluates opportunities, risks and leading practices and adopts a global perspective
- **Commercial:** Uses data and resources to deliver results, value and commercial outcomes
- **Strategic thinker:** Consolidates priorities, goals and opportunities into clear direction and adapts to changing circumstances
- **Customer-focused:** Understands customer needs and puts them at the centre of our decisions so we deliver exceptional service
- **Builds talent:** Identifies strengths and enables our people to learn, develop and reach their full potential
- **Drives change and innovation:** Is courageous, open to new ideas, champions and navigates change

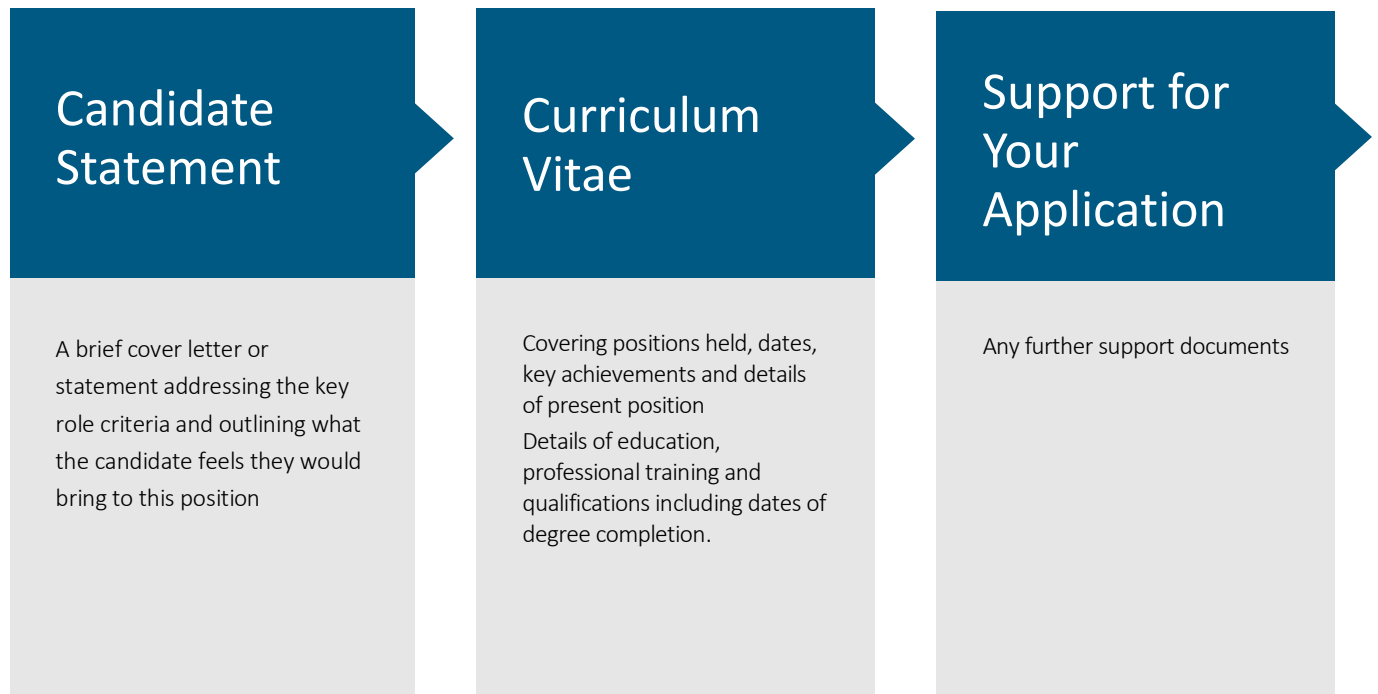
Locations for Work

- Primary:
 - CBD Office, 11/50 Lonsdale Street, Melbourne VIC 3000.
 - Derrimut Distribution Centre: Foxley Court Derrimut, VIC, 3026; and
 - Dandenong Distribution Centre: Ordish Road Dandenong South VIC, 3173.
- 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.
- Some travel to HSV customer sites is a requirement of this position.
- As relevant the position may be required to "work from home" 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 Grant or Alison Myatt of Watermark Search International, who are leading the search on behalf of HealthShare Victoria

Chris Grant

Partner, Executive Search
0493 714 171

Alison Myatt

Head of Research
0412 630 817

Mia Son

Project Administrator
03 8629 1317

Please send your application quoting **Ref No A006013** to Watermark Search International at search@watermarksearch.com.au. We will reply to the email address used for your application.

Closing date: 11:59PM AEST on Sunday, 13th of July 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.

[Association of Executive Search Consultants](#) (AESC) members and their people are guided by a Code of Professional Conduct and Professional Practice Standards.

The AESC Code of Professional Conduct is summarised through these critical values:

- **Ethics & Integrity**
 - We put integrity above all else
- **Excellence**
 - Excellence guides the work we do
- **Objectivity**
 - We exercise independent, objective judgement
- **Diversity & Inclusion**
 - We know the power of diverse talent and inclusive cultures
- **Confidentiality**
 - We safeguard any confidential information entrusted to us

To read the full AESC Code of Professional Conduct, please [click here](#).

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If ever you feel we have not lived up to this Code of Professional Conduct, please tell us. We want to know. Email our Managing Partner at David.Evans@watermarksearch.com.au

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Watermark
SEARCH INTERNATIONAL

