

SHK

Industry Skills Australia

Executive Director – Maritime

Candidate briefing

May 2026

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About the organisation

Industry Skills Australia (ISA) is the Jobs and Skills Council (JSC) for Australia's transport supply chain sectors. Its remit spans transport and logistics, rail, aviation and maritime, and emerging areas including omnichannel logistics and distribution and space transport and logistics.

ISA operates at the intersection of employers, unions, governments and the vocational education and training (VET) system. ISA's mandate is to translate industry-driven workforce intelligence into practical advice, policy input and workforce development solutions that inform Commonwealth decision-making and public investment in skills.

History and evolution

ISA has operated for more than two decades supporting Australia's transport and supply chain industries. The organisation was previously known as Australian Industry Standards (AIS) and rebranded to Industry Skills Australia (ISA) as it transitioned into the Jobs and Skills Council model. ISA was formally appointed by the Australian Government in June 2023 to establish the Jobs and Skills Council for the nation's transport and logistics (road, rail, aviation and maritime), omnichannel logistics and space transport sectors.

From 2016 to 2022, AIS operated as a Skills Service Organisation (SSO), providing technical and secretariat support to Industry Reference Committees (IRCs) that directed training package development and review. From January 2023, the Australian Government replaced the SSO/IRC model with a national network of 10 industry-owned Jobs and Skills Councils, supported by an investment of \$402 million over four years.

Jobs and Skills Councils (JSCs)

Jobs and Skills Councils bring together employers, unions and governments to set workforce and skills priorities for their sectors and strengthen industry voice in the VET system. Each JSC works with Jobs and Skills Australia, drawing on national workforce analysis and projections.

Within this framework, JSCs have four core functions:

- Industry stewardship – gather industry intelligence and represent industry views to government and VET decision-makers.
- Workforce planning – identify current and emerging skills needs and develop national workforce plans.
- Training product development – develop and improve VET training products to meet industry needs.
- Implementation, promotion and monitoring – support delivery, promote pathways and monitor training outcomes.

Sector and industry context

ISA operates in sectors that are fundamental to Australia's economic resilience, national connectivity and supply chain continuity. Transport and logistics activities underpin the movement of people, goods, food, fuel and critical materials across a geographically large and complex economy, making workforce capability in these sectors strategically important.

Organisational role and mandate

ISA provides advice to government and the national skills system. It turns sector intelligence into workforce planning priorities, training product development and targeted implementation activity across transport supply chain sectors.



The organisation operates within a regulated and contract-based environment, with defined deliverables tied to government priorities. Its effectiveness depends on strong industry relationships, credible insight, disciplined execution and the ability to balance policy engagement with practical, outcome-focused work for industry stakeholders.

Evolution and strategic direction

ISA is entering an important phase of organisational evolution. The operating environment for Jobs and Skills Councils has become more complex, with heightened expectations around performance, governance, delivery discipline and quality of advice.

ISA is strengthening its executive capacity to lift performance and delivery. Priorities include deeper industry connectivity and higher-quality advice to government.

This includes an increased emphasis on industry credibility, operational effectiveness, cross-sector coordination and the ability to translate strategy into measurable outcomes.

Context and operating environment

ISA operates nationally and engages a diverse stakeholder set including employers, industry bodies, unions, education providers and government agencies. Delivering effectively in this environment requires strong sector knowledge, systems thinking and disciplined execution.

The organisation operates within a defined funding horizon common to the JSC model, in a system that has existed in various forms for more than two decades. Performance, delivery and trusted relationships underpin ISA's standing with government and industry.

Why these roles are being appointed

ISA is refreshing its executive leadership structure to support the next phase of organisational performance and impact. This reflects the strategic direction and ambition to strengthen stakeholder confidence and organisational effectiveness.

The five roles will form the executive team reporting to the CEO. The team is expected to bring deep industry experience, strong stakeholder engagement capability and a track record of delivery in a policy-informed environment. The appointments strengthen ISA's capacity to serve industry and advise government.

For **specific role details**, please see the position description included.



Remuneration

The successful candidate will be offered a competitive Total Remuneration Package (TRP) broadly aligned with Victorian public sector executive levels SES 1–2, anticipated to be in the low \$200,000s to early \$300,000s TRP, inclusive of statutory superannuation (currently 12%). The final offer will be determined based on the appointee’s skills, experience, and current remuneration, and will be commensurate with senior executive remuneration in comparable, complex and diverse organisations.

Professional development and external engagement opportunities will be agreed in line with organisational policies and, where appropriate, approved by the CEO. Such opportunities are generally supported to enable effective performance in the role.

Contact

Industry Skills Australia (ISA) is partnering with SHK on this key appointment and has appointed SHK **Managing Partner and Chief Operating Officer, Matthew Belleghem**, to lead this search.



As Managing Partner, Matthew leads a team of Senior Partner, Partner and Associate-level consultants across a number of key disciplines including technical, engineering, property, operations and complex public sector leadership roles. As Chief Operating Officer, he also holds broader strategic and operational responsibilities across the firm, including innovation and transformation. He has assisted many blue-chip organisations with the appointment of senior commercial and operational leaders, including numerous ASX-listed and multinational corporates, government organisations of all sizes, and some of the world’s top ranked research and education institutions. Many of the searches he conducts are confidential and/or sensitive in nature.

Matthew began his executive search career 20 years ago in the energy sector, further building on a career in technology and academia. He searches globally with a focus on technically and commercially complex roles with considerable societal or environmental impact. His thought leadership includes presentations at industry events, university guest lectures, and participating as an expert member for government, industry and higher education panels.

Matthew holds Masters Degrees from The University of Melbourne and Monash University by research and coursework respectively, and an MBA from Melbourne Business School..

 +61 402 740 665

 matthew.belleghem@shk.com.au

Position Title: Executive Director - Maritime

Reports to: CEO

Direct Reports: 6

About Industry Skills Australia

Industry Skills Australia (ISA) is a Jobs and Skills Council (JSC) operating within a government-funded framework to build workforce capability, support increased productivity and the nation's economic growth. ISA is the JSC for the nation's Transport Supply Chain Industries, comprising Aviation, Maritime, Rail, Transport and Logistics sectors, and the emerging sectors of Space Transport and Logistics, and Omnichannel Logistics and Distribution.

ISA plays a critical role in informing Commonwealth decision-making, guiding public investment and ensuring the national vocational education and training (VET) system responds to industry's current and emerging skills needs.

The organisation is industry-owned and industry led, and operates at the intersection of employers, unions, governments and the skills system, translating workforce intelligence into policy, strategy and workforce development solutions.

The Opportunity

This is a senior executive leadership role with accountability for shaping and delivering national maritime workforce strategy within a complex, high-accountability environment.

The role contributes directly to workforce reform, government priorities and the performance of the national skills system, while strengthening ISA's position as the trusted authority on maritime workforce capability.

Role Purpose

The Executive Director – Maritime provides strategic leadership for workforce planning, industry engagement and sector strategy across Australia's maritime industry.

The role is responsible for transitioning the maritime portfolio from a training product focus to a strategic, system-level leadership function within the Jobs and Skills Council framework. This includes translating industry intelligence, labour market data and sector insight into workforce strategies that inform government policy, investment and skills system reform.

The role also has accountability for the effective stewardship of maritime program funding, ensuring disciplined financial management, forecasting accuracy and delivery of government-funded initiatives.

Key Accountabilities

Strategic Sector Leadership

- Provide national leadership for maritime workforce strategy and sector development
- Position ISA as the authoritative voice on maritime workforce capability, safety and productivity
- Lead the development of sector workforce plans aligned to Commonwealth priorities and long-term industry transformation
- Drive the evolution of the maritime portfolio toward strategic, system-wide impact

Industry & Government Engagement

- Build and maintain senior relationships with maritime operators, regulators, unions and peak bodies
- Represent ISA in national policy forums, advisory groups and industry consultations
- Influence workforce reform agendas and ensure maritime priorities are reflected in policy and investment settings

Workforce Intelligence & Strategy

- Oversee the development and interpretation of maritime sector intelligence
- Translate labour market data and industry insight into actionable strategy and policy advice
- Ensure workforce strategies reflect regulatory, safety, productivity and supply chain considerations

Program & Financial Management

- Lead the management of maritime program budgets, ensuring accuracy in reporting, forecasting and financial governance
- Deliver government-funded initiatives in line with contractual, performance and reporting requirements
- Oversee program delivery through ISA's governance and PMO frameworks

Organisational Leadership

- Lead and develop a high-performing team delivering sector engagement and strategic outcomes
- Build capability in workforce planning, policy development and stakeholder engagement
- Contribute to ISA's executive leadership, strategy and organisational performance

Key Skills and Experience

- Senior experience within maritime, shipping, ports or broader logistics sectors
- Strong understanding of maritime regulatory frameworks, workforce capability requirements and safety environments
- Proven experience managing program budgets and delivering government-funded initiatives
- Demonstrated ability to influence industry leaders, regulators and government stakeholders at senior levels
- Experience transitioning from operational roles to strategic sector leadership positions
- Strong capability in workforce planning, industry strategy or economic development
- Ability to translate labour market data into sector strategy and policy advice
- Deep understanding of national supply chains, infrastructure systems and productivity challenges

Experience

- Extensive senior leadership experience in maritime, transport policy, logistics or related sectors
- Demonstrated track record in influencing complex policy and regulatory environments
- Experience leading multi-disciplinary teams and delivering strategic programs
- Strong understanding of Australia's VET system and workforce policy landscape (desirable)

Qualifications

Preferred:

- Tertiary qualification in Maritime, Logistics, Business, Public Policy or related discipline

Highly Desirable:

- Relevant maritime or transport certifications
- Postgraduate studies in Strategy, Economics, Infrastructure or related field

Version control

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1.0	30 Mar 2026	CEO	

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