Digital Programme Manager - Infrastructure

November 2024

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| Reporting Relationship and Location | | | | | |
| **Reports to:** | | | Operations Delivery Lead | | |
| **Team I Business Unit:** | | | Digital PMO I Digital | | |
| **Purpose** | | | | | |
| The Digital Programme Manager – Infrastructure oversees the planning, coordination, and execution of AKL’s digital transformation projects and initiatives, for the Infrastructure portfolio. The role is responsible for providing effective leadership to the assigned programme of work and for successfully meeting all associated programme deliverables.  The purpose of this role is to ensure that:   * the programme has a clear set of benefits that delivery is being managed to achieve * the programme is being delivered to achieve its performance targets (cost, time, quality, safety, environment) * the performance of Project Managers and their projects is actively managed * stakeholder relationships are strong, and they are supportive of the programme * projects are being delivered consistently and to a set of consistent Digital and Infrastructure delivery methodologies * the Project Sponsor is actively involved in the project and is satisfied with performance * risk and opportunity within the entire programme is actively managed, synergies are maximised and interfaces managed * policies and approaches are being developed and shared across the programme * communication opportunities are proactively identified and exploited | | | | | |
| **Key Accountabilities** | | | | | |
| **Programme Management** | * Lead, and manage, a defined Digital delivery programme, comprising a series of projects, to achieve the benefits expected of the Infrastructure programmes within performance targets (cost, time, quality, safety, environment) * Hold project managers accountable for total project delivery, and application of consistent Digital and Infrastructure delivery methodologies * Ensure that the relationship between the Project Sponsor and Project Manager is maintained and high performing and that the Project Sponsor is actively performing their role on the project * Collaborate with Infrastructure Programme Directors to ensure that risk and opportunity within the entire programme is actively managed, synergies are maximised and interfaces managed. * Collaborate to share policies and approaches as part of ongoing knowledge management and continuous improvement * Assist Project Managers and project teams in their roles so that they are supported to achieve the required level of performance * Assist in the communication of programme status and progress with the business, ensuring that Project Managers are actively identifying communication opportunities and milestones, including prime responsibility for timely preparation of governance material * Prepare reports as required to document progress and status of the programme and/or key projects | | | | |
| **Programme Leadership & Strategy** | * Lead and manage multiple digital programmes, ensuring alignment with the organisation’s digital strategy and business goals. * Define and manage programme scope, goals, deliverables, and success criteria in collaboration with stakeholders. * Develop a roadmap for digital initiatives, including key milestones, timelines, and resource allocation. * Ensure that all digital projects are aligned with the overall business strategy, technological capabilities, and customer needs | | | | |
| **Stakeholder Management** | * Serve as the primary point of contact for senior leadership, stakeholders, and external partners regarding digital programmes and projects. * Communicate programme objectives, timelines, and progress to stakeholders at all levels, ensuring transparency and alignment. * Build and maintain strong working relationships with both internal and external teams to ensure successful project execution. | | | | |
| **Project Management & Delivery** | * Oversee the full project lifecycle, from concept to execution, ensuring digital initiatives are delivered on time, within budget, and to quality standards. * Lead cross-functional teams of designers, developers, marketers, analysts, and other key contributors to deliver high-impact projects. * Develop and maintain detailed project plans, tracking progress, risks, and dependencies. * Implement risk management strategies to address potential blockers and challenges. | | | | |
| **Process Optimisation & Continuous Improvement** | * Identify opportunities for process improvement and digital innovation to enhance business efficiency and customer experience. * Drive the adoption of best practices, agile methodologies, and emerging digital technologies across teams. * Foster a culture of continuous improvement, learning, and innovation within the digital team. | | | | |
| **Budget & Resource Management** | * Manage and optimize the budget for digital programmes and projects, ensuring cost-efficiency and value delivery. * Ensure the appropriate allocation of resources (both human and technological) to meet programme objectives. * Work closely with Finance and other departments to track and report on programme expenditure. | | | | |
| **Reporting & Analysis** | * Prepare regular status reports, dashboards, and performance metrics for senior management. * Monitor key performance indicators (KPIs) to track programme success and identify areas for improvement. * Provide insights and recommendations to drive business growth and improve digital capabilities. | | | | |
| **People Leadership** | * Develop and maintain productive, harmonious and motivated programme and project teams through the implementation of Auckland Airport’s People & Capability strategies and policies * Lead by example, living the Auckland Airport values every day | | | | |
| **Health, Safety and** **Wellbeing** | * Role model Auckland Airport’s commitment to “People First” Health, Safety & Wellbeing approach * Lead by example, demonstrating and communicating visibly safe work. * Ensure all incidents are reported and investigated in a timely manner to enable continuous learning and improvement. * Consult, engage and communicate within your team and to others, to manage and improve Health, Safety and Wellbeing. * Understand and communicate the health, safety and wellbeing risks and controls across all the work your team carry out and maintain high levels of risk awareness within your team. | | | | |
| People Responsibilities and Project Management | | | | | |
| People Leadership | | | | | |
| * Role is responsible for leading Project Managers and Project teams (non-Direct Reports Reports) which is a combination of permanent and contract resource. * Responsibility for contract resource, typically consisting of 8-10 people. | | | | | |
| Project Leadership | | | | | |
| * Role is responsible for programme leadership of long-term projects of 1 – 5 years. Role typically has oversight over project resources of 3-5 Project Managers and teams of 5-20 others. | | | | | |
| **Financial Responsibilities and Authorities** | | | | | |
| **Capital Expenditure N/A** | | | | **Operating Expenditure n/A** | |
| **Financial Authority** | | | | | |
| * Not accountable for expenditure budget. No authority to commit routine expenditure or capital expenditure without reference to people leader. | | | | | |
| **Structure Chart** | | | | | |
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| **Key Challenges** | | | | | |
| * Ensuring that the programme is adaptive and manages priorities in the face of uncontrollable factors and changing requirements in an evolving area of the business. * Required to hold and provide technical and specialist expertise on a variety of programme delivery matters. * Working at pace while delivering within a highly complex and regulated environment with multiple stakeholders, including airlines, security agencies, government regulators, contractors, and internal teams. Managing competing interests and ensuring that all stakeholders are engaged and informed throughout the project lifecycle. * Overseeing the delivery of solutions within systems that are critical to daily operations (e.g., flight check-in, baggage handling, security screening, air traffic control). * Ensuring programme compliance with security standards and data protection regulations while maintaining smooth operations. * Ensuring effective risk management across the portfolio ensuring delivery avoids significant risks, such as data breaches, system outages, or project delays. | | | | | |
| **Key Relationships** | | | | | |
| Internal | | | | | Purpose of contact with this person/s |
| * Leadership Team, especially (but not limited to) Digital and Infrastructure leadership team * Business unit managers and other internal stakeholders * Infrastructure Commercial, Project Services and Programme teams, especially (but not limited to) Programme Directors and Commercial Managers | | | | | * Ensuring that all stakeholders are engaged and informed throughout the project lifecycle * Providing programme status updates, managing expectations, reporting on risks, and ensuring strategic objectives are met. * A bridge between technical and non-technical teams, managing expectations, ensuring alignment with business goals. * Providing regular updates on the programmes financial status, including budget vs. actual costs. |
| External | | | | | Purpose of contact with this person/s |
| * Ground Handlers * Airlines * Border agencies * Main contractors, sub-contractors, and Infrastructure and Digital vendors * Consultants and professional advisors * Industry networks | | | | | * Oversee management of vendor/contractor relationships, maintaining regular communication tracking performance against agreed-upon deliverables, and resolving issues * Oversee the procurement of software, hardware, or services needed for the IT project, ensuring all acquisitions comply with organisational policies. * Coordination with regulatory bodies to ensure compliance with aviation safety |
| **Person Specification** | | | | | |
| **Qualifications (or equivalent level of learning)** | | | | | |
| Essential | | | | | Desirable |
| * Bachelor's degree in Business, Computer Science, Digital Media, or a related field. * Project Management Professional (PMP) certification or equivalent. | | | | | * Master’s degree or relevant certifications is a plus. |
| **Knowledge / Experience** | | | | | |
| Essential | | | | | Desirable |
| * 10+ years’ experience in senior client-side programme and/or project leadership roles in large scale and complex digital and commercial environments * extensive experience leading the full lifecycle of the project or programme, from inception to commissioning, and including team formation (designers and contractor teams). * previous exposure to design activity and commercial management disciplines to drive project and/or programme delivery * demonstrated and varied project experience, type and location including contractual settings * proven influential leader of senior people with the ability to build credibility and work effectively with professional, technical and trades staff and contractors * demonstrated experience in a strategic based role, delivering large, complex programmes of work in a tenacious and resilient manner coupled with exemplary problem-solving and leadership skills * engagement in complex systems thinking approaches * demonstrated and proven outstanding stakeholder management skills, including at senior leadership level * excellent verbal and written communication skills including working with senior executives * proactive in identifying and implementing practical solutions to technical problems, in a complex environment * demonstrated experience with the delivery of large, complex digital and infrastructure development within a brownfield setting. Where relevant, technical exposures and capabilities which align with the specific requirements of the determined programme e.g. IPV, Access Control, Active and Passive layer wired and wireless network design and deployment, server and communication room design and deployment, digital signage, Public Announcement, Biztalk or similar integration platforms, Baggage Handling, SCADA, BMS, IP voice, fire protection systems, parking management. | | | | | * experience in the Aviation sector * knowledge of safety in design, sustainability and environmental trends and issues |
| **Values** | | | | | |
| ***Whiria te tangata.*** Our values weave us together. They’re what we stand for, who we are and how we think, feel and act. | | | | | |
| **All in** Tātou tātou | | * People first * Seek understanding * Acknowledge others * Empathise and support * Diverse & inclusive | | | |
| **Know How** Kōkiri Tahi | | * Explore and solve together * Curious and open * Bring your voice & share your skills * Unite and collaborate * Right people in the room | | | |
| **Let’s Go** Karawhiua | | * Challenge yourself * Take pride * Act with intent and integrity * Keep your word * Deliver excellence | | | |
| **Changes to Position Description** | | | | | |
| From time to time it may be necessary to consider changes in the position description in response to the changing nature of Auckland Airport’s work environment, including technological requirements or statutory changes. This position description may be reviewed as part of the preparation for performance planning for the annual performance cycle, or as required. | | | | | |
| **Sign-Off** | | | | | |
| **Job-Holder** | | | | **People Leader** | |
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