

Paul Harling

People-First Technology Leader

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Profile

Technology only works when the people behind it do.

As an IT Manager with a decade of experience navigating the high-pressure environment of VFX, my focus is always on building great teams and delivering services that have meaningful impact and enables people to do their best work.

Work Experience

Head of IT Production Services

Wētā FX
Wellington, New Zealand

Jul 2021 - Present

Reporting to the Head of IT, I lead the IT Production Services department, which ensures our global team of artists and production crew have the technical support and render infrastructure available in a 24/7 operating environment.

Strategic Planning & Change Leadership: Partnered with senior leadership to convert high-level strategy into high-value tech investments, navigating competing priorities to clarify ambiguous requirements and guide teams through organizational change.

Productivity & Process Improvement: Partnered with Production and Departmental teams to review end-to-end workflows, significantly reducing turnaround times on requests while introducing ITIL-aligned tracking and clear SLAs/KPIs.

Product Ownership & Operational Excellence: Oversaw the full lifecycle and roadmap of business-critical production tools while managing incident response and root-cause analysis to ensure long-term system resilience.

Cross-Functional & Commercial Alignment: Collaborated with Finance, Procurement, and non-technical business units to solve operational pain points and ensure vendor contracts and software licensing remained aligned with business needs and budget constraints.

Talent Development & Mentorship: Mentored and coached graduates and junior team members, accelerating their onboarding into corporate IT roles and preparing them for internal advancement.

Prior roles held at Wētā FX

Data Resource Management Lead (Jan 2019 – Jul 2021)

- Responsible for the design and implementation of the data strategy at Wētā FX
- Lead a team of 5 developers responsible for the development of the global namespace (DSMS)
- Restored 800 shots for the Snyder Cut of Justice League ¹

¹ <https://www.artofvfx.com/zack-snyders-justice-league-kevin-smith-vfx-supervisor-and-simeon-duncombe-animation-supervisor-with-jens-maartensson-fx-supervisor-weta-digital/>

- *Developed a new automated cleanup system, migrating away from legacy manual cleanups*

Data Wrangler (Jul 2016 – Jan 2019)

- *Responsible for implementing data cleanup strategy set out by the Data Resource Management Lead*
- *Lead a project to instrument and collect data on how the daily cleanup emails were being interacted with to improve engagement*
- *Wrote Python & Bash scripts to assist with data management tasks*

Additional Experience

- System Administrator **New Zealand Film Commission** *May 2015 - Jul 2016*
 - *Supported 30 staff across 2 offices (Auckland & Wellington)*
 - *Lead the transition from a legacy on-prem Exchange server to Office365.*
 - *Technical design and implementation lead of a 30-seat screening room*
- Film Contractor **Local and International Productions** *Ongoing*
 - *Sound Design, Onset Sound Recordist – Local Productions*
 - *Locations and other supporting roles – International Productions*

Education and Certifications

- Scrum Master
- ITILv4
- Cert. Film and Television Production, Whitireia Community Polytechnic, 2014

References

Available upon request