

Position	General Manager Logistics Strategy and Insights
Reports to	Chief Logistics Officer
Direct reports	Head of Performance Analytics, Logistics Systems Design Manager, Range Strategy Manager, Business Process Design Manager
Band classification	Executive
Date approved	September 2025

1. HealthShare Victoria

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.

2. Position summary

The General Manager Logistics Strategy and Insights provides strategic leadership in shaping, integrating, and optimising HSV's logistics operating model. The role ensures that HSV's supply chain evolves to meet the future needs of Victoria's health services by aligning systems, processes, and product range with the state's demand for resilience, efficiency, and value.

This includes developing the target operating model, embedding a structured approach to range management, leading the digital systems roadmap, and transforming performance analytics into actionable insights that guide decisions across HSV, suppliers, and the Department of Health.

3. Specific duties and accountabilities

Strategic Design and Operating Model

- Develop and implement HSV's Target Operating Model (TOM) for logistics that defines DC processes, throughput design, service capability, and scalability pathways.
- Establish policies and governance frameworks for range management, ensuring catalogue integrity, product standardisation, and alignment with procurement and clinical stakeholders.
- Drive range rationalisation initiatives to remove duplication, optimise SKU counts, and reduce cost-to-serve while safeguarding clinical and operational requirements.
- Lead capacity and capability planning to ensure HSV's logistics network can scale to meet forecast demand, health service onboarding, and state-wide service obligations.
- Translate TOM design into practical roadmaps for execution across DC operations, transport, and customer solutions, working closely with the GM Logistics Operations.

Systems and Digital Enablement

- Provide strategic oversight of WMS, ERP, and TMS integration, ensuring end-to-end processes are aligned and workflows support operational efficiency.
- Oversee a structured system enhancement program, identifying gaps from the original WMS scope and ensuring future builds meet evolving business and customer requirements.
- Champion digital enablement, including process automation, advanced reporting tools, and supplier/customer portals, to drive transparency and productivity.

- d. Partner with IT, vendors, and operations teams to prioritise, scope, and deliver system change projects with strong business cases and measurable ROI.
- e. Ensure logistics systems and digital processes are aligned with compliance, safety, and audit requirements across the supply chain.

Data, Analytics and Insights

- a. Transform the Performance Analytics team into a state-wide insights' hub, shifting focus from reporting to actionable intelligence.
- b. Oversee delivery of dashboards, scorecards, and predictive analytics that measure performance across suppliers, HSV logistics operations, and health services.
- c. Build cost-to-serve models, benchmarking tools, and forecasting frameworks to inform executive, Board, and Department of Health decision-making.
- d. Lead development of investment cases for major supply chain initiatives, including DC reconfiguration, fleet optimisation, or new service offerings.
- e. Establish a culture of evidence-based decision-making by embedding analytics into business planning, supplier management, and customer engagement.

Leadership and Stakeholder Engagement

- a. Build and lead a high-performing team across analytics, systems design, and range management, fostering a culture of accountability, innovation, and continuous improvement.
- b. Develop and mentor senior leaders to create succession pipelines and capability depth within HSV's supply chain leadership.
- c. Act as a key interface with the Department of Health, hospital executives, suppliers, and other government stakeholders on matters of logistics capability, performance, and service design.
- d. Partner with the GM Logistics Operations to ensure seamless handover of designed solutions into BAU execution, supporting long-term sustainability.
- e. Contribute actively to the HSV Executive Leadership Team, bringing a forward-looking perspective on logistics design, digital transformation, and system-wide insights.
- f. Represent HSV externally in industry forums, government working groups, and professional networks, positioning HSV as a leader in health supply chain innovation.

Health, safety and wellbeing (BeSafe)

- a. Builds a culture of physical and psychological safety and encourages proactive safety behaviours
- b. Shares a vision of the team's safety goals and communicates the way to achieve them
- c. Actively cares for the health, safety and wellbeing of individuals within the team
- d. Role models safety behaviours and clearly sets expectations
- e. Take reasonable care for your own safety and act in a safe manner to reduce risk to others
- f. Reports hazards, incidents and injuries and takes part in actions to eliminate hazards
- g. Attend BeSafe activities, forums and training to help create a robust safety culture at HSV

HSV values

Uphold the HSV values:



Collaboration at HSV

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

HSV strategy, policies and procedures

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

Other duties

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

4. Qualifications and experience required**Academic**

- a. Tertiary qualifications in Supply Chain Management, Logistics, Business, Commerce, Engineering, or related discipline (essential).
- b. Postgraduate qualifications such as MBA, Master of Supply Chain, or equivalent (highly desirable).
- c. Professional certification in supply chain, operations, or analytics (e.g., APICS/ASCM CSCP, Six Sigma, Lean, SCOR, PMI, or equivalent) desirable.
- d. Demonstrated ongoing commitment to professional development in areas such as digital transformation, systems integration, or leadership. (desirable)

Key Skills & Experience

- a. Minimum 5 years proven senior leadership in logistics strategy, transformation, or consulting/solution design.
- b. Deep understanding of supply chain operations, distribution, and healthcare logistics (desirable).
- c. Strong capability in WMS/ERP/TMS ecosystems and digital enablement.
- d. Track record in product range management, catalogue optimisation, or supply chain design.
- e. Advanced data and analytics literacy; ability to translate insights into strategy and action.
- f. Exceptional stakeholder engagement and influencing skills across government, health services, and suppliers.
- g. Strong commercial and financial acumen to build and defend business cases.

Personal

- a. Strategic orientation: Ability to think long-term and design fit-for-purpose supply chain models that anticipate future needs.
- b. Analytical capability: Strong quantitative and problem-solving skills with the ability to translate data into actionable insights.
- c. Change leadership: Resilient, adaptable leader capable of driving large-scale transformation and embedding new ways of working.
- d. Stakeholder influence: Excellent interpersonal and negotiation skills; able to build trust and influence at senior executive and government levels.
- e. Collaboration and teamwork: Inclusive leadership style that builds cross-functional alignment between operations, procurement, and customer-facing teams.
- f. Commercial acumen: Strong financial literacy, able to evaluate business cases, assess investment decisions, and manage value-for-money outcomes.
- g. Innovation mindset: Curious and forward-thinking, bringing new ideas in digital, analytics, and supply chain optimisation.
- h. Integrity and accountability: Demonstrates sound judgment, ethical decision-making, and a commitment to HSV's values and public health outcomes.

5. 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

6. Locations for work

Primary:

- CBD Office: 11/50 Lonsdale Street, Melbourne VIC 3000

Secondary:

- Derrimut Distribution Centre: Foxley Court Derrimut, Victoria; and
- Dandenong Distribution Centre: Ordish Road Dandenong South, Victoria.

Regular travel and attendance at all HSV locations is a requirement of this position.

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.