

SHK

Industry Skills Australia

**Executive Director – Training Package
Development**

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 **Senior Partner and Sector Lead, Government and Public Policy, Penny Wilson**, to lead this search.



Penny Wilson is a Senior Partner at SHK and Sector Lead for Government and Public Policy, specialising in executive search and advisory. She is recognised for delivering senior executive and board appointments in highly regulated, publicly accountable environments, working with Boards, Chief Executives and Secretaries on complex leadership decisions.

Penny brings deep practical insight, strong cross-sector networks and a contemporary approach to leadership assessment. She began her career in the Commonwealth Public Service and later returned to the Victorian Public Service as an executive, following senior roles in public policy, research, consulting, lobbying and regulation. Her experiences also traverses the tertiary sector, membership and peak bodies and community services, including as a Chief Executive Officer.

Clients value Penny's frank advice, sound judgement and adaptability, particularly where appointment processes intersect with evolving policy agendas and governance expectations. Her advisory work includes succession planning, role design and supporting organisations to strengthen leadership capability in response to current and emerging

challenges.

Penny has a strong interest in women and leadership and in enabling internal candidates to participate fully and equitably in executive selection processes. She has extensive governance experience, including three terms as a Governor-in-Council-appointed Director of the Adult, Community and Further Education Board of Victoria, and is a Williamson Fellow, Leadership Victoria, and a Graduate of the Australian Institute of Company Directors.

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Position Title: Executive Director – Training Package Development

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.

Role Purpose

The Executive Director – Training Package Development provides strategic and operational leadership for the national design, development and delivery of training products across the Industry Skills Australia (ISA) portfolio.

Operating at an executive level, this role ensures that training packages, qualifications and skill sets are responsive to industry needs, aligned with the national skills system, and delivered through a robust program management framework. The position is critical in maintaining the integrity, quality and relevance of ISA's training products across the aviation, maritime, rail and broader transport sectors.

The role drives alignment between workforce capability requirements and nationally recognised training solutions, ensuring compliance with regulatory standards and responsiveness to evolving government and industry priorities.

Key Accountabilities

Strategic Product Leadership

- Provide executive leadership for the development and delivery of nationally recognised training products aligned to current and future industry needs.
- Translate workforce intelligence and sector insights into high-quality training packages, qualifications and skill sets.
- Position ISA as a trusted authority in training product design within the national VET framework.

Operational Excellence

- Lead end-to-end delivery of training product development through a structured Program Management Office (PMO) framework.
- Oversee pipeline management, including prioritisation, governance, risk management and reporting.
- Ensure all training products meet national VET regulatory, compliance and quality assurance requirements.

Industry and Stakeholder Engagement

- Build and maintain strong relationships with industry stakeholders, government agencies, regulators (including ASQA), and Skills Ministers.
- Facilitate effective stakeholder engagement to ensure training products reflect emerging workforce needs.
- Support workforce planning initiatives by translating skills shortages into practical, implementable training solutions.

Organisational Leadership

- Lead, mentor and develop a high-performing team of training product specialists.
- Drive continuous improvement in training development methodologies and systems.
- Contribute to broader organisational strategy and executive decision-making.

Skills & Experience

- Extensive experience in training package development within the Vocational Education and Training (VET) system.
- Deep knowledge of national training package standards, frameworks and compliance requirements.

- Demonstrated ability to translate workforce needs into qualifications, skill sets and training products.
- Proven experience leading large-scale development programs within structured PMO environments.
- Strong track record of engagement with regulators (e.g. ASQA), Skills Ministers and industry stakeholders.

Qualifications

- Tertiary qualification in Education, Instructional Design, Public Policy, Business or a related discipline.

Preferred Qualifications

- Postgraduate qualification in Education, Learning Design, VET leadership, education policy, strategy or management (highly desirable).

Experience

- Extensive senior leadership experience within the Vocational Education and Training (VET) sector.
- Demonstrated expertise in training package development, national standards and regulatory frameworks.
- Proven experience managing complex, multi-stakeholder development programs at scale.

Version control

Version	Date	Approver	Edits made:
1.0	30 Mar 2026	CEO	First version.

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