



**IN CONFIDENCE**

## Chief of Air Force, Chief of Army and Chief of Navy Appointments

**Date:** 10 August 2018  
**Report No:** SSC2018/823  
**Contact:** Juanita Te Kani, Director  
**Telephone:** 9(2)(a) privacy

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	<b>Action Sought</b>	<b>Deadline</b>
Hon Ron Mark <b>Minister of Defence</b>	Sign and lodge the attached paper for consideration at APH on 15 August 2018 and Cabinet on 20 August 2018	13 August 2018
Hon Chris Hipkins <b>Minister of State Services</b>	Copy for your information	

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**Enclosure:** Yes

### Executive Summary

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- 1 Please find attached, for your consideration and signature, a paper for the Cabinet Appointments and Honours Committee (APH) that relates to your recommendations for appointment to the roles of Chief of Air Force, Chief of Army and Chief of Navy (Service Chiefs).
- 2 Your office has informed the Cabinet Office that this paper will be lodged late for APH.
- 3 Appointment documents for referral to the Governor-General in Council are also attached for your signature.

## Recommendations

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It is recommended that the Minister of Defence:

- 1 **sign** the attached paper recommending the appointment of the three Service Chiefs;
- 2 **lodge** the appointment paper and associated documents for consideration at APH on 15 August and Cabinet on 20 August 2018, for referral to the Governor-General in Council on 20 August 2018.

Hon Chris Hipkins  
**Minister of State Services**

Hon Ron Mark  
**Minister of Defence**

RELEASED BY SSC UNDER OUR COMMITMENT TO OPEN GOVERNMENT

Chair  
Cabinet Appointments and Honours Committee

## Appointment of the Chief of Air Force, the Chief of Army, and the Chief of Navy

### Proposal

- 1 I recommend the following appointments to the three Service Chief (Chief of Air Force, Chief of Army, and Chief of Navy) roles:
  - 1.1 Air Commodore Andrew Clark to the position of Chief of Air Force, New Zealand Defence Force (NZDF) for a term of three years from 10 September 2018 to 9 September 2021, at the rank of Air Vice-Marshal;
  - 1.2 Brigadier John Boswell DSD to the position of Chief of Army, NZDF for a term of three years from 10 September 2018 to 9 September 2021, at the rank of Major General; and
  - 1.3 Commodore David Proctor to the position of Chief of Navy, NZDF for a term of three years from 1 December 2018 to 30 November 2021, at the rank of Rear Admiral.

### Background

- 2 The posts of the three Service Chiefs will become vacant on the following dates:
  - a. Chief of Air Force – on 10 September 2018, as Air Vice-Marshal Tony Davies MNZM will commence as the Vice Chief of Defence Force on that date;
  - b. Chief of Army – on 10 September 2018, as the term of the current Chief of Army, Major General Peter Kelly MNZM, will end on 9 September 2018; and
  - c. Chief of Navy – on 1 December 2018, as the term of the current Chief of Navy, Rear Admiral John Martin ONZM, will end on 30 November 2018.
- 3 On 30 July 2018, Cabinet confirmed the vacancies and the related position descriptions as the basis for recruitment to the above roles [CAB-18-MIN-0357].
- 4 The Service Chiefs are appointed by the Governor-General in Council under section 28 of the Defence Act 1990. The Minister of Defence recommends the appointments.
- 5 The Defence Act does not specify a standard term for these appointments. Historically, however, these roles have been three year terms. The remuneration of the three Service Chiefs is determined by the Remuneration Authority.
- 6 The State Services Commissioner (the Commissioner) has a role in managing the appointment processes for the three Service Chiefs on my behalf as noted in paragraph 3.30 of the Cabinet Manual.

### Position Requirements

- 7 The Service Chiefs are accountable to the Chief of Defence Force (CDF) for a range of matters, including:
  - a. the command of their Service;
  - b. providing advice to the Minister (through the CDF) on any matter relating to their Service;
  - c. the recruiting, training and management of the military and civilian personnel in their Service;

- d. the development, promulgation and implementation of land/sea/airworthiness policy and regulatory systems respectively, for all relevant fighting systems/vessels/aircraft, as the land/sea/airworthiness authority; and
- e. the management and leadership of their Service and its contribution to the performance of the NZDF, including supporting the CDF in the leadership of the NZDF.

8 The medium-term priorities for the Service Chiefs are:

- a. supporting the CDF in contributing to the Government's defence policy outcomes, including the Strategic Defence Policy Statement, with a focus on how their Service can maximise its effectiveness to meet the NZDF's current and future demands;
- b. reinforcing the CDF's approach whereby the three Services are considered as a unified NZDF by:
  - i. supporting the joint working approach both within the NZDF and with the Ministry of Defence, developing a culture of information sharing and co-operation;
  - ii. enhancing their Service's management practices to contribute to integrated management processes across the NZDF;
  - iii. strengthening their Service's military and corporate ability so that it is effective and sustainable and that it meets the Government's priorities and targets;
  - iv. demonstrating improved value for money for New Zealand of their Service's expenditure, by making evident the effectiveness of programmes and the alignment of funding with the Government's requirements and priorities;
- c. contributing to the management of their Service's capability, including strategic decisions and acquisition.

### Selection Process

- 9 I requested the Commissioner manage the appointment process for the Service Chief roles on my behalf, as described in paragraph 3.30 of the Cabinet Manual.
- 10 The Commissioner has run the appointment process for the three Service Chief roles in a manner broadly consistent with the appointment process set out in the State Sector Act 1988 for Public Service chief executives, but tailored to reflect the specific nature of the roles.
- 11 The State Services Commission (SSC) advertised the vacancy publicly on the State Services Commission website, and on the NZDF website. SSC also sent letters to eligible officers identified by the CDF, inviting them to apply for the role. Applications closed on 3 August 2018.
- 12 SSC received <sup>9(2)(a) privacy</sup> applications for the role. The chair of the interview panel, Mr John Omblor QSO, former Deputy State Services Commissioner, consulted me on the applications. <sup>9(2)(a) privacy</sup> candidates were short listed for interview and presented with the relevant skills and experience to be considered for the role.
- 13 Mr Omblor QSO chaired the panel to interview candidates from 7 to 9 August 2018. The panel consisted of Air Marshal Kevin Short, Chief of Defence Force, Ms Helene Quilter, Secretary of Defence and Chief Executive of the Ministry of Defence, and Rear Admiral David Ledson ONZM.
- 14 Mr Omblor and the Deputy State Services Commissioner provided me with information about <sup>9(2)(a) privacy</sup> of the shortlisted candidates in relation to the selection criteria.

## Recommended Candidates

- 15 I recommend the following appointments to the three Service Chief roles:
- 15.1 Air Commodore Andrew Clark to the position of Chief of Air Force, New Zealand Defence Force (NZDF) for a term of three years from 10 September 2018 to 9 September 2021;
  - 15.2 Brigadier John Boswell DSD to the position of Chief of Army, NZDF for a term of three years from 10 September 2018 to 9 September 2021; and
  - 15.3 Commodore David Proctor to the position of Chief of Navy, NZDF for a term of three years from 1 December 2018 to 30 November 2021.

## Chief of Air Force

### *Air Commodore Andrew Clark*

- 16 Air Commodore Andrew Clark currently holds the position of Air Component Commander in the Royal New Zealand Air Force (RNZAF), a role that he has been in since March 2018. In this role, Air Commodore Clark has command of all NZDF flying operations and associated training, and command of RNZAF Bases Ohakea and Auckland, through the base commanders.
- 17 As Air Component Commander, Air Commodore Clark also has ownership of operational flying related risk management and safety as the NZDF Operating Airworthiness Authority. An important part of his role is in collaborative leadership, in support of the Chief of Air Force, and of NZDF joint operations and training within Headquarters Joint Forces New Zealand (HQJFNZ), on behalf and in support of, the Commander Joint Forces.
- 18 Air Commodore Clark joined the RNZAF in 1986 to commence training. He was a navigator and, through his early career, has been an instructor (operational and navigation), provided senior leadership support in the Office of the Chief of Air Staff, and had the role of Operations Flight Commander, No 5 Squadron, Staff Officer, HQJFNZ at Trentham, Project Manager (P-3K2 Orion Introduction Into Service), and Commanding Officer, No 5 Squadron (including leading overseas operations).
- 19 In his more recent career, Air Commodore Clark has held a variety of operational and strategic positions, including as Assistant Chief of Air Force – Strategy from 2009 to 2011, Director of Strategic Commitments from 2012 to 2013, Director of Defence Intelligence from 2014 to 2015 and, prior to his current role, as Assistant Chief – Capability from 2016 to 2018. Air Commodore Clark has also served as the Defence Adviser to India.

### Comment

- 20 I recommend that Air Commodore Andrew Clark has the necessary skills and experience for the Chief of Air Force role. He is a deep thinker, who is self aware, authentic, honest and trustworthy. He has demonstrated skills throughout his career that show he can step into a leadership role and handle both difficult issues and extreme pressure.
- 21 Air Commodore Clark has a strong spirit of service and passion for the RNZAF and the NZDF, particularly in realising their need to be demonstratively useful for New Zealanders. The interview panel considered that Air Commodore Clark can be trusted with the future of the RNZAF, at a critical time, and to support the CDF in his role.

## Chief of Army

### ***Brigadier John Boswell DSD***

- 22 Brigadier John Boswell currently holds the position of Land Component Commander, NZDF, a role that he has been in since March 2018. In this role he is responsible and accountable to the Chief of Army for the command and readiness of the land component to deliver on the New Zealand Army's mission, outputs and outcomes, and responsible to the Commander Joint Forces New Zealand for the command and control of land operations.
- 23 Brigadier Boswell enlisted into the Army in 1984. During his time in the Army he has served with the 1st Battalion, Royal New Zealand Infantry Regiment in both Singapore and New Zealand, and has completed two postings, including one as the Commanding Officer, with the 2nd/1st Infantry Battalion.
- 24 Brigadier Boswell has deployed on operations with the United Nations in Angola, East Timor and the Middle East and, in April 2010, he deployed to Afghanistan, as the Senior National Officer and Commanding Officer of the New Zealand Provincial Reconstruction Team, Bamyan. Brigadier Boswell was subsequently awarded the Distinguished Service Decoration in recognition of his service in Afghanistan.
- 25 More recently, Brigadier Boswell was the Head of Strategy Management (Army, from 2010 to 2012), Acting Deputy Chief of Army (March to June 2012), Chief Plans Officer, Joint Force Headquarters (2012 to 2014), and Assistant Chief - Strategic Commitments and Engagement (2016 to February 2018, following attendance at the National Defence College of India).

### **Comment**

- 26 I recommend that Brigadier John Boswell has the necessary skills and experience for the Chief of Army role. He has a depth of experience, both operationally and in the whole of government environment. He can act clearly and decisively in challenging situations. Brigadier Boswell will be able to work confidently within the wider NZDF leadership team.
- 27 Brigadier Boswell is able to build relationships with strength and real depth. He has integrity, and would lead cultural change in the New Zealand Army through setting the right tone as well as expected behaviour and standards. The panel considered that Brigadier Boswell is realistic about, and aware of, the issues and priorities facing the Army, and is pragmatic about what can be done.

## Chief of Navy

### ***Commodore David Proctor***

- 28 Commodore David Proctor is currently Acting Vice Chief of Defence Force. He has been the Deputy Commander Joint Forces New Zealand since March 2018. In the Acting Vice Chief of Defence Force role, he is accountable for the efficient and effective delivery of a range of organisational functions and, in conjunction with the Deputy Secretary of Defence, ensures that an effective, co-operative and collaborative working relationship exists between the NZDF and the Ministry of Defence.
- 29 As the Deputy Commander Joint Forces New Zealand, Commodore Proctor has primary responsibility for leading the HQJFNZ staff, prioritising the effort and resources in support of the best outcomes for New Zealand's military and security operations both domestically and abroad. He leads collaborative effort with the five Component Commanders on continuous improvement in HQJFNZ process and staff development.

- 30 Commodore Proctor has more than 32 years of service in the Royal New Zealand Navy (RNZN). During this time he has held a variety of logistics, supply and other roles, including earlier in his career as Supply Officer HMNZS Te MANA, and moving through roles such as Supply Chain Commander and Logistics Commander – Common Lines.
- 31 Commodore Proctor was also the Senior National Officer/United Nations Chief of Logistics – United Nations Mission in Support of East Timor. More recently he was the Deputy Assistant Chief Capability/Director Capability Portfolio Planning (2013 to 2014), Commander - Logistics (2015 to 2017) and Chief of Defence Strategy and Governance (2017 to February 2018).

### Comment

- 32 I recommend that Commodore David Proctor has the necessary skills and experience for the Chief of Navy role. He is trustworthy and has integrity. He is transparent, reliable and deliberate. The interview panel believes that Commodore Proctor is who he says he is, and acts with humility.
- 33 Commodore Proctor shows strength in leadership, taking a relationship building approach. He believes in the spirit of service, and takes the duty and responsibility of public service very seriously. Commodore Proctor understands the issues facing the RNZN and the NZDF. The panel is very confident about his ability to lead the RNZN, and considers that he would contribute to a unified NZDF in a very significant way.

### Referee Comment

- 34 SSC has undertaken referee checks on Air Commodore Andrew Clark, Brigadier John Boswell, and Commodore David Proctor.
- 35 Commodore Proctor is highly regarded by his referees. They noted that he has performed very well in his roles to date. He is collaborative and innovative, and as a leader creates a positive culture where trust is important. He is ready for the Chief of Navy role now, and would deliver results.
- 36 Brigadier Boswell is highly regarded by his referees. They noted that he is a strong leader and positive advocate for the Army, who is also integrated with the NZDF. He has integrity, is strong under pressure, and models a positive culture. They noted that he would be a very good Chief of Army.
- 37 Air Commodore Clark is highly regarded by his referees. They noted that he is intelligent and strategic, who is well positioned for thinking about the future of the RNZAF. He is a person of integrity. He is an experienced leader who builds trust, and whose views are both sought out and listened to.

### Summary

- 38 Air Commodore Andrew Clark, Brigadier John Boswell, and Commodore David Proctor, are considered to be highly credible candidates for the posts of Chief of Air Force, Chief of Army, and Chief of Navy respectively. Their various experience, character, and leadership has provided them with the necessary skills and respect needed to undertake their Service Chief posts.
- 39 A curriculum vitae and appointment documents for each recommended candidate is attached for submission to the Governor-General in Council.

### Security Clearance

- 40 The employment of the Service Chiefs will be subject to them obtaining and maintaining a Top Secret Special security clearance.

## Publicity

- 41 Subject to the Governor-General accepting my recommendation to appoint Air Commodore Andrew Clark, Brigadier John Boswell, and Commodore David Proctor, I intend to announce the appointments shortly thereafter. My office will co-ordinate this announcement.
- 42 SSC will proactively release associated documents, including this paper, on its website. The documents will have any necessary redactions in accordance with the Official Information Act 1982.

## Recommendations

- 43 It is recommended that the Cabinet Appointments and Honours Committee:
  - 1 **note** that I intend to recommend that the Governor-General in Council **appoint** the following individuals under section 28 of the Defence Act 1990:
    - 1.1 Air Commodore Andrew CLARK as Chief of Air Force, New Zealand Defence Force (NZDF) for a term of three years from 10 September 2018 to 9 September 2021, at the rank of Air Vice-Marshal;
    - 1.2 Brigadier John BOSWELL DSD to the position of Chief of Army, NZDF for a term of three years from 10 September 2018 to 9 September 2021, at the rank of Major General; and
    - 1.3 Commodore David PROCTOR to the position of Chief of Navy, NZDF for a term of three years from 1 December 2018 to 30 November 2021 at the rank of Rear Admiral;
  - 2 **note** that curricula vitae and the recommendations for appointment are attached for each of the individuals, for referral to the Governor-General in Council;
  - 3 **note** that subject to the Governor-General's acceptance of my recommendations, I intend to publicly announce the appointments, and to proactively release associated documents on the State Services Commission's website.

Hon Ron Mark  
**Minister of Defence**

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## In Executive Council

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*Her Excellency the Governor-General  
is recommended to*

sign pursuant to section 28(3) of the Defence Act 1990,  
the attached Warrant appointing

**ANDREW CHARLES CLARK**

to be the Chief of Air Force, at the rank of Air Vice-Marshal,  
for a term of three years commencing 10 September 2018

Minister of Defence

*Approved in Council*

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*Clerk of the Executive Council*



## APPOINTMENT OF CHIEF OF AIR FORCE

Governor-General

PURSUANT to section 28(3) of the Defence Act 1990, I, the Right Honourable Dame Patsy Reddy GNZM, QSO, Governor-General, acting on the advice and with the consent of the Executive Council, hereby appoint:

**ANDREW CHARLES CLARK**

to be the Chief of Air Force, at the rank of Air Vice-Marshal, for a term of three years commencing on 10 September 2018.

Given in Executive Council under the hand of Her Excellency the Governor-General

this            day of            2018.

Clerk of the Executive Council



## In Executive Council

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*Her Excellency the Governor-General  
is recommended to*

sign pursuant to section 28(2) of the Defence Act 1990,  
the attached Warrant appointing

**JOHN RAYMOND BOSWELL DSD**

to be the Chief of Army, at the rank of Major General,  
for a term of three years commencing 10 September 2018

Minister of Defence

*Approved in Council*

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*Clerk of the Executive Council*



## APPOINTMENT OF CHIEF OF ARMY

Governor-General

PURSUANT to section 28(2) of the Defence Act 1990, I, the Right Honourable Dame Patsy Reddy GNZM, QSO, Governor-General, acting on the advice and with the consent of the Executive Council, hereby appoint:

**JOHN RAYMOND BOSWELL DSD**

to be the Chief of Army, at the rank of Major General, for a term of three years commencing on 10 September 2018.

Given in Executive Council under the hand of Her Excellency the Governor-General

this        day of        2018.

Clerk of the Executive Council



## In Executive Council

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*Her Excellency the Governor-General  
is recommended to*

sign pursuant to section 28(1) of the Defence Act 1990,  
the attached Warrant appointing

**DAVID COLIN PROCTOR**

to be the Chief of Navy, at the rank of Rear Admiral,  
for a term of three years commencing 1 December 2018

Minister of Defence

*Approved in Council*

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*Clerk of the Executive Council*



## APPOINTMENT OF CHIEF OF NAVY

Governor-General

PURSUANT to section 28(1) of the Defence Act 1990, I, the Right Honourable Dame Patsy Reddy GNZM, QSO, Governor-General, acting on the advice and with the consent of the Executive Council, hereby appoint:

**DAVID COLIN PROCTOR**

to be the Chief of Navy, at the rank of Rear Admiral, for a term of three years commencing on 1 December 2018.

Given in Executive Council under the hand of Her Excellency the Governor-General

this        day of        2018.

Clerk of the Executive Council

**CURRICULUM VITAE**  
**Air Commodore Andrew Clark**

***Employment History***

**New Zealand Defence Force**

2018 - present	Air Component Commander
2016 - 2018	Assistant Chief - Capability
2015	Deputy Chief of Air Force
2014 - 2015	Director of Defence Intelligence
2012 - 2013	Director of Strategic Commitments
2009 - 2011	Assistant Chief of Air Force - Strategy
2008 - 2009	Commanding Officer, No. 5 Squadron
2005 - 2008	Project Manager, P-3K2 Orion Introduction into Service
1986 - 2004	Following training, a range of leadership, operational and flying roles

***Education and Qualifications***

2002	Postgraduate Diploma, Defence Studies, University of New South Wales
2001	Masters, Management (Defence Studies), University of Canberra

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**CURRICULUM VITAE**  
**Brigadier John Boswell DSD**

***Employment History***

**New Zealand Defence Force**

2018 - present	Land Component Commander
2016 - 2018	Assistant Chief - Strategic Commitments and Engagements
2015	National Defence College of India
2012 - 2014	Chief Plans Officer, Joint Force Headquarters
2012	Acting Deputy Chief of Army
2010 - 2012	Head of Strategy Management (Army)
2010	Commanding Officer, NZ Provincial Reconstruction Team Afghanistan
2000 - 2010	Senior command, operations and representational roles
1984 - 2000	Lower level command, operational, training and management roles

***Education and Qualifications***

2015	Master of Philosophy (National Security and Defence Studies), University of Madras
2009	Master of Management, Massey University
2004	Postgraduate Diploma in Management (Business and Administration), Massey University
2000	Bachelor of Arts, History, Massey University
1999	Master of Defence Studies, University of Canberra

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**CURRICULUM VITAE**  
**Commodore David Proctor**

***Employment History***

**New Zealand Defence Force – Command / Operational appointments**

2018 - present	Deputy Commander Joint Forces (New Zealand)
2015 - 2017	Commander Logistics (New Zealand)
2010 - 2013	Logistics Commander - Common Lines
2005 - 2006	Captain Fleet Support
2003 - 2004	Senior National Officer / Chief of Logistics (United Nations Mission In Support of East Timor)

**New Zealand Defence Force – Senior Staff appointments**

2018 - present	Vice Chief of Defence Force ( <i>Acting</i> )
2017 - 2018	Chief of Defence Strategy and Governance
2013 - 2014	Deputy Assistant Chief Capability / Director Capability Portfolio Planning
2007 - 2009	Directing Staff, Australian Command and Staff College

***Education and Qualifications***

2016	Masters, Politics and Policy, Deakin University
2015	Fellow, Centre for Defence and Strategic Studies
2002	Masters, Management (Defence Studies), University of Canberra
2002	Graduate Certificate, Maritime Studies, University of Wollongong
2002	Graduate of (Joint) Staff Course

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### Position Description

<b>Position</b>	Chief of Air Force
<b>Department</b>	New Zealand Defence Force (NZDF)
<b>Position purpose</b>	<p>The 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;</li> <li>• 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>

<b>Key external relationships</b>	<p><b>Government and Parliament</b></p> <ul style="list-style-type: none"> <li>• The Prime Minister and Minister for National Security and Intelligence</li> <li>• The Minister of Defence</li> <li>• The Minister for Veterans</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

The Royal New Zealand Air Force ("Air Force"), as part of the NZDF, works closely with many agencies including: Ministry of Defence, Department of the Prime Minister and Cabinet, State Services Commission, Treasury, Ministry of Foreign Affairs and Trade, New Zealand Security Intelligence Service, Government Communications Security Bureau, New Zealand Police and New Zealand Customs Service (including the National Maritime Co-ordination Centre), Antarctica New Zealand, Maritime New Zealand, Ministry for Primary Industries, Ministry of Social Development, Department of Internal Affairs, Ministry for Culture and Heritage, and Department of Conservation.

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

The Air Force, as part of the 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.

## Performance profile

### Accountabilities

The Chief of Air Force is accountable to the Chief of Defence Force for:

- the command of the Air Force;
- provide advice to the Minister, through CDF, on any matter relating to the Air Force;
- the recruiting, training and management of the military and civilian personnel that comprise the Air Force;
- delivery of required outputs to agreed performance standards and within allocated resources as described in the NZDF Output Plan and the NZDF Annual Plan;
- the development, promulgation and implementation of airworthiness policy and regulatory system for all NZDF aircraft, as the airworthiness authority;
- free, frank and timely advice on any matters relating to the Air Force;
- the implementation of policies, plans, and programmes prescribed or approved in accordance with the Defence Act 1990 in relation to the Air Force;
- the management and leadership of the Air Force and its contribution to the performance of the NZDF, including the NZDF's medium and long term sustainability, organisational health and ability to deliver outcomes to successive governments;
- supporting the Chief of Defence Force in the leadership of the NZDF and contributing to the development of strategies appropriate for the management of the NZDF, and military strategies appropriate to the defence and security of New Zealand;
- developing and implementing effective and practical plans that reflect and are aligned to the Chief of Defence Force's directions regarding the Government's defence priorities, agreeing with the Chief of Defence Force the annual outputs required from the Air Force to implement these plans, and reporting progress and performance to the Chief of Defence Force as required;
- ensuring air operations comply with international law, including the Law of Armed Conflict;
- maintaining discipline, professional ethos and skills, and a high level of morale within the Air Force, by creating an environment that allows every service member to excel in their performance;

- maintaining high levels of public trust and confidence in the Air Force and the NZDF by ensuring air operations and activities comply with financial, ethical, safety and other statutory and administrative requirements.

**Medium term priorities**

The areas in which the Chief of Air Force is expected to direct effort and achieve success over the next three to five years are:

- supporting the Chief of Defence Force in contributing to the Government's defence policy outcomes, including the Strategic Defence Policy Statement, with a focus on how the Air Force can maximise its effectiveness to meet the NZDF's current and future demands;
- reinforcing the Chief of Defence Force's approach whereby the three Services are considered as a unified NZDF by:
  - (a) supporting the joint working approach both within the NZDF and with the Ministry of Defence, developing a culture of information sharing and co-operation;
  - (b) enhancing Air Force management practices to contribute to integrated management processes across the NZDF;
  - (c) strengthening Air Force military and corporate ability so that it is effective and sustainable and that it meets the Government's priorities and targets;
  - (d) demonstrating improved value for money for New Zealand of Air Force expenditure, by making evident the effectiveness of programmes and the alignment of funding with the Government's requirements and priorities;
- contributing to the management of Air Force capability, including strategic decisions and acquisition.

**Person Profile**

**Position specific competencies**

The Chief of Air Force, in supporting the Chief of Defence Force in his capacity as the Chief Executive of the NZDF, should possess the following skills and aptitudes for this position:

- An existing member of the New Zealand Defence Force;
- High level command and leadership abilities;
- Knowledge and experience in the application of contemporary air power and the conduct of military operations;
- Strategic thinking with a whole of NZDF perspective, and the ability to plan and drive change;
- Works collaboratively across the NZDF and other agencies for collective impact;
- Proven ability to analyse and anticipate the political aspect of NZDF operations, especially where there are international implications;
- Proven track record of high integrity and ethical conduct;
- Proven track record of value-for-money management, including developing and implementing a balanced capability strategy;
- Experience using an outcome measures approach to provide evidence of effectiveness;
- A Senior Command and Staff (or Warfare) College course, and a relevant tertiary qualification is desirable.

**Security clearance and eligibility**

The appointee must be a New Zealand citizen or a citizen of any other Commonwealth country. Appointment will be subject to obtaining and maintaining a New Zealand Government Top Secret Special security clearance.

The position of Chief of Air Force is at the Air Vice-Marshal level.



Position Description	
Position	Chief of Army
Department	New Zealand Defence Force (NZDF)
Position purpose	<p>The 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;</li> <li>• 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>
Key external relationships	<p>Government and Parliament</p> <ul style="list-style-type: none"> <li>• The Prime Minister and Minister for National Security and Intelligence</li> <li>• The Minister of Defence</li> <li>• The Minister for Veterans</li> <li>• The Minister of Foreign Affairs</li> <li>• The Minister Responsible for the NZSIS and the GCSB</li> </ul>

## Sector

The Army, as part of the NZDF, works closely with many agencies including: Ministry of Defence, Department of the Prime Minister and Cabinet, State Services Commission, Treasury, Ministry of Foreign Affairs and Trade, New Zealand Security Intelligence Service, Government Communications Security Bureau, New Zealand Police and New Zealand Customs Service (including the National Maritime Co-ordination Centre), Antarctica New Zealand, Maritime New Zealand, Ministry for Primary Industries, Ministry of Social Development, Department of Internal Affairs, Ministry for Culture and Heritage, and Department of Conservation.

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

The Army, as part of the 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.

## Performance profile

### Accountabilities

The Chief of Army is accountable to the Chief of Defence Force for:

- the command of the Army;
- provide advice to the Minister, through CDF, on any matter relating to the Army;
- the recruiting, training and management of the military and civilian personnel that comprise the Army;
- delivery of required outputs to agreed performance standards and within allocated resources as described in the NZDF Output Plan and the NZDF Annual Plan;
- the development, promulgation and implementation of landworthiness policy and regulatory system for all NZDF land based fighting systems, as the landworthiness authority;
- free, frank and timely advice on any matters relating to the Army;
- the implementation of policies, plans, and programmes prescribed or approved in accordance with the Defence Act 1990 in relation to the Army;
- the management and leadership of the Army and its contribution to the performance of the NZDF including the NZDF's medium and long term sustainability, organisational health and ability to deliver outcomes to successive governments;
- supporting the Chief of Defence Force in the leadership of the NZDF, and, contributing to the development of strategies appropriate for the management of the NZDF, and military strategies appropriate to the defence and security of New Zealand;
- developing and implementing effective and practical plans that reflect and are aligned to the Chief of Defence Force's directions regarding the Government's defence priorities, agreeing with the Chief of Defence Force the annual outputs required from the Army to implement these plans, and reporting progress and performance to the Chief of Defence Force as required;

- ensuring Army operations comply with international law, including the Law of Armed Conflict;
- maintaining discipline, professional ethos and skills, and a high level of morale within the Army, by creating an environment that allows every service member to excel in their performance;
- maintaining high levels of public trust and confidence in the Army and the NZDF by ensuring Army operations and activities comply with financial, ethical, safety and other statutory and administrative requirements.

**Medium term priorities**

The areas in which the Chief of Army is expected to direct effort and achieve success over the next three to five years are:

- supporting the Chief of Defence Force in contributing to the Government's defence policy outcomes, including the Strategic Defence Policy Statement, with a focus on how the Army can maximise its effectiveness to meet the NZDF's current and future demands;
- reinforcing the Chief of Defence Force's approach whereby the three Services are considered as a unified NZDF by:
  - (a) supporting the joint working approach both within the NZDF and with the Ministry of Defence, developing a culture of information sharing and co-operation;
  - (b) enhancing Army management practices to contribute to integrated management processes across the NZDF;
  - (c) strengthening Army military and corporate ability so that it is effective and sustainable and that it meets the Government's priorities and targets;
  - (d) demonstrating improved value for money for New Zealand of Army expenditure, by making evident the effectiveness of programmes and the alignment of funding with the Government's requirements and priorities;
- contributing to the management of Army capability, including strategic decisions and acquisition.

**Person Profile**

**Position specific competencies**

The Chief of Army, in supporting the Chief of Defence Force in his capacity as the Chief Executive of the NZDF, should possess the following skills and aptitudes for this position:

- An existing member of the New Zealand Defence Force;
- High level command and leadership abilities;
- Knowledge and experience in the application of contemporary Army power and the conduct of military operations;
- Strategic thinking with a whole of NZDF perspective, and the ability to plan and drive change;
- Works collaboratively across the NZDF and other agencies for collective impact;
- Proven ability to analyse and anticipate the political aspect of NZDF operations, especially where there are international implications;
- Proven track record of high integrity and ethical conduct;
- Proven track record of value-for-money management, including developing and implementing a balanced capability strategy;
- Experience using an outcome measures approach to provide evidence of effectiveness;
- A Senior Command and Staff (or Warfare) College course, and a relevant tertiary qualification is desirable.

**Security clearance and eligibility**

The appointee must be a New Zealand citizen or a citizen of any other Commonwealth country. Appointment will be subject to obtaining and maintaining a New Zealand Government Top Secret Special security clearance.

The position of Chief of Army is at the Major General level.



Position Description	
Position	Chief of Navy
Department	New Zealand Defence Force (NZDF)
Position purpose	<p>The 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;</li> <li>• 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>
Key external relationships	<p>Government and Parliament</p> <ul style="list-style-type: none"> <li>• The Prime Minister and Minister for National Security and Intelligence</li> <li>• The Minister of Defence</li> <li>• The Minister for Veterans</li> <li>• The Minister of Foreign Affairs</li> <li>• The Minister Responsible for the NZSIS and the GCSB</li> </ul>

## Sector

The Navy, as part of the NZDF, works closely with many agencies including: Ministry of Defence, Department of the Prime Minister and Cabinet, State Services Commission, Treasury, Ministry of Foreign Affairs and Trade, New Zealand Security Intelligence Service, Government Communications Security Bureau, New Zealand Police and New Zealand Customs Service (including the National Maritime Co-ordination Centre), Antarctica New Zealand, Maritime New Zealand, Ministry for Primary Industries, Ministry of Social Development, Department of Internal Affairs, Ministry for Culture and Heritage, and Department of Conservation.

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

The Navy, as part of the 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.

## Performance profile

### Accountabilities

The Chief of Navy is accountable to the Chief of Defence Force for:

- the command of the Navy;
- provide advice to the Minister, through CDF, on any matter relating to the Navy;
- the recruiting, training and management of the military and civilian personnel that comprise the Navy;
- delivery of required outputs to agreed performance standards and within allocated resources as described in the NZDF Output Plan and the NZDF Annual Plan;
- the development, promulgation and implementation of seaworthiness policy and regulatory system for all NZDF vessels, as the seaworthiness authority;
- free, frank and timely advice on any matters relating to the Navy;
- the implementation of policies, plans, and programmes prescribed or approved in accordance with the Defence Act 1990 in relation to the Navy;
- the management and leadership of the Navy and its contribution to the performance of the NZDF, including the NZDF's medium and long term sustainability, organisational health and ability to deliver outcomes to successive governments;
- supporting the Chief of Defence Force in the leadership of the NZDF and contributing to the development of strategies appropriate for the management of the NZDF, and military strategies appropriate to the defence and security of New Zealand;
- developing and implementing effective and practical plans that reflect and are aligned to the Chief of Defence Force's directions regarding the Government's defence priorities, agreeing with the Chief of Defence Force the annual outputs required from the Navy to implement these plans, and reporting progress and performance to the Chief of Defence Force as required;
- ensuring Navy operations comply with international law, including the Law of Armed Conflict;
- maintaining discipline, professional ethos and skills, and a high level of morale within the Navy, by creating an environment that allows every service member to excel in their performance;

- maintaining high levels of public trust and confidence in the Navy and the NZDF by ensuring Navy operations and activities comply with financial, ethical, safety and other statutory and administrative requirements.

#### Medium term priorities

The areas in which the Chief of Navy is expected to direct effort and achieve success over the next three to five years are:

- supporting the Chief of Defence Force in contributing to the Government's defence policy outcomes, including the Strategic Defence Policy Statement, with a focus on how the Navy can maximise its effectiveness to meet the NZDF's current and future demands;
- reinforcing the Chief of Defence Force's approach whereby the three Services are considered as a unified NZDF by:
  - (a) supporting the joint working approach both within the NZDF and with the Ministry of Defence, developing a culture of information sharing and co-operation;
  - (b) enhancing Navy management practices to contribute to integrated management processes across the NZDF;
  - (c) strengthening Navy military and corporate ability so that it is effective and sustainable and that it meets the Government's priorities and targets;
  - (d) demonstrating improved value for money for New Zealand of Navy expenditure, by making evident the effectiveness of programmes and the alignment of funding with the Government's requirements and priorities;
- contributing to the management of Navy capability, including strategic decisions and acquisition.

#### Person Profile

##### Position specific competencies

The Chief of Navy, in supporting the Chief of Defence Force in his capacity as the Chief Executive of the NZDF, should possess the following skills and aptitudes for this position:

- An existing member of the New Zealand Defence Force;
- High level command and leadership abilities;
- Knowledge and experience in the application of contemporary Navy power and the conduct of military operations;
- Strategic thinking with a whole of NZDF perspective, and the ability to plan and drive change;
- Works collaboratively across the NZDF and other agencies for collective impact;
- Proven ability to analyse and anticipate the political aspect of NZDF operations, especially where there are international implications;
- Proven track record of high integrity and ethical conduct;
- Proven track record of value-for-money management, including developing and implementing a balanced capability strategy;
- Experience using an outcome measures approach to provide evidence of effectiveness;
- A Senior Command and Staff (or Warfare) College course, and a relevant tertiary qualification is desirable.

##### Security clearance and eligibility

The appointee must be a New Zealand citizen or a citizen of any other Commonwealth country. Appointment will be subject to obtaining and maintaining a New Zealand Government Top Secret Special security clearance.

The position of Chief of Navy is at the Rear Admiral level.