



## SENSITIVE: Chief of Defence Force Appointment

**Date:** 10 May 2018  
**Report No:** SSC2018/500  
**Contact:** Juanita Te Kani, Director  
**Telephone:** 9(2)(a) privacy

	<b>Action Sought</b>	<b>Deadline</b>
<b>To: Hon Ron Mark</b> Minister of Defence Executive Wing 5.3R	Sign and lodge the attached paper for consideration at APH on 16 May and Cabinet on 21 May	10 May 2018
<b>Copy to: Hon Chris Hipkins</b> Minister of State Services		

**Enclosure:** Yes

### Executive Summary

- Please find attached for your consideration and signature, a paper for the Cabinet Appointments and Honours Committee (APH) which notes your intention to recommend to the Governor-General in Council, the appointment of Air Vice-Marshal Kevin Short to the role of Chief of Defence Force, New Zealand Defence Force (NZDF), for a term of three years from 1 July 2018.
- Appointment documents for referral to the Governor-General in Council are also attached for your signature.

### Next Steps

- A high level timeline for the next steps in this appointment process is as follows:

16 and 21 May	APH and Cabinet consider recommendation for CDF appointment
21 May	Governor-General in Council considers recommendation
	Minister of Defence to advise appointee
22 May TBC	SSC to advise outgoing CDF, unsuccessful candidates and panellists
	Minister of Defence announces appointment
30 June	'Change of Command Ceremony' (Being organised by NZDF)

## Recommendations

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- 1 It is recommended that the Minister of Defence:
  - 1 **sign** the attached paper recommending the appointment of Air Vice-Marshal Kevin Short as the Chief of Defence Force, New Zealand Defence Force
  - 2 **lodge** the appointment paper and associated documents for consideration at the Cabinet Appointments and Honours Committee meeting on 16 May and Cabinet on 21 May 2018.

Hon Ron Mark  
Minister of Defence

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Chair  
Cabinet Appointments and Honours Committee

## **Appointment of the Chief of Defence Force, New Zealand Defence Force**

### **Proposal**

- 1 I recommend the appointment of Air Vice-Marshal Kevin Short to the position of Chief of Defence Force (CDF), New Zealand Defence Force (NZDF) for a term of three years from 1 July 2018 to 30 June 2021 at the rank of Air Marshal.

### **Background**

- 2 The position of CDF becomes vacant on 30 June 2018 when Lieutenant General Tim Keating's term ends. In April the Cabinet Appointments and Honours Committee with Power to Act confirmed the vacancy and the position description as the basis for recruitment to the role (APH-18-MIN-0052 refers).
- 3 The CDF is appointed by the Governor-General in Council under section 8 of the Defence Act 1990, on the recommendation of the Minister of Defence. The Defence Act does not specify the term of this appointment. The CDF's remuneration is determined by the Remuneration Authority.

### **Chief of Defence Force**

#### ***Position Requirements***

- 4 The CDF role has two major aspects – command and management. The CDF commands the Navy, Army and Air Force through the Service Chief of each Service, and any joint force either directly through the Commander Joint Forces or through the Service Chief of any Service. The CDF is the principal military adviser to the Minister of Defence and other Ministers. He or she is responsible to the Minister of Defence for carrying out the functions and duties of the NZDF, the general conduct of the NZDF, and the efficient, effective and economical management of NZDF activities and resources. In addition, the CDF is responsible to the Minister of Veterans' Affairs for Veterans' Affairs New Zealand.
- 5 The immediate priorities for the new CDF are:
  - continuing momentum on the review of the strategic policy settings for Defence (as detailed in the Defence White Paper 2016);
  - contributing to the review of the Defence Capability Plan to optimise capability outcomes and deliver value for New Zealand; and
  - ensuring that the NZDF has the governance, leadership, structure, ethos and culture to deliver its role effectively, in line with the Government's defence principles and priorities.
- 6 The CDF will be required to establish and maintain an effective working relationship with the Secretary of Defence as the Government's lead adviser on defence policy and procurement matters.

**Selection Process**

- 7 I requested the State Services Commissioner manage the appointment process for the CDF on my behalf, as described in paragraph 3.24 of the *Cabinet Manual*. When the Commissioner manages appointments for statutory roles on behalf of Ministers, where there isn't a prescriptive process to follow, he follows the process set out in the State Sector Act 1988 for the appointment of Public Service chief executives.
- 8 Expressions of interest in the role were sought publicly from eligible officers, and letters were sent to each of the two-star officers in the NZDF. Applications closed on 27 April 2018. <sup>9(2)(a) priv</sup> applicants presented with the relevant skills and experience to be considered for the role and were short listed for interview.
- 9 The State Services Commissioner, Peter Hughes, convened a panel to interview candidates on Tuesday, 8 May 2018. The panel comprised Debbie Power – Deputy State Services Commissioner, Helene Quilter - Secretary of Defence and Chief Executive of the Ministry of Defence, Sir Wira Gardner, and Mr Leith Comer. The Deputy State Services Commissioner reported to me on the outcome of the interviews.

**Recommended Candidate**

- 10 I recommend the appointment of Air Vice-Marshal Kevin Short to the position of Chief of Defence Force, New Zealand Defence Force for a term of three years, commencing 1 July 2018.
- 11 Air Vice-Marshal Short currently holds the position of Vice Chief of Defence Force (VCDF). The VCDF is a military position appointed by, and responsible to, the CDF for the management of assigned branches of NZDF Headquarters and for the direction and management of the NZDF when so ordered on the behalf of the CDF.
- 12 Air Vice-Marshal Short has been a career NZDF officer, since joining the Royal New Zealand Air Force in 1976. This includes as Assistant Chief of Air Staff Development from 2000 to 2003, Senior National Representative Representing CDF at CENTCOM in the War against Terrorism in Tampa Florida during 2002, a Commanding Officer at the RNZAF Base in Auckland from 2003 to 2006, and Commander Provincial Reconstruction Team (Afghanistan) from 2006 to 2007.
- 13 From 2007 he commenced working at NZDF headquarters as Assistant Chief Development, and in 2009 he became the Assistant Chief Strategic Commitments and Intelligence.
- 14 In recent years Air Vice-Marshal Short has held a number of senior roles at NZDF, including Deputy Chief of Air Force from June 2011 to February 2013, Commander Joint Forces New Zealand from February 2013 to March 2014, and his current role as VCDF which he has held since March 2014.
- 15 As VCDF his responsibilities have included commanding the NZDF on many occasions as the Acting CDF. He has also worked with the CDF and Secretary of Defence to develop and embed a joint whole of life management of the NZDF capability function. His key achievements have included co-chairing with the Secretary of Defence, the implementation of the Defence Capability Change Action Plan. This was a complete revamp of the policy, procurement processes and systems used to acquire new capability for the NZDF. He also directed and managed the NZDF input into the Defence White Paper 2016.

## SENSITIVE

### **Comment**

- 16 The Commissioner recommends that Air Vice-Marshal Short has the necessary skills and experience for this critical role. He has a strong vision for the future of New Zealand's Defence Force, and has a deep understanding of the priorities of this Government. He places great importance on the NZDF's need to maintain the trust and confidence of New Zealanders, and to engage with the community to demonstrate the value that the NZDF provides.
- 17 Air Vice-Marshal Short is a person of great integrity. He has a leadership style that engenders confidence, whilst displaying a high degree of humility. He will be able to command the respect of the NZDF, and gave the interview panel confidence that he will provide the leadership change required for the future. He is considered extremely capable of managing the NZDF through their strategic reviews and implementing the Government's priorities over the next few years.

### **Referee Comment**

- 18 The State Services Commission has undertaken referee checks on Air Vice-Marshal Short.
- 19 Air Vice-Marshal Short is highly regarded by his referees. They noted he is a strong and credible leader who is well respected and trusted both within NZDF and externally. He is a natural leader and a person of upmost integrity. He is very experienced across all domains of the role and considered highly suitable.

### **Summary**

- 20 Air Vice-Marshal Short is a highly credible candidate for the post of CDF, NZDF. His experience in various reforms and tested leadership as VCDF has equipped him with the skills, respect and experience needed to undertake the post as CDF, NZDF.
- 21 A curriculum vitae and appointment documents for Air Vice-Marshal Short are attached for submission to the Governor-General in Council.

### **Consequential appointments in other senior defence roles**

- 22 If my recommendation to appoint Air Vice-Marshal Short as CDF is accepted by the Governor-General, the Vice Chief of Defence Force (VCDF) post will become vacant on 1 July 2018.
- 23 The VCDF is appointed by the CDF. I expect Air-Vice Marshal Short, as CDF Designate, to be involved in the appointment process which will commence once the CDF appointment is confirmed. The subsequent appointment of a new VCDF will likely create further movement in the 2<sup>nd</sup> tier of NZDF.
- 24 I intend to bring a paper to Cabinet at a later date noting the appointment of a new VCDF and any other consequential appointment processes.

### **Publicity**

- 25 Subject to the Governor-General accepting my recommendation to appoint Air Vice-Marshal Short to the post of CDF, NZDF, I intend to announce this appointment shortly thereafter. My office will coordinate this announcement.

**Recommendations**

26 It is recommended that Cabinet:

- 1 **note** that I intend to recommend that the Governor-General in Council appoints Air Vice-Marshal Kevin Short as Chief of Defence Force, New Zealand Defence Force, for a term of three years from 1 July 2018 to 30 June 2021, at the rank of Air Marshal under section 8 of the Defence Act 1990.
- 2 **forward** my recommendation to the Governor-General in Council.
- 3 **note** the consequential vacancy in the post of Vice Chief of Defence Force, New Zealand Defence Force.
- 4 **note** that I intend to bring a paper to Cabinet at a later date noting the appointment of a new Vice Chief of Defence Force and any other consequential appointment processes.

Hon Ron Mark  
Minister of Defence

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Position description	
<b>Position</b>	Chief of Defence Force
<b>Department</b>	New Zealand Defence Force
<b>Position purpose</b>	<p>The New Zealand Defence Force (NZDF) is the Government's provider of military forces and contributes to New Zealand's national security, foreign affairs, and emergency management.</p> <p>Its strategic outcomes include:</p> <ul style="list-style-type: none"> <li>• secure New Zealand's people, land, territorial waters, exclusive economic zone, natural resources and critical infrastructure</li> <li>• advance New Zealand's values and interests through participating in regional and international security systems</li> <li>• reduce risks to New Zealand from regional and global insecurity.</li> </ul> <p>The principal roles of the NZDF are to:</p> <ul style="list-style-type: none"> <li>• Defend New Zealand's sovereign territory</li> <li>• Contribute to national resilience and whole of government security objectives</li> <li>• Meet our commitment as an ally of Australia</li> <li>• Support New Zealand's civilian presence in the Ross Dependency of Antarctica, and participate in whole of government efforts to monitor and respond to activity in the Southern Ocean. Contribute to, and where necessary lead, operations in the South Pacific</li> <li>• Make a credible contribution in support of peace and security in the Asia-Pacific region</li> <li>• Protect New Zealand's wider interests by contributing to international peace and security, and the international rule of law</li> <li>• Contribute to the advancement of New Zealand's security partnerships</li> <li>• Participate in whole of government efforts to monitor the strategic environment</li> <li>• Be prepared to respond to sudden shifts in the strategic environment.</li> </ul>
Performance profile	
<b>Immediate priorities</b>	<p>The Chief of Defence Force (CDF) will:</p> <ul style="list-style-type: none"> <li>• Contribute to the review of the strategic policy settings for Defence, as detailed in the Defence White Paper 2016, to ensure they are aligned with the Government's foreign policy and national security priorities, and align NZDF capability and activity with the principles, roles and priorities it establishes</li> <li>• Contribute to the review of the Defence Capability Plan, to optimise capability outcomes and deliver value for New Zealand, and ensure that NZDF balances the task of generating the capabilities of tomorrow whilst delivering on the operational demands of today through, for example, the continued renewal of major military equipment and the estate regeneration programme</li> <li>• Ensure that the NZDF has the governance, leadership, structure, ethos and culture to deliver its role effectively, in line with governments defence principles and priorities.</li> </ul>

<b>Medium-term priorities</b>	<p>Over the length of their term, the CDF will be required to:</p> <ul style="list-style-type: none"> <li>• establish and maintain an effective working relationship with the Secretary of Defence and encourage greater partnership opportunities with the Ministry of Defence</li> <li>• build and maintain effective relationships with counterparts of international partners</li> <li>• demonstrate that NZDF is delivering value-for-money to the taxpayer, including through prioritisation, ongoing improvements in efficiency and effectiveness, while maintaining appropriate conditions of service for military personnel</li> <li>• in partnership with the Ministry of Defence, achieve meaningful, measurable performance improvements in Defence procurement</li> <li>• ensure that Defence Force workforce strategies are implemented effectively, including in regard to remuneration</li> <li>• engage effectively with the community, demonstrating the value that the Defence Force provides to the New Zealand public</li> <li>• in partnership with relevant agencies, deliver an Enhanced Limited Service Volunteer scheme</li> <li>• in partnership with relevant agencies, pilot a Youth Employment, Training and Education scheme</li> <li>• through Veterans Affairs New Zealand, provide support and advocacy to the New Zealand veterans' community.</li> </ul>		
<b>Operational Accountabilities</b>	<p>The CDF commands the NZDF, including the Navy, Army and Air Force through the Service Chief of each Service, and any joint force either directly through a joint force commander (the Commander Joint Forces New Zealand) or through the Service Chief of any Service.</p> <p>The CDF is the principal military adviser to the Minister of Defence and other Ministers. As such the CDF works in partnership with the Secretary of Defence as the principal civilian advisor.</p> <p>The CDF is responsible to the Minister of Defence for carrying out the functions and duties of the NZDF, the general conduct of the NZDF, and the efficient, effective and economical management of the activities and resources of the NZDF.</p> <p>The CDF is responsible to the Minister of Veterans' Affairs for Veterans' Affairs New Zealand.</p> <p>The CDF is responsible for developing their leadership team so that they are capable of stepping up as system leaders, this includes growing people for the system and not solely for the agency.</p> <p>In accordance with Section 7 of the Defence Act 1990, the Minister of Defence shall exercise the power of control of the NZDF through the CDF.</p> <p>The CDF is accountable to the Minister of Defence for the general control of the NZDF including commanding the NZDF.</p>		
<b>Key external relationships</b>	<table border="1"> <tr> <th data-bbox="491 1541 823 1570"><b>Government and Parliament:</b></th> </tr> <tr> <td data-bbox="539 1601 1177 1814"> <ul style="list-style-type: none"> <li>• The Prime Minister and Minister of National Security</li> <li>• The Minister of Defence</li> <li>• The Minister of Veterans' Affairs</li> <li>• The Minister of Foreign Affairs</li> <li>• The Minister Responsible for the NZSIS and the GCSB</li> </ul> </td> </tr> </table>	<b>Government and Parliament:</b>	<ul style="list-style-type: none"> <li>• The Prime Minister and Minister of National Security</li> <li>• The Minister of Defence</li> <li>• The Minister of Veterans' Affairs</li> <li>• The Minister of Foreign Affairs</li> <li>• The Minister Responsible for the NZSIS and the GCSB</li> </ul>
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**Sector:**

NZDF works closely with many agencies including: the Ministry of Defence as its civilian partner, the Central Agencies, the Ministry of Foreign Affairs and Trade, the New Zealand Security Intelligence Service, the Government Communications Security Bureau, New Zealand Police, the New Zealand Customs Service (including the National Maritime Co-ordination Centre), Antarctica New Zealand, Maritime New Zealand, the Ministry of Primary Industries, the Ministry of Social Development, Civil Defence and Emergency Management, the Department of Internal Affairs, the Ministry of Culture and Heritage, and the Department of Conservation.

NZDF has important relationships with Defence Forces in the Asia-Pacific region, particularly Australia. NZDF has other military-to-military relationships further afield that facilitate military deployments.

**Communities and the public:**

NZDF assists the New Zealand community via Reserve Forces personnel and members of the Armed Forces. NZDF promotes the Defence Industry in New Zealand and supports initiatives for young New Zealanders through the Limited Service Volunteer (LSV) Scheme, the New Zealand Cadet Forces and relationships with schools throughout New Zealand. NZDF acknowledges the special relationship between Maori and the Crown. NZDF also values and responds to the increasing diversity of New Zealand's population.

**Statutory Relationships**

The CDF must perform the duties as set out in the State Sector Act 1988, the Public Finance Act 1989, the Defence Act 1990 and other relevant statutes and legislation. Part III of the Defence Act 1990 also sets out the statutory relationship between the CDF and the Secretary of Defence.

**Person profile**

**Leadership and stewardship**

The CDF is also the Chief Executive of the NZDF.

Excellent leadership by chief executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the higher bar expected of chief executive behaviour.

Chief executive stewardship responsibilities reinforce that chief executives administer their organisations on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.

The stewardship responsibility requires chief executives to plan and actively manage for the medium term and long term interests. This applies to all aspects of the organisation including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.

Chief executives are also stewards of the system and are required to achieve cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.

**Position specific competencies**

- An existing senior member of the Armed Forces
- High level command and leadership abilities
- Demonstrated commitment to building, sustaining, and deepening the culture and ethos of the NZDF
- The ability to work in partnership with the Secretary of Defence and the Ministry of Defence
- Proven track record of high integrity and ethical conduct

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- Strategic thinking with a whole of Defence perspective, and the ability to plan and drive change
  - Proven ability to analyse and anticipate the political aspect of operations, especially where there are international implications
  - Works collaboratively across agencies for collective impact
  - Proven track record of value-for-money management, including working with the Ministry of Defence to develop and implement a balanced capability strategy
  - Experience in using an outcome measures approach to provide evidence of effectiveness
  - The ability to demonstrate cultural sensitivity and an understanding of the Treaty of Waitangi
  - A relevant tertiary qualification is desirable.

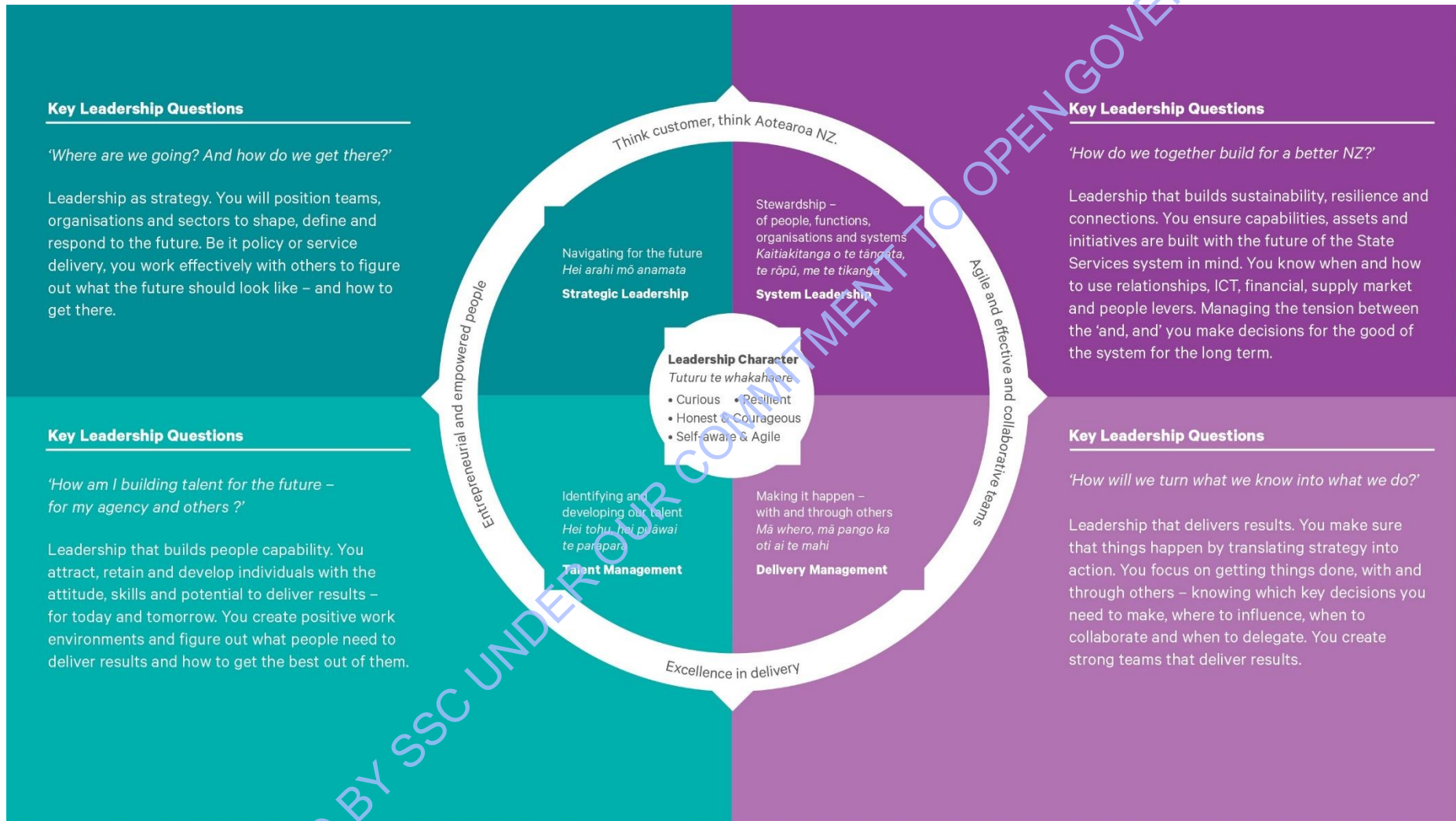
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**Security Clearance**

Appointment will be subject to a New Zealand Government **Top Secret Special** security clearance.

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# Leadership Success Profile



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