

SHK

# Industry Skills Australia

**Executive Director – Transport**

Candidate briefing

May 2026

**WE KNOW WHERE**



## Table of contents

About the organisation..... 2

History and evolution .....2

Jobs and Skills Councils (JSCs)..... 3

Sector and industry context ..... 3

Organisational role and mandate ..... 3

Evolution and strategic direction.....4

Context and operating environment ..... 4

Why these roles are being appointed .....4

Remuneration ..... 5

Contact ..... 5



## 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](mailto:matthew.belleghem@shk.com.au)

## **Position Title: Executive Director – Transport**

**Reports to:** CEO

**Direct Reports:** 5

### **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 role with responsibility for transport sector workforce strategy and system influence.

The role contributes directly to national workforce reform, government priorities and system performance, operating in a complex and high-accountability environment.

### **Role Purpose**

The Executive Director – Transport provides national leadership for workforce strategy and industry engagement across Australia's aviation, rail, and transport and logistics sectors.

The role shapes ISA's strategic contribution to the national skills and workforce system by translating industry intelligence, economic trends, and labour market data into practical strategies that inform government policy, training product development, and industry capability initiatives.

Operating at a national systems level, the Executive Director works closely with senior industry leaders, peak bodies, unions, regulators and Commonwealth agencies to ensure workforce challenges and opportunities within the transport sector are effectively reflected in Australia's vocational education and training (VET) system.

The role leads the development of sector workforce plans commissioned by the Department of Employment and Workplace Relations (DEWR), ensuring they are supported by robust industry consultation, evidence-based analysis and long-term strategic thinking.

As a member of ISA's executive leadership team, the Executive Director contributes to organisational strategy, governance and performance while strengthening ISA's position as a trusted authority on workforce intelligence and skills system reform.

As a member of ISA's executive leadership team, the Executive Director contributes to organisational strategy, governance and performance while strengthening ISA's reputation as the trusted authority on industry workforce intelligence and skills reform.

## Key Accountabilities

### Strategic Sector Leadership

Lead the development and delivery of national strategies and workforce plans for aviation, rail, and transport and logistics sectors aligned with ISA's strategic priorities and Commonwealth government expectations.

Provide thought leadership on emerging industry challenges including skills shortages, workforce mobility, productivity improvement, automation impacts, digital transformation and decarbonisation.

Translate complex labour market data and industry intelligence into strategic recommendations that guide government investment and policy development.

Ensure strategies reflect long-term structural changes affecting the transport economy including supply chain resilience, energy transition and technological change.

### National Industry Engagement and Influence

Establish and maintain trusted relationships with senior leaders across industry, peak bodies, unions, regulators and Commonwealth agencies.

Represent ISA as the senior authority on transport sector capability and workforce issues in national policy discussions, advisory forums and industry consultations.

Lead high-level engagement processes ensuring ISA's strategies reflect authentic industry requirements and future capability needs.

Influence national conversations relating to workforce development, training reform and sector productivity.

### Industry Intelligence and Strategic Insight

Oversee the collection and interpretation of sector intelligence across the transport industries.

Work closely with the Industry Intelligence function to develop sector insights, labour market analysis and evidence-based hypotheses.

Ensure intelligence generated through ISA's research and engagement activities translates into clear, practical strategies for government and industry.

Commission and guide research that strengthens the national evidence base for workforce planning and skills system reform.

### Organisational Leadership

Lead and develop a high-performing team responsible for industry engagement, sector intelligence and strategic planning delivery.

Build team capability in strategic workforce planning, stakeholder engagement, policy analysis and evidence-based decision making.

Establish clear performance expectations while fostering a culture of collaboration, accountability and continuous improvement.

Contribute to ISA organisational leadership and strategic planning as part of the executive team.

### Cross-Organisational Collaboration

Work closely with the Executive Director – Strategy and Government Relations to align transport sector priorities with ISA's broader strategic objectives.

Provide sector insights to inform training product development and updates.

Partner with the Industry Intelligence Lead to ensure strategies are underpinned by rigorous data and analysis.

Collaborate with the PMO to ensure effective governance and delivery of sector initiatives.

### Government and Policy Interface

Serve as a senior interface between ISA and Commonwealth agencies including DEWR on transport sector capability and workforce strategy.

Provide strategic advice on workforce capability, sector transformation and skills system reform.

Ensure ISA outputs meet government expectations for policy relevance, analytical rigour and industry credibility.

## Qualifications

#### **Preferred:**

Tertiary qualification in Economics, Transport, Public Policy, Engineering or related discipline

#### **Highly Desirable:**

Postgraduate studies in Strategy, Economics, Infrastructure or related field

## Skills and Experience

- Deep experience within transport, aviation, rail or logistics sectors
- Proven capability in workforce planning, industry strategy or economic development
- Strong experience engaging with industry peak bodies, unions and regulators
- Demonstrated ability to translate labour market data into sector strategy and policy advice
- Strong understanding of national supply chains, infrastructure systems and productivity challenges
- Highly developed stakeholder influence skills at executive and government levels
- Experience operating in complex policy, regulatory or multi-stakeholder environments
- Experience within aviation, rail, or transport and logistics sectors is highly desirable.
- Extensive senior leadership experience in workforce strategy, industry policy or economic development
- Demonstrated track record influencing government and industry stakeholders on complex issues
- Experience leading multi-disciplinary teams delivering strategic initiatives
- Strong understanding of Australia's VET system and workforce policy landscape (desirable)

### Version control

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

# SHK

**WE KNOW WHERE**