

Position Description

HEAD OF FLEET OPERATIONS

DATE REVIEWED:

POSITION DETAILS

Position Title	Head of Fleet Operations		
Position Number	0195		
Employment Type	Ongoing		
APS Classification	EL2		
Division	Fleet and Collection	Section	Fleet
Salary	\$140,675 - \$153,336 per annum plus 15.4% superannuation		
Reports To	Assistant Director, Fleet and Collections		
Direct Reports	TBC		
Location	Pyrmont, NSW		

ABOUT US

As one of Sydney’s most visited and dynamic cultural institutions, the Australian National Maritime Museum (the Sea.Museum) stands as a world-leading voice in telling Australia’s maritime story.

We engage audiences locally and globally through compelling experiences on site, online, and through research, exhibitions and national programs that educate, challenge and inspire.

At the heart of the Museum is a deep connection to the oceans, waterways and stories that have shaped Australia as an island nation. From deep time to the present and into the future, we bring to life the people, cultures and journeys that define our maritime identity.

With more than 2.5 million visitors annually, the Sea.Museum is powered by a passionate and diverse workforce, supported by a strong volunteer, membership and education community, and a dedicated charitable foundation together driving our impact, reach and long-term sustainability.

OUR CULTURE

At the Sea.Museum, we are building a modern, inclusive and high-performing workplace aligned to the values of the Australian Public Service. We value diversity of thought and experience and foster a respectful, psychologically safe environment where people feel supported to contribute, grow and do their best work.

We prioritise wellbeing, safety and flexibility, and expect our people to work collaboratively, act with integrity and contribute to a positive and inclusive culture that reflects the purpose and values of the Museum.

Leaders are expected to actively foster a psychologically safe workplace by modelling respectful behaviours, supporting team resilience, and promoting positive working relationships and wellbeing across their teams.

WHAT WE CAN OFFER YOU

At the Sea.Museum, you'll combine meaningful work with a unique harbour-side workplace and a strong commitment to diversity, inclusion and wellbeing.

Our employees enjoy:

- Competitive salary and 15.4% superannuation.
- Flexible work and generous leave entitlements.
- Learning and development opportunities.
- Wellbeing, recognition and EAP support.
- Salary packaging options.

Unique staff experiences, including our Staff Regatta.

OUR TEAM

The Fleet Operations team sits within the Fleet and Collection Management division and is responsible for the safe, efficient and high-quality delivery of the Museum's fleet operations.

The team delivers the day-to-day operational management of the Museum's vessels, including vessel crewing, maintenance coordination, compliance with maritime regulatory requirements, and the execution of operational plans. It plays a critical role in ensuring that fleet assets are operationally ready, safe, and aligned to the Museum's strategic, commercial and public engagement priorities.

Working closely with stakeholders across the organisation, the team enables the activation of vessels for visitor experiences, programming, and commercial opportunities, while maintaining a strong focus on safety, heritage stewardship, and operational excellence.

THE ROLE

The Head of Fleet Operations is responsible for leading the safe, compliant and effective delivery of the Australian National Maritime Museum's operational fleet, ensuring the Museum's vessels, people and maritime activities are managed to the highest standards of safety, operational excellence and public value.

Reporting to the Assistant Director, Fleet and Collections, the role provides leadership and oversight of fleet operations, vessel readiness, maintenance, workforce performance, safety and regulatory compliance. The position is accountable for ensuring the Museum's maritime assets are operationally ready, sustainably managed and aligned with organisational priorities, visitor experiences, commercial opportunities and public programs.

The role plays a critical part in translating strategic objectives into operational outcomes, driving workforce capability, continuous improvement and service excellence across Fleet. As a senior leader, the Head of Fleet Operations works collaboratively across the Museum to balance operational risk, resource planning, asset stewardship and organisational priorities, ensuring the Fleet remains safe, resilient, sustainable and fit for the future.

KEY ACCOUNTABILITIES

Under broad direction, this position is responsible for delivering the following functions:

- Lead and direct the end-to-end delivery of Fleet operations, ensuring safe, efficient and high-performing vessel operations aligned to organisational priorities including vessel preservation and public engagement.
- Translate Fleet strategy into operational execution, embedding clear delivery frameworks, performance expectations and accountability across the function.
- Drive workforce leadership and capability, leading a multidisciplinary team to deliver outcomes through strong performance management, workforce planning and a safety-first culture.
- Oversee the operational readiness, maintenance and lifecycle management of fleet assets, ensuring vessels remain compliant, seaworthy and fit-for-purpose.
- Own operational safety, compliance and risk management, ensuring adherence to maritime regulatory frameworks and embedding robust safety systems and practices.
- Enable commercial, preservation and public engagement outcomes, partnering across the organisation to maximise the activation, accessibility and value of fleet assets.
- Manage operational budgets, resource allocation and financial performance, driving efficiency while supporting sustainable service delivery.
- Implement and continuously improve operational systems, processes and service models, enhancing productivity, accountability and service quality

- Provide expert operational and technical advice to senior leadership, identifying risks, constraints and opportunities to inform decision-making and strategic direction.
- Lead cross-functional coordination and stakeholder engagement with relevant museum departments including Registration, Conservation, Content, Visitor Engagement and Learning, ensuring alignment between Fleet Operations and organisational priorities, partners and regulators.

KEY CHALLENGES

- Balancing operational delivery with safety, compliance and heritage preservation, ensuring vessels are actively utilised while maintaining strict regulatory standards, protecting asset integrity and meeting the Museum's stewardship responsibilities.
- Translating strategic intent into sustainable operational outcomes, particularly in an environment of competing priorities, resource constraints and evolving organisational demands, while working with senior leaders to ensure funding, workforce capability and resources remain aligned to short and long-term organisational requirements.
- Leading and sustaining a high-performing, safety-focused workforce, while addressing capability gaps, workforce planning pressures and the need for ongoing cultural, leadership and performance uplift.

KEY RELATIONSHIPS

Who	Why
Assistant Director, Fleet and Collections	Direct manager to ensure alignment between strategic direction and operational delivery, and to provide advice on performance, risks and priorities.
Fleet Operations Team (crew, technical specialists, contractors)	Direct leadership and management to drive performance, safety, capability and day-to-day operational delivery.
Executive Leadership Team (ELT)	To provide operational insights, escalate risks, and contribute to organisational decision-making and strategic outcomes.
Commercial & Public Engagement Teams	To coordinate vessel activation, visitor experiences and revenue-generating activities enabled through fleet operations.
Curatorial / Collections Teams	To ensure alignment between operational requirements and heritage asset prevention, including Vessel management Plans.
Regulatory Bodies (AMSA, Maritime NSW)	To ensure compliance with maritime legislation and, survey requirements and safety standards.
External Contractors & Service Providers	To manage maintenance, repairs, and specialist services, ensuring value for money and quality outcomes.
Work Health & Safety / Risk Functions	To ensure robust safety systems, compliance with WHS obligations, and effective risk management practices.

KEY SELECTION CRITERIA

The successful candidate will demonstrate their capacity against the following:

1. Proven executive-level leadership in complex maritime operational environment, with the ability to lead multidisciplinary teams and deliver high-risk, asset-intensive operations safely and effectively.
2. Demonstrated ability to translate strategy into delivery, driving operational execution, aligning resources, and embedding performance frameworks to achieve organisational outcomes.
3. Deep expertise in fleet operations, heritage asset management, and regulatory compliance, with a strong understanding of maritime safety obligations and risk management frameworks.

4. Strong financial and commercial acumen, including experience managing budgets, optimising resource allocation, and supporting revenue-generating and public engagement activities.
5. Highly developed stakeholder engagement and influencing capability, with the ability to build trusted relationships, provide expert advice to senior leadership, and navigate complex internal and external environments.

QUALIFICATIONS AND/OR RELEVANT EXPERIENCE REQUIRED

Mandatory:

- Relevant maritime qualifications in naval architecture, maritime engineering, advanced vessel operation or specialised port asset management.
- Demonstrated experience leading complex operational environments, ideally maritime or asset-intensive
- Strong capability in people leadership, workforce planning and performance management
- Deep understanding of fleet operations, maintenance and compliance frameworks
- Proven ability to translate strategy into operational delivery
- Experience managing risk, safety and regulatory environments
- Strong delivery focus with ability to drive outcomes through teams

Desirable:

- Experience in heritage vessels or cultural institutions

Detailed Tasks and Key Competencies (attached)

Detailed tasks are attached. The relevant Integrated Leadership System (ILS) profile is included, with further capability and behavioural indicators available on the APSC website www.apsc.gov.au.

Conduct and Behaviours

Employees are required to perform their duties in accordance with the Museum's values, policies, codes of conduct, professional standards, and legislative obligations, acting with integrity, professionalism and respect always.

Work Health and Safety

The occupant of this position is required to take reasonable care that their actions or omissions do not adversely affect the health and safety of themselves or others, and to comply with all applicable work health and safety policies, procedures and obligations of the Museum.

Under section 25 of the *Public Service Act 1999*, the Director may at any time determine the duties to be performed by an APS employee and the location at which those duties are performed. The duties and location described in this position description may change over time to meet the operational needs of the museum, subject to the consultation and classification provisions of the ANMM Enterprise Agreement.

Review

All position descriptions evolve and change over time, and the Museum commits to revising and updating position descriptions as required to accurately reflect the contribution of staff.

I acknowledge that I have read and understood this Position Description and the responsibilities, accountabilities and expectations of the role, and agree to perform my duties in accordance with these requirements and the Museum's policies and standards

EMPLOYEE ACCEPTANCE

Name:	
Signature:	
Date:	

ILS Position Profile

Executive Level 2 profile

Shapes strategic thinking	Achieves results	Cultivates productive working relationships	Exemplifies personal drive and integrity	Communicates with influence
Inspires a sense of purpose and direction Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.	Builds organisational capability and responsiveness Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.	Nurtures internal and external relationships Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.	Demonstrates public service professionalism and probity Adopts a principled approach and adheres to the APS Values and Code of Conduct. Acts professionally and impartially at all times and operates within the boundaries of organisational processes and legal and public policy constraints. Operates as an effective representative of the organisation in public and internal forums.	Communicates clearly Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.
Focuses strategically Understands the organisation's objectives and links between the business unit, organisation and the whole of government agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.	Marshals professional expertise Values specialist expertise and capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.	Facilitates cooperation and partnerships Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.	Engages with risk and shows personal courage Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	Listens, understands and adapts to audience Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Anticipates reactions and is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.
Harnesses information and opportunities Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, looks for recent developments that may impact on own business area and finds out about best practice approaches.	Steers and implements change and deals with uncertainty Establishes clear plans and timeframes for project implementation and outlines specific activities. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	Values individual differences and diversity Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals, and tries to see things from different perspectives.	Commits to action Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.	Negotiates persuasively Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.
Shows judgment, intelligence and commonsense Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.	Ensures closure and delivers on intended results Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.	Guides, mentors and develops people Encourages and motivates people to engage in continuous learning, and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.	Displays resilience Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.	
			Demonstrates self awareness and a commitment to personal development Critically analyses own performance and seeks feedback from others. Confidently communicates strengths and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self-development, and embraces challenging new opportunities.	