

Position Description

Title	Head of Portfolio Delivery
Technology Group	
Locations:	Christchurch or Auckland
Reports to:	Chief Information Technology Officer
Direct Reports:	3
Indirect Reports:	5 (expected to increase to 20+ over time)
Date:	February 2026

Overview

Our people manage New Zealand's 30 million square kms of airspace, providing air traffic control, surveillance, communication, flight inspection, mapping and airspace design services. We work with government, regulatory authorities, airlines, airports and the general aviation community to ensure pilots, passengers and goods reach their destination - safely. At Airways, our values underpin all that we do. We value Safety, One Airways, Excellence and Success in all that we do.

Our organisation is made up of operational business groups that are supported by governance and corporate services functions. To learn more about our people and organisational structure, check out www.airways.co.nz/about.

Business Unit Purpose

The Technology Group is responsible for the effective delivery, management and services of all technology disciplines within the air navigation services environment - engineering design, software design and development, technology architecture and infrastructure, asset management, installation and maintenance, technical training, workload planning, maintenance program development, project management, and logistics support.

The Portfolio Delivery department is a key function in the Technology Group that is responsible for the effective planning and delivery of programmes and projects to support Airways to deliver on its strategic goals. The Head of Portfolio Delivery has a reporting line to the Chief Information Technology Officer as the head of the Technology Group which reflects the volume of delivery (number and value of projects) that have a strong technology connection across Airways. The Portfolio Delivery team also provides programme and project capabilities to other areas of Airways. The office is seen as a strategic function of Airways that operates with technology and business decision makers to provide support on governance, project portfolio management best practices, mentoring, tools and standardised processes for all project, program and portfolio management activities.

Purpose of the Position

The Head of Portfolio Delivery is responsible for the strategic delivery of the practices needed to deliver against corporate portfolio and project objectives, ensuring that organizational goals, resource optimisation, and the realisation of project benefits are understood, agreed and delivered within the organisation. This role oversees the teams responsible for full project lifecycle and provides high-level guidance to ensure successful delivery outcomes. This position will:

- ▶ Strategically lead the effective and efficient operation of the programme and project management practices
- ▶ Lead the delivery of the Airways capital plan.
- ▶ Embed the Enterprise Project Management Framework across Airways, setting direction for the project delivery function and developing the framework in line with organisational requirements.
- ▶ Provide high quality, evaluative thinking and evidence informed analysis and advice to senior stakeholders to support their decision-making and sanctioning of programmes and projects for inclusion in portfolios/programmes
- ▶ Collaborate with key stakeholders to ensure that portfolio planning provides the strategic outcomes for the enterprise
- ▶ Design, Document, monitor and manage competency and quality frameworks for the PMO and support functions

General

Your general duties include those outlined in this position description and may be reviewed and updated from time to time in consultation with you. You will also be required to undertake any other duties that are within your ability to perform, if asked to do so.

Key Areas of Accountability

Leadership	<ul style="list-style-type: none">▶ Provide direction, empower, motivate and develop others in order to achieve business unit, group and organisational goals.▶ Be a role model for our shared values▶ Provide leadership to develop and build an engaged and high performing team▶ Manage performance of leaders and the business area ensuring objectives and operational requirements are achieved▶ Develop and maintain a strategy for continued improvement across the delivery functions
Portfolio Delivery	<ul style="list-style-type: none">▶ Understand and communicate priorities to support prioritisation and sequencing of projects within the 10-Year Capital Plan.

	<ul style="list-style-type: none"> ▶ Ensure that projects align with the organisation's frameworks, strategic goals and asset management plans. ▶ Monitor overall delivery performance for projects and programmes and intervene in projects that are at risk of not meeting objectives
Risk and Governance	<ul style="list-style-type: none"> ▶ Establish and enforce robust governance practices across all projects. ▶ Oversee risk management processes (technical and project related), ensuring significant risks are escalated and managed effectively and consistently. ▶ Ensure compliance with all relevant regulatory and governance requirements. ▶ Ensure effective and accurate reporting is provided for the portfolio to the relevant governance groups
Continuous Improvement	<ul style="list-style-type: none"> ▶ Oversee post-project reviews to capture and share lessons learned and drive continuous improvement in project delivery practices. ▶ Stay informed about industry trends and best practices, incorporating them into the organization's project management and delivery frameworks.
Programme and Project Delivery	<ul style="list-style-type: none"> ▶ Maintain excellent technical knowledge in relation to work delivered by the Technology Group to ensure high quality outcomes. ▶ Ensure the team provides high quality, evaluative thinking and evidence informed analysis and advice to the ELT and key stakeholders ▶ Assure the overall integrity and coherence of portfolio delivery related objectives and benefits ▶ Monitor potential policy changes or initiatives and inform the programme(s) and project(s) when policy or strategy changes and make recommendations for changes and enhancements ▶ Ensure excellence in the selection, configuration and management of relevant tools, to facilitate and support data driven decision making.
Corporate Portfolio Planning	<ul style="list-style-type: none"> ▶ Collaborate with relevant functions within Airways to build and continuously update an understanding of: <ul style="list-style-type: none"> ○ Evolving trends and technological developments in the aviation industry worldwide; ○ Airways organisational and business unit strategies and direction; ○ Asset condition and lifecycle information. ▶ Working with key stakeholders use this information to help create prioritised, coordinated and optimised

	<p>portfolio investment plans in conjunction with key stakeholders.</p> <ul style="list-style-type: none"> ▶ Work closely with Portfolio Owners, Programme Managers, Project Managers and other change managers to create and promote effective benefits realisation practices ▶ Support the Portfolio owners to prioritise opex and capex projects and resourcing (go/no go) ▶ Ensure project forecasts remain current throughout the year. ▶ Provide reviews and structured reports against all portfolios, programmes, projects and interdependencies, reporting anomalies or areas of concern to the CITO and recommend adjustments to ensure that the mix of portfolio programmes and projects remains optimised and coordinated to deliver maximum benefit to Airways ▶ When strategic initiatives are not as successful as expected and fail to deliver the expected benefits, help analyse why, particularly to differentiate between a poor strategic idea and the poor implementation of a good strategic idea.
<p>Methodologies and Process</p>	<ul style="list-style-type: none"> ▶ Responsible for programme and project working standards and methods, ensuring processes and templates are adhered to and maintained in line with industry best practice and the Airways EPMF ▶ Guide delivery managers to avoid breach of governance frameworks and report all issues promptly ▶ Oversee and/or assist the provision of training and mentoring to all people in Airways who are responsible for delivering projects including sponsors, professional PMs and non-professional PMs, ▶ Establish competency frameworks for the unit ▶ Establish quality assurance processes and tools. Report on results of quality assurance reviews and make recommendations on corrective actions to the appropriate line manager.
<p>Stakeholder Engagement</p>	<ul style="list-style-type: none"> ▶ Foster strong working relationships within the organisation and build the reputation of the Delivery team as a trusted and valued advisor critical to the success of portfolio planning and programme/project delivery. ▶ Communicate project and portfolio status to senior executives, the board, and key stakeholders.

	<ul style="list-style-type: none"> ▶ Develop and maintain a customer-focused approach to the delivery of timely, accurate, appropriate information and advice to support effective decision making. ▶ Build and maintain strong relationships with external stakeholders.
Self-Development	<ul style="list-style-type: none"> ▶ Monitors own performance and seeks development opportunities to improve performance and leadership capabilities ▶ Implements agreed development plans within agreed timeframes.
Health & Safety	<ul style="list-style-type: none"> ▶ Responsible for pro-actively ensuring that the priorities of safety, and the principles adopted to secure it, are made explicit to all staff and contractors. ▶ Accountable for providing a safe work environment and implementing Airways health & safety systems for all staff and contractors. ▶ Accountable for creating a culture that promotes health & safety Responsible for ensuring staff and contractors understand their health & safety obligations including obligations to keep Airways secure ▶ Responsible for driving continuous improvement in all aspects of health & safety and ensuring any current or new work practices are assessed for potential safety impact and they deliver on safety excellence
Travel Requirement	<ul style="list-style-type: none"> ▶ Work may be required in other locations within NZ/internationally to perform the duties of the role.
Budget	<ul style="list-style-type: none"> ▶ Responsible for managing an <u>opex</u> budget of \$ TBC
Financial Delegation	<ul style="list-style-type: none"> ▶ Delegated financial authority for capex business cases of \$ NIL ▶ Delegated financial authority for transactional expenditure of \$ 250,000
Contractual Delegation	<ul style="list-style-type: none"> ▶ Signing Authority to a limit of \$ NIL ▶ Please refer to Delegated Financial Authority Policy for further information.
Legislative Owner	<ul style="list-style-type: none"> ▶ NIL
Safety Sensitive	<ul style="list-style-type: none"> ▶ NO

Key Relationships / Customers	Nature of Relationship
Internal	
Chief Information Technology Officer	Reports to

CFO and Head of Financial Planning and Performance	Key stakeholders tasked with delivering to Airways strategic objectives and capital and pricing plans. Works collaboratively and strategically to achieve and communicate shared goals.
Board	Provide relevant, accurate and timely portfolio information in support of ELT updates to the Board.
Executive Leadership Team/Senior Leadership Team	Work collaboratively with to deliver key projects
Project Sponsors/Steering Groups	Ensure governance processes are followed in a timely and consistent fashion and direct the use of tools and processes.
Portfolio Delivery Function	Direct and indirect reports
External	
PPM Suppliers	In collaboration with Delivery Managers, negotiates, collaborates and communicates with on behalf of Airways. Determines changes and amendments in support of advanced PPM capability.
Resource Providers	Resource reviews – current contractor performance and future demand planning. Rates negotiations for standard scorecard.
Industry and Professional Associations	Attend seminars and forums as representative of Airways. Position Airways as a “thought leader” in portfolio, programme and project practices through speaking engagements and leading industry group meetings.

Formal Qualifications / Training / Experience	Required	Desirable
Relevant Tertiary degree or equivalent experience in industry in New Zealand/or internationally	✓	
Professional qualifications in Portfolio Programme Project Management (P3M3) or Project Portfolio Management (PPM)	✓	
PMP accreditation or similar professional project management qualification	✓	
Minimum 10 years industry experience (e.g. Engineering, IT, Construction) with 5 years' experience of leading a project	✓	

delivery organisation including a demonstrated ability to engage at Board and Executive level		
Experience in programme development, management, reporting and recovery activities	✓	
Developing Delivery organisations, including implementing, adapting or transforming delivery methods (project, test, requirement, BA practices)	✓	
Leading and developing teams of project, programme and portfolio delivery professionals	✓	
Proven experience with high value, critical infrastructure and technology implementation work	✓	
Demonstrated experience in negotiation	✓	
Budget management – developing, agreeing, and controlling	✓	

Key Competencies / Skills / Knowledge	Required	Desirable
Proven ability to manage teams within strict governance frameworks	✓	
Proven technical knowledge and understanding of aviation related technology	✓	
Ability to deliver strategically on quality and continual improvement to the benefit of stakeholders and staff	✓	
Ability to develop and maintain robust relationships with all parts of the business including senior managers, programme managers, project managers, and third-party service providers	✓	
Advanced knowledge and experience with the practical application of different project management methodologies, models, and tools such as Sentient, Project Server/Project Online, PlanView, Microsoft pmo365, ServiceNow, etc	✓	
Demonstrated strong leadership and management skills, coupled with strong management of portfolio delivery through Programme or Project Management or delivery planning skills	✓	
Leadership - Motivates and empowers others to achieve individual and organisational goals and constructively manage challenges..	✓	

<p>Our Values - Demonstrates the Airways Values consistently and naturally, showing a personal commitment to value Safety, One Airways, Excellence and Success; consistently exhibits behaviours that inspire understanding of and commitment to these values.</p>			✓	
Key Behaviours – Leading Leaders				Required
Put Our People First	Lead and Engage Authentically	<p>Coaches and develops others: Identifies workforce capability gaps and invests in development</p> <p>Fosters trust, safety, and inclusion: Ensures we are 'One Airways' by fostering a culture of diversity and inclusion so that all employees feel safe, connected and valued</p> <p>Celebrates the success and achievements of others : Creates an environment which celebrates, rewards and recognises employees</p>		✓
Serve all Airspace users	Safety Focused Thinking	<p>Operates with a safety-led mindset: Drives a safety-led mindset and implements processes that drive safety outcomes</p> <p>Applies a customer-centric lens: Promotes a customer-centric approach and implements processes that enhance customer outcomes</p>		✓
Unlock Future Growth	Innovation & Results Driven	<p>Focuses on growth, financial performance, and drives innovation: Builds org-wide capability that develops innovative solutions and drives growth and prioritises positive financial outcomes</p> <p>Considers future needs when making decisions: Ensures future objectives and needs are reflected in Airways strategies and processes</p> <p>Strives for excellence in performance: Drives a high-performance culture that is focused on continuous improvement and excellence</p>		✓
Support Sustainable Aviation	Sustainability Champion	<p>Promotes sustainability and champions sustainable practices: Is a champion of sustainability, advocating for sustainable practices to internal and external stakeholders</p>		✓

Key Behaviours – Leading Leaders		Required
		Embeds and improves sustainable practices: Sets sustainability frameworks and objectives that underpin processes and improve outcomes

Our values underpin everything we do



We are **safe**

Safety is at the forefront of everything we do. We are committed to the safety of our people, operations and the communities we serve.



We strive for **excellence**

We deliver our best work each and every day, and look for ways to continue to improve what we do.



We are **One Airways**

We all have our own areas of expertise and by working together, collaborating and sharing knowledge, we achieve our aspiration



We celebrate **success**

We recognise our people's achievements, big and small, and celebrate our successes