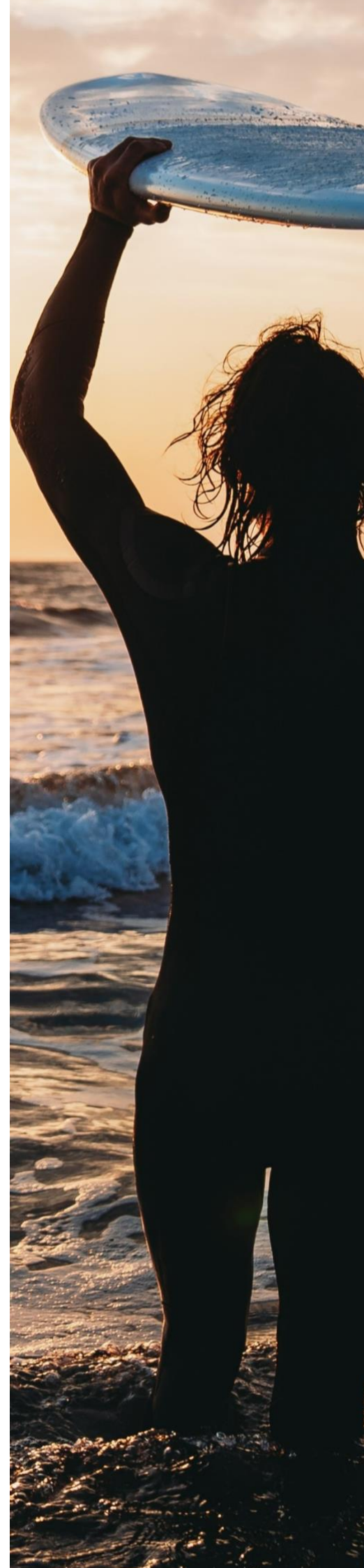


# **WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF**

**Chief Executive Officer  
Master Plumbers and Mechanical  
Services Association Australia  
April 2025**



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



# Role Summary

## Chief Executive Officer

*Master Plumbers is a dynamic organisation which is deeply committed to its members and supporting the success of the plumbing industry.*

- Shape the membership experience of one of Australia's most progressive peak bodies
- Run strategic trade related development, training and advocacy programs with strategic National significance
- Drive positive commercial impact in a fast-paced and collaborative environment

### Overview

Established in 1891, Master Plumbers and Mechanical Services Association of Australia (MPMSAA), commonly referred to as Master Plumbers, is the peak body for the plumbing industry in Victoria and has grown to become the leading plumbing industry association in Australia. Master Plumbers is proud of their organisational culture that delivers service, results and respect. The culture is underpinned by their values: Expert, Committed, Professional and Safe.

Master Plumbers exists to support the success of the industry through plumbing business membership packages, state-of-the-art training and professional development, apprenticeships and apprentice hire services.

### Position

This is an exciting position for someone who thrives on innovation, advocacy and contemporary service delivery in dynamic and challenging times. Master Plumbers enjoys an excellent reputation for their ability to represent and influence at the highest levels of government on behalf of the sector. Reporting to the Board, it will be essential that an incoming CEO understands the importance of a sustainable and thriving plumbing industry sector and is willing to pick up this mantle to drive robust national representation during this critically important time. Occupying a highly visible key leadership role in the Australian trades and construction sector, the CEO will also bring a creative and entrepreneurial mindset to the delivery of member services.

### About you

On behalf of Master Plumbers, we are now seeking candidates with the following attributes:

- Proven track record working in a CEO / Senior executive role with political influence and advocacy essential, especially within the context of a peak body, membership organisation or affiliated sector, ideally with exposure to the building and construction industry.
- Proven strategic leader with strong business and commercial acumen. Ability to identify and develop strategies aimed at creating a better service offering, operational and delivery improvement. Willing to think 'out of the box' in relation to diversifying revenue streams or funding models.
- Experienced in relationship building, stakeholder engagement, influencing and negotiation in highly nuanced settings at senior levels with the sector, business, government, union and community stakeholders.
- A contemporary people leader who can motivate and engage staff, building on an already established positive culture, values and a sense of working towards a common purpose.
- Excellent written and verbal communication skills and ability to engage with and is comfortable with the media.
- Is persuasive and can advocate at a strategic level as a policy and thought leader.

If you are looking for an opportunity to bring your passion, executive talent, collaborative partnership skills and leadership to a dynamic membership organisation that values teamwork and impact, we want to hear from you.

For a confidential discussion and Candidate Brief please call Alison Myatt, Head of Research, on 0412 630 817 or Chris Grant, Partner, on 0493 714 171.

Please send your application quoting Ref No A005869 to Watermark Search International at [search@watermarksearch.com.au](mailto:search@watermarksearch.com.au). We will reply to the email address used for your application.

**Closing date:** 11:59 pm Sunday, 4<sup>th</sup> May 2025

**Location:** Brunswick, Melbourne

# About the Organisation

Master Plumbers and Mechanical Services Association of Australia (MPMSAA), commonly referred to as Master Plumbers, is the peak body for the plumbing industry in Victoria.

Master Plumbers exists to support the success of the industry through plumbing business membership packages, state-of-the-art training and professional development, apprenticeships and apprentice hire services.

Established in 1891, the Associated Master Plumbers of Victoria, now known as the Master Plumbers and Mechanical Services Association of Australia, has grown to become the leading industry association in Australia. Master Plumbers' focus is on supporting members and ensuring the health and safety of the community.

The association is designed to benefit plumbing trade members directly, and consumers indirectly, by ensuring the Master Plumbers they rely on every day are licensed, registered and insured, and have access to the latest training, news and information.

Master Plumbers provide a qualified and expert perspective on issues related to the plumbing profession and opportunities to enhance the future of the Plumbing industry.

To find out more, please visit Master Plumbers' website at <https://plumber.com.au/>

# Purpose of the Role

Position Title:	Chief Executive Officer
Division:	Executive Office
Location:	Melbourne, Victoria
Reports to:	Master Plumbers and Mechanical Services Association of Australia Board

## The Role

The Chief Executive Officer (CEO) promotes the interests of members by working with key stakeholders including State and Federal political leaders and Ministers, the Plumbing and Pipe Trades Employees Union (PPTU), Plumbing Trade services, businesses and the media.

The CEO leads Master Plumbers to achieve its strategic objectives as set by the Board and makes positive strides in advancing member value, actively engaging in sector and trade industry related discussions, providing insightful commentary and input into key government policy and influences sector change and reform in the interest of members directly, and Australian consumers indirectly.

Whilst maintaining a strong public profile, the CEO will drive a high-level program of advocacy, sector development, promotion, CPD, Apprenticeships and training initiatives as well as diverse support activities on behalf of members.

### High-level CEO attributes Master Plumbers is seeking, include:

- A strategic leader who can operationalise strategy, ensuring business sustainability and growth.
- Ability to lead day-to-day operations, overseeing all business functions and a team of Department Heads, focusing efforts on achieving the Board's strategic vision.
- Member engagement, expanding communication channels to keep members informed and engaged.
- High level commercial and financial acumen to ensure financial stability and sustainability of MPMSAA, stewardship of key projects and appropriate risk management and governance of operations.
- High level ability to oversee a comprehensive program of technical skills enhancement, regulatory compliance, industrial relations support, safety and health considerations as well events and wellbeing initiatives.
- Group Training Organisation Development: Enhancing the growth and strategic direction of the Group Training Organisation, ensuring it continues to be profitable, provide value and opportunities for participants.
- Adept at strengthening Culture and Morale: Actively engages with staff to foster a positive and workplace culture and ensure team cohesion.

- Demonstrated experience in growing businesses through innovative and creative means, championing change in an industry and environment that is rapidly evolving.
- Is clear, open, effective, and collaborative in approach and communication style and highly adept with advocacy, representing the best interests of MPMSA to member / union / government / public / media interests.
- Strengthening working relationships with our industry partners
- Demonstrates the highest levels of integrity, credibility, and gravitas.

***Associated competencies that are not mandatory yet highly useful to conduct the role:***

- Competence in mergers, acquisitions, transformations & negotiations.
- Understanding of Construction / Trade Industry.
- Understanding the position of Unions (relative to MPMSA) and possess a track-record of strengthening working relationships with Unions
- Understanding of RTO and Trade related Industry Training Structures (i.e. Plumbing Industry Training (P.I.T) and Curriculum.

### Key Industry Challenges

- **Skills shortages, Succession planning and Talent** - The industry needs to better attract, develop and retain talent to succeed and support strong apprentice outcomes. Budget constraints and lack of funding for public TAFE places have reduced the number of commencements to around a quarter of only a few years ago.
- **Escalating Costs and Supply Chain issues** - Remaining viable and profitable despite challenges from local market forces, world markets, international competition and shifting demand levels
- **Increasing regulatory burdens on business** – The past year has been marked by substantial advances to some of the intractable long term advocacy issues, alongside some significant changes to regulatory and government policy including Complex Plumbing, Automatic Mutual Recognition, Watermark, prefabricated plumbing systems, insurance, regulatory capability and capacity (including plumbing industry fees and charges) and plumbing standards - all of which have been in the spotlight in the last year.
- **Industry Leadership and Advocacy** - The industry is currently in need of focus and unification to strengthen and succeed
- **Transition away from Gas** - The past year has witnessed a significant acceleration of electrification policies at both state and national levels and have far-reaching implications for the plumbing industry

### Key Organisational Challenges & Priorities

- **Enabling long-term sustainable profitability** - supporting the development of the Victorian / Australian Plumbing industry to succeed into the future
- **Adopting a leadership role within the industry** - driving focus, alignment, and action on key priorities for the industry
- **Plumber Engagement** - involvement, positive influence and demonstration of value to members (e.g. significant and frequent 'proof points')
- **Stakeholder Engagement** - connection/alignment with (and influence) of key stakeholders e.g. government, union, plumbers, the 'big end of town'
- **Developing CPD, Training model** - enhancing the growth and strategic direction of the Group Training Organisation is of key strategic value to the Board and organisation as a whole, ensuring it continues to be profitable with highly relevant and engaging content.
- **Delivering value** - in line with expectations despite challenges

### Service Delivery Objective

The CEO will lead the organisation in:

- Implementing the Board's vision and future focussed strategic plan and lead Master Plumbers in its next phase of growth.
- Driving advocacy, sector transition and growth and ensuring Master Plumbers is regarded as the voice of the sector, through influence and relationships shaping government policy and reform.
- Developing an Organisation including structure and activities that support the key strategic deliverables whilst ensuring deliverables are achieved without compromising financial sustainability and compliance obligations.

- Developing and maintain a strong, cohesive organisational culture of sharing and quality member service.
- Fostering productive and mutually respectful relationships with key stakeholders including Master Plumbers' members, politicians at all levels of government and persuasion, unions, government officials, the media and other peak bodies.
- Utilising the knowledge and input of Master Plumbers members into key discussions with key stakeholders, policy development and the reform agenda.

### Key Responsibilities (Expanded)

The key responsibilities of the role include, but are not limited to:

- Lead the management of external stakeholder relationships – funding bodies, politicians, government entities, unions, member groups and other identified stakeholders.
- Drive strategic/business initiatives to improve service efficiencies and outcomes for our members and the people they support.
- Ensure the achievement of business and financial performance and targets.
- Work to embed a strong organisational culture of sharing and member service excellence.
- Monitor the controls framework to ensure major risks are identified and managed.
- Ensure appropriate systems of risk management and employee safety.
- Advise the Board on sector related developments, trends and issues.
- Provide Public Relations leadership – including corporate branding, fundraising, media relationships, sponsorship and communications.
- Lead strategic planning and development and ensure targeted membership, project and commercial activities growth.
- Provide leadership to and develop Master Plumbers staff.

### Strategic Planning

- Implement and input into the delivery of the vision and future focused strategic plan and lead Master Plumbers in its next phase of growth.
- Work to ensure that a shared vision is promoted within the organisation.
- Ensure the development of operational and business plans and budgets for all areas.

### Operational Management

- Develop a culture of accountability and responsibility through a process of performance measures, continuous performance objectives and development review of employees, management systems and processes.
- Ensure Master Plumbers complies with legislative requirements, funding and service agreements and contracts and that all quality assurance systems, standards and other relevant certifications are achieved.
- Ensure the quality and quantity of Master Plumbers activities are achieved within budget and available resources.
- Identify all areas of risk, work to mitigate and, where appropriate, report to the Board for discussion.
- Drive a high-performance organisation in all aspects of service.
- Ensure that the general financial operations of the organisation meet cash flow demands while assets are secured and enhanced.
- Monitor performance against budget on a monthly basis.

### People Management and Organisational Culture

- Work to build a strong and productive organisational culture.
- Lead, coach and manage the team to achieve high performance outcomes.
- Ensure that business plans and milestone achievements are monitored and achieved.
- Build and maintain an open and collaborative culture to ensure strong levels of employee attraction and retention across the organisation.
- Lead the implementation of Quality and OHS principles across all aspects of the organisation.

- Ensure all employees (or others on site) under their supervision either direct or indirectly, are provided with a safe place of work.
- Plan human resourcing to ensure the organisation has the capabilities and resources required to achieve its plans.

### Stakeholder Management

- Develop strong strategic relationships with a range of stakeholders including the union (PPTEU), other funding bodies, politicians, government entities, member groups and other identified stakeholders.
- Build a Sub-Committee Framework that ensures members have input and influence to policy development and relationships with key government/political stakeholders/union officials and the Board receives advice in framing policy positions.
- Work collaboratively and proactively with funding sources to strongly position Master Plumbers for ongoing and increased income.
- Actively pursue and seek out alternative funding sources and income streams to secure financial security for Master Plumbers current and future initiatives.
- Provide high-quality reporting to the Board, demonstrating the return on the funding investment and leading the strategic financial management of the MPMSAA.
- Provide sound advice to the Board on all MPMSAA governance matters.

### Communications

- Support the development and implementation of a Strategic Communications Plan that will encompass public image, branding, fundraising and marketing to profile the Master Plumbers vision and purpose.
- Ensure that the Communications Business Plan and milestone achievements are monitored and achieved.
- Actively develop networks and associations to expand awareness of Master Plumbers and its purpose.
- Actively seek opportunities to promote the Master Plumbers through media coverage and public engagements.
- Represent Master Plumbers with credibility and influence in the external community including at the most senior levels of government and union officials as well as the wider building and construction sector.
- Develop and maintain a strong external profile on behalf of Master Plumbers to create a strong and positive public image of the organisation.

### Standard Job Requirements

All employees must:

- Contribute to the Goals of the organisation as identified by Master Plumbers' Strategic Plan.
- Comply with Master Plumbers' policies and procedures at all times, including (but not limited to) HR, Quality, Work Health & Safety (WHS), IT, Security, and Data Privacy
- Complete essential training requirements within the appropriate timeframe.
- Adhere to the legislative requirements of the role including but not limited to the WH&S Act, Equal Opportunity Act and Anti-Discrimination Act.
- Be willing to undertake travel as required.
- Actively participate in performance reviews, performance development or performance improvement and mandatory training as required.
- Undergo a satisfactory Police Check as required.
- Master Plumbers is committed to work life balance and supports flexible working practices, however there will be times when additional hours may be required to meet the requirements of the role.
- Be willing to attend approved training and development programs.
- Demonstrate the Master Plumbers values of being an expert, committed, professional and safe, which guide everything the organisation does.

### Work Health & Safety & Risk

The CEO is responsible and accountable for ensuring:

- Compliance with the WH&S Act, Regulations, Codes of Practice and relevant Australian Standards.
- Compliance with the Workers Compensation and Rehabilitation Act and Regulations.
- Leadership in the continuous improvement of WH&S & IM systems.



- The organisation fulfils its WH&S obligations.
- Reporting to the Board performance against Strategic Plan.
- The development and implementation of the WH&S Plan.
- Reviews of performance and strategies developed and implemented to rectify any key identified risks.
- Report to the board the outcomes of audits and reviews.

## Decision Making

As per Delegation of Authority Policy.

## Knowledge, Skills & Experience

### Skills and Competencies

- Highly developed skills in both strategic and business planning, being able to think strategically and to contribute to the business planning process to ensure Master Plumbers achieves its vision.
- Effective media and public speaking skills.
- Knowledge of policy development, research and advocacy.
- A strong commitment to expanding business and career opportunities for our members.
- Highly developed ability in managing financial resources ensuring the availability and effective deployment to ensure ongoing financial sustainability and compliance.
- Strong capability in developing other people by creating a work environment that empowers and respects others, values diversity, promotes mutual trust and encourages co-operation and support.
- Highly developed skills in change management.

### Experience

- Successful in carrying out a leadership role in a large multi-faceted organisation.
- Initiating, developing and implementing policies and report plans.
- Successful in business transformation, change management and integration.
- Effective business and financial management.
- High level experience in public affairs, working with key government, union, corporate and community sector organisations.
- Excellent relationship building and stakeholder management skills.
- Proven experience working effectively with a Board and mitigating risk to the Board and organisation through stringent business protocols and consistent communication.

### Desirable Knowledge

- Experience with a Peak Body, Membership Organisation or Trade Related Services Organisation or a strong appreciation of the issues that impact on Plumbing service providers.
- Working knowledge of current theory and practice in provision of service to people living with disabilities.
- An understanding of human services and the role of government, and the laws that provide for the welfare of people with disabilities.

## Qualifications

### Essential:

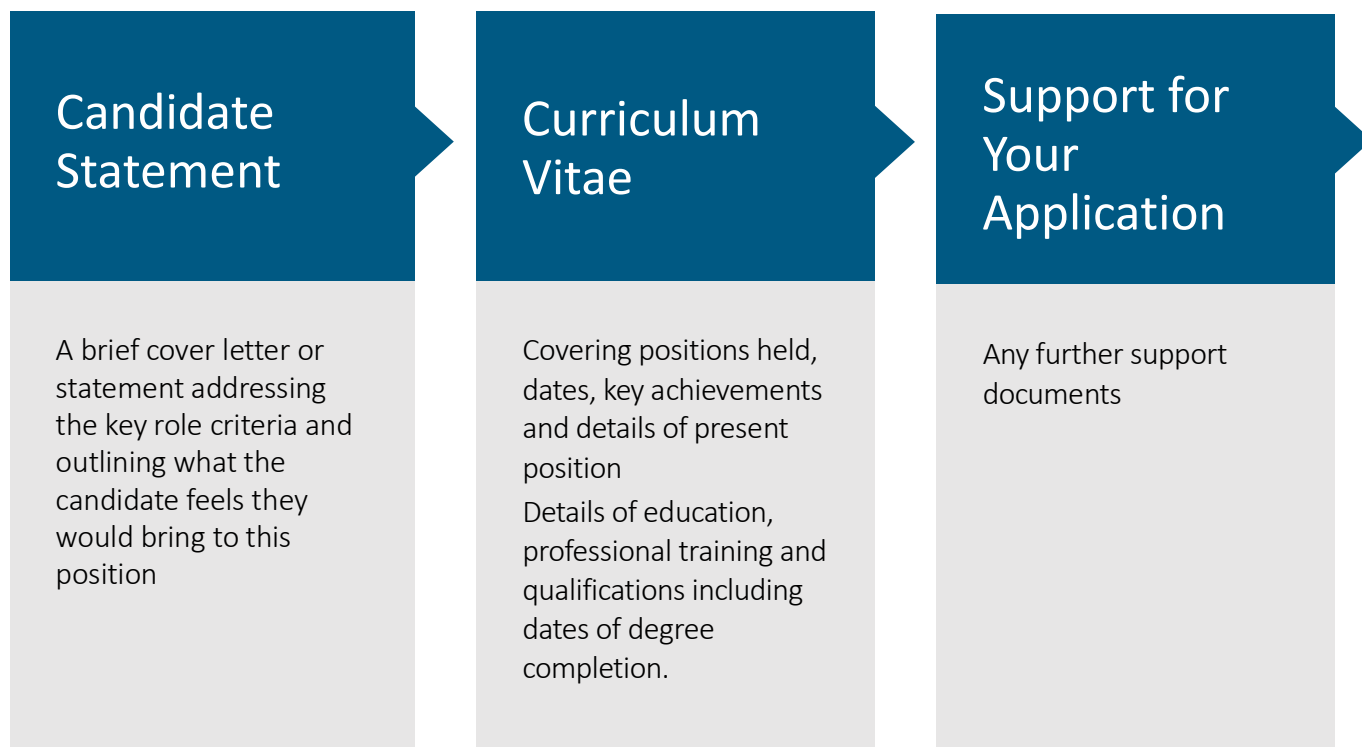
- Tertiary qualifications in business or equivalent or substantial (demonstrated) equivalent experience.

Note: This position description represents the job as it is today, however, the Master Plumbers Board reserves the right to make changes to the position as required

## 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 Master Plumbers.

**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 (Cover letter and CV) quoting **Ref No A005869** to Watermark Search International at [search@watermarksearch.com.au](mailto:search@watermarksearch.com.au). We will reply to the email address used for your application.

**Closing date: 11.59pm AEST Sunday, 4<sup>th</sup> March 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 the Master Plumbers and Mechanical Services Association 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](#) (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](mailto:David.Evans@watermarksearch.com.au).

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