



This document has been updated
with FRAGO 01 amendments

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NEW ZEALAND

15 July 2021

See Distribution List

CA COMMAND DIRECTIVE (FY 21/22)

References:

- A. ARMY25: Chief of Army's Directive dated 30 Apr 20
- B. CDF Directive 04/21: CDF Annual Plan dated 4 Jun 21
- C. CDF Directive 28/2020 – NZDF Travel Management: Process, Procedures and Practice dated 29 Oct 20
- D. DFI 0.102 Defence Force Writing dated 29 Feb 20
- E. CDF Directive 49/2020: NZDF Operation RESPECT Refresh dated 17 Dec 20
- F. CFO Administrative Instruction 01/2021: FY 21/22 NZDF Financial Process dated 16 Apr 21

Situation

1. **Background.** Strategic direction for the NZ Army has been released at ref A (ARMY25)¹. This document should be read in conjunction with ref A. Strategy management and associated reporting will be conducted through the Office of Army Strategy. To support the future 'Integrated Defence Force', the Army will now focus effort on five investment themes: Culture (Army's Strategic Foundation), People, Information, Relationships and Capability Enhancement.
2. **General.** This Command Directive will change its focus from previous iterations and will focus on supporting the ARMY25: Chief of Army's Directive. The structure of this Directive is designed to allow for more concentrated in-year management of the limited number of tasks to be initiated this financial year (FY). Tasks have been moderated to focus on essential tasks required to sustain ARMY25, whilst minimising the impact these will have on Land force elements (FE) due to the current operational tempo, as a result of Op PROTECT. This document will also align with direction issued in the CDF Annual Plan (ref B).
3. **CDF Priorities:** IAW ref B, the NZDF key priority for FY 21/22 is support to the ongoing AoG COVID-19 response (via OP PROTECT). Ref B also outlines four subordinate priorities to sustain and prepare the NZDF for the future:
 - a. Delivery of reduced Defence Outputs;
 - b. Retain a skilled, sustainable and diverse workforce to deliver Defence Outputs;

¹ Ref A is currently being updated to reflect changes to the ARMY25 plan, including fully integrating the Culture theme into ARMY25. Until ref A is updated, projects and tasks in support of the Culture Theme will be retained, staffed and managed in Army GS.

- c. Introduction into service of capabilities to sustain Defence Outputs; and
 - d. Uplift information and IT capability, where resources allow.
4. The NZ Army (including Regular Force (RF), Reserve Force (ResF) and Civilians) will continue to deliver on OP PROTECT as the CDF's priority and maintain high readiness outputs across the Land and Special Operations Components, while also continuing to deliver ARMY25 through revised themes and objectives and reprioritised tasks and projects while also supporting the NZDF's Strategic Plan - PLAN25 that will sustain and prepare the NZDF for the future.

Mission

5. To provide world-class combat ready land forces that are trained, led and equipped to win as part of an Integrated Defence Force.

Intent

6. **Purpose.** This Directive identifies standing tasks (ST) and in-year tasks (IYT) to subordinate command for dissemination, management and delivery within FY 21/22.
7. **Method.** IAW ref A, strategic themes and the lines of effort have been allocated to key appointments within the Army. Tasks that require initiation, management or delivery within the financial year only are included in this Directive².
8. **End state.** Allocated FY 21/22 task completion, the integrity of Army's Control Environment maintained, and the required ARMY25 Strategic Lines of Effort delivered within reduced ARMY25 IYTs.

Tasks³

9. **All.** Commanders and managers are to refer to annex G with regards to the detail for ARMY25 priorities, management and execution of ARMY25. All commanders and managers will ensure they adhere to the relevant policy compliance requirements for Army as detailed at annex H.
10. **Office of CA. SMA** is to:
- a. IYT: In liaison with ACA(D), MS/DACM and TRADOC, develop a mid-term implementation plan to establish the described Land Professional Military Education (LPME) NLT Dec 22. This includes the following:
 - (1) Delivery of Army's soldier-NCO education policy to support LPME;
 - (2) Determine a soldier's 'life-cycle' from recruitment to retirement, defining suitable career decision and retention pathways;
 - (3) Enhance existing Career and Talent Management (CTM) systems allowing Army Career Management to record, draw-upon and use data that sees the talent and skills of our people better employed; and

² ARMY25 strategic initiatives will be annotated 'SI' (Strategic Initiatives) for strategic tracking and reporting purposes and, generally, will not be included as they are identified in ref A.

³ Task Tracking: Standing (BAU) tasks will be annotated 'ST' (Standing Tasks), and tasks for completion within the financial year will be annotated 'IYT' (In-Year Task). IYT designated with an asterisk, ie IYT*, are tasks brought forward from previous CA Command Directive/s. ST will be tracked through the responsible Officer's annual Performance and Development Report (PDR) if required, and IYT will be tracked using the Command Directive Task Tracker managed by XO OAD, AGS.

- (4) Expand and develop Army's numeracy and literacy implementation to ensure the operational effectiveness, agility and professional decision making meets future operating environments.
 - b. ST: Is to maintain the management of the Chief's Forum (Army) and the Army Soldier of the Year (SOTY) Award.
11. **DCA.** Is to:
- a. maintain the strategic trajectory of key capability programmes essential to the sustainability of networked forces, namely the Network Enabled Army (NEA) Programme and the Protected Mobility Capability Project (PMCP), in a relevant, timely and affordable manner, with a focus on interoperability and enabling the Raise, Train and Sustain function for the NZDF.
 - b. initiate and implement the Army Safety and Training Regeneration Project (People Theme) (IYT).
 - c. ensure the Army high level regeneration is available by the end of Sep 21 IAW CDSM Administrative Instruction 01/2021.
 - d. implement the Gender Inclusive Army Project (Culture Theme) (IYT).
 - e. maintain and implement the Force Design Project (People Theme) (ST).
 - f. maintain management of the Army's innovation programme, experimentation and Battle-lab (BL) programme (as sponsor) (ST).
 - g. ensure a minimum of thirty percent gender diversity is maintained on all Army decision making Boards and Committees as full voting/executive members (ST).
 - h. represent the Army in major contract negotiations and management (ST).
 - i. ensure the Army sustains the minimum staff functions that:
 - (1) are critical to enabling the ARMY25 Plan success, including the prioritised delivery of key capabilities;
 - (2) continue to deliver on EXCO and CDF Annual Plan tasks;
 - (3) allows the Army to sustain its License to Operate (LTO): Activities that the Army has a regulatory and a statutory obligation to maintain, including safety and training, compliance, reputation, financial management, and the ability for the Army to maintain and deliver outputs; and
 - (4) ensure sustainment of Army's strategic planning and management.
12. **LCC.** Is to:
- a. **Sustain Operations and OLOC Generation.**
 - (1) ME: Continue to sustain support to OP PROTECT as Army's highest operational priority IAW ref B (ST).
 - b. **Maintain Raise, Train and Sustain Activities.**
 - (1) Key Supporting Effort (KSE): Maintain Army's training cycle and the trained state of force elements IAW appendix 4 to annex C to enable Army's commitment to reduced Outputs in an effective, timely and affordable manner (ST).

- (2) BPT: Support ACA(S) in the generation of the Army high level regeneration plan (IYT).
 - (3) BPT: Develop a Land Component detailed regeneration plan by Dec 21 (IYT).
 - (4) BPT: Develop prioritised and costed Land Component activity plans for Budget FY22/23 by Apr 22 (IYT).
- c. **Support the Delivery of ARMY25 Plan Strategic Initiatives.**
- (1) NZDF Capability Led Projects.
 - (a) SE: Support the IIS and OT&E of NEA Tranches One and Two to meet the milestones IAW appendix 1 to annex E (IYT).
 - (b) SE: Support the delivery of the CIS Transformation Programme (CIS TP) deliverables outlined in appendix 3 to annex E (ST).
 - (c) SE: Support the PMCP IIS of the PV-M (ST).
 - (2) Army Led Investment Projects.
 - (a) ME: Support to the Army Safety and Training Regeneration Project (IYT).
 - (b) BPT: Support ACA(D) in the delivery of the Army Cultural Development plan and the Gender Inclusive Army Project (IYT).
 - (c) SE: Support the continued development and implementation of the Force Design Project (ST).
 - (d) SE Initiate the Technology Enabled Learning - Army (TEL-A) Project documentation, IAW the Capability Management System (CMS) (IYT).
 - (e) SE: Support the implementation of the Decisive Action Training Environment (ST).
- d. **Other Support.** Maintain the habitual training relationships with the NZ Cadet Corps units, IAW DFO(A) Vol 7 Book 1. In particular, a cadet should interact with Regular and Reserve Forces at least once in their four year service (ST).
13. **SOCC.** Is to:
- a. **Sustain Operations and OLOC Generation.**
 - (1) Continue to sustain support to OP PROTECT as Army's highest operational priority IAW ref B (ST).
 - b. **Maintain Raise, Train and Sustain Activities.**
 - (1) ME: Maintain the trained state and readiness to deliver NZ Special Operations Capabilities and Outputs in an effective, timely and affordable manner (ST).
 - (2) BPT: Support ACA(S) in the generation of the Army high level regeneration plan (IYT).
 - (3) BPT: Develop a Special Operations Component detailed regeneration plan by Dec 21 (IYT).
 - (4) BPT: Develop prioritised and costed Special Operations Component activity plans by Apr 22 (IYT).

c. **Support the Delivery of ARMY25 Plan Strategic Initiatives.**

- (1) Army Led Investment Projects.
 - (a) ME: Support to the Army Safety and Training Regeneration Project (IYT).
 - (b) BPT: Support ACA(D) in the delivery of the Army Cultural Development plan and the Gender Inclusive Army Project (IYT).
 - (c) SE: Support the continued development and implementation of the Force Design Project (ST).
 - (d) SE: Support the implementation of the Decisive Action Training Environment (ST).

14. **CJDS.** Is requested to through CIO.

a. DCIS(L) is requested to:

- (1) support Army's force regeneration initiatives (ie TEL-A, DATE), ARMY25 outcomes, and address critical C4I gaps.
- (2) deliver Army's ICT effects through the CIS TP and IAW the ARMY25 ICT roadmap and support plan outlined in appendix 3 to annex E in the following prioritised formations and camp locations as follows.
 - (a) Pri 1: TRADOC Units. In order – Waiouru, Linton, Trentham and Burnham.
 - (b) Pri 2: 1 (NZ) Bde Units.
 - (c) Pri 3: National Army Museum - Waiouru
- (3) ICT initiatives that require OPEX/PERSEX, not covered in appendix 3 to annex E, are to be staffed through ACA(S), ARMY25 PM, and PMO(A).

b. The Logistics Commander (Land) is Army's principal logistic advisor and advocate, and ensures Army is an intelligent customer of the Defence-level agencies. DLC(L) in its capacity provides:

- (1) Assurance of Army's logistic ability to meet Outputs, in particular:
 - (a) Materiel preparedness assurance to AGS and LCC;
 - (b) Identification of capability gaps in logistic enablers that may prevent Army from meeting directed Outputs;
 - (c) Assurance that the Army's Combat Support Systems are safe and effective; and
 - (d) Assistance to LCC in aligning Army's operational and exercise plans with the materiel resources needed to execute the following:
 - i. Advocate for Army in setting service levels with Defence logistic providers; and
 - ii. Advocate for Army logistic requirements in the development of new capability/equipment.

Task added
21 Oct 21 from
FRAGO 01

15. **CPO.** Is requested to, through DDR, provide updates on Regular Recruit Force (RRF) course targets and report when ab-initio trade targets are likely to be missed, and is to ensure re-enlistment/lateral recruits meet Army's requirements, IAW appendix 1 to annex F.

Coordinating Instructions

16. **Timings.**
- a. The AMB and ALB Meeting Schedule is found at link: [Army Governance Calendar](#).
 - b. CA Command Directive quarterly updates to task tracker due 30 Sep 21 (Q1), 31 Dec 21 (Q2), 31 Mar 22 (Q3) and 30 Jun 22 (Q4).
 - c. ARMY25 quarterly reporting, through ESM, is due 30 Sep 21 (Q1), 31 Dec 21 (Q2), 31 Mar 22 (Q3) and 30 Jun 22 (Q4).
 - d. Cancellation date of this Directive: When superseded by CA Command Directive FY 22/23.
17. **Governance.** The Army Leadership Board and the Army Management Board remain the means in which the CA will govern Army's outputs and strategy. Terms of Reference for each board can be found at the following links: [ALB Terms of Reference](#) and [AMB Terms of Reference](#).
18. **Finance.** The Finance Business Partner (Army) (FBP(A)) and the Financial Advisors at component level are the primary Finance Branch (FINBR) points of contact for all in-year and out-year financial advice/guidance for all budgeting, reporting and expenditure matters. The Army budget contains only Personnel Expenditure (PERSEX) and Operating Expenditure (OPEX) funding, and does not contain any Capital Expenditure (CAPEX) funding.
- a. Input must be sought from the FBP(A) with regards to expenditure against all new initiatives and in-year spend levers to ensure that:
 - (1) the proposed expenditure aligns with spend lever definition and process;
 - (2) OPEX is not incorrectly expensed against activities and/or initiatives that require CAPEX funding; and
 - (3) the potential impact on the Baseline Review settings for Civilian FTE and the NZDF identified sensitive spend areas (travel, third party contractors and other contractors) can be understood and articulated.
 - b. The approval governance process must be adhered to with, sign off by either DCA or the Organisation (ORG) Committee for all spend levers, and ACA(S) input for any innovation or experimentation initiatives. Annex D to this Directive contains:
 - (1) Standing financial guidance;
 - (2) FY 21/22 in-year direction;
 - (3) A detailed breakdown of the FY 21/22 budget;
 - (4) Funding priorities; and
 - (5) The spend lever process.
19. **Army Business Partner Outputs.** Army's expectations and requirements from its Business and key strategic partners are at the link: [Army Business Partners](#).

20. **Chief's Forum.** As part of a wider NZDF initiative, Army established the 'Chief's Forum' as a mechanism to increase internal engagement across the land and the special operations components. Guidance for this FY's Chief's Forum will be provided by SMA in a separate instruction to the Army.

Capability

21. Director Land Domain, Capability Branch, is the key advisor to Army within the Land Domain. NEA and key capability project status overview and milestones are provided at annex E.

Personnel

22. **Op RESPECT.** IAW ref E, CDF initiated an Op RESPECT Refresh in order to reset Op RESPECT planning and to ensure it built on the successes to date, addressed the recommendations identified in the Ministry of Defence independent review, reinforced expected behaviours and sought accountability at all levels. Army was given a number of tasks to ensure the success of this reset. The tasks and intent will be delivered and measured through the Army Culture Development programme and Op RESPECT work stream, within the newly established Culture Theme of the ARMY25 Strategy. The Army will seek to strengthen behaviours which reinforce respect for one another, and to support accountability and proactive responses to behaviour which contravenes our values. Army GS will support commanders by providing tools, training, communication support, reporting and measures, and will prioritise resources to improve physical infrastructure.
23. **Recruiting Targets.** Army agreed recruiting targets (for RF, ResF, trade and gender) are at appendix 1 to annex F.
24. **Postings.** Posting priorities are at appendix 2 to Annex F. They are set as a minimum and will be adjusted on a case-by-case basis on DCA approval if required.
25. **Tier and Sector Remuneration Review.** Army trades to be assessed in the 2022 and 2023 Tier and Sector REM Reviews, if any, will be directed to do so when confirmed guidance is received from Defence HR.

Communications

26. **Army Communications plan.** The NZ Army's Internal and External Communications Plan is at appendix 3 to annex E.
27. **Information Management.** For the effective and efficient storage and access of all documents (Knowledge and Information Management), it is directed that all personnel utilise DDMS to create, add, edit and share work related documents and emails. The use of shared drives is to be used to store NZDF work documents/files that are not supported in DDMS. The use of personal drives (H drive/OneDrive/desktop) are to be used to store personal documents only. Further direction and guidance on Information Management and DDMS Business Rules can be found in the following links: [DDMS Business Rules](#) and [IM Reference Guide](#)
28. **Reporting.**
 - a. All task owners are to utilise the Chief of Army (CA) Directive Task Tracker to report on their directed in-year tasks at the link: [CA Directive Task Tracker](#).

- b. ARMY25 reporting for Senior Responsible Officers is managed through the corporate tool Executive Strategy Manager (ESM) and will be co-ordinated through the Office of Army Strategy IAW annex B to ref A.

Command


- 29. **Command Critical Information Requirements (CCIR).**
 - a. Critical Incidents IAW DFO(A) Vol 3, Chap 36 para 36011; and
 - b. COVID-19 related risks and incidents.
- 30. **C2 Relationships.** LC(L) retains OPCON of CO RS(A) and subordinate Regional Support Centres.
- 31. **POC.** The author of this Directive and POC for amendments or for general queries is XO OAD, DTelN: 9(2)(a), 9(2)(k) [REDACTED] [@nzdf.mil.nz](mailto:[REDACTED]@nzdf.mil.nz).
- 32. **Amendment Authority.**
 - a. CA retains authority for major amendments. Major amendments are to be determined through either ALB or AMB direction at DCA's request.
 - b. Authority for minor amendments and FRAGO release to this Directive is DCA.

33. **Cancellation.** Closure of this Directive is to be authorised by the AMB following issue of the CA Command Directive for FY 22/23.
34. **Ack Instr.** All action addressees are to ack by email to 9(2)(k) @nzdf.mil.nz.



JR BOSWELL, DSD
Major General
Chief of Army

Authen:



MD WESTON
Brigadier
Deputy Chief of Army

Annexes:

A. Task Organisation

Appendix 1	Army Force Generation Construct	Issued
Appendix 2	NZ Special Operations Capabilities Narrative	To follow
Appendix 3	Capability Bricks/Task Elements	Issued

B. Intelligence

Appendix 1	IG(A) Metrics – Common Operating Picture (COP)	Issued
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C. Operations

Appendix 1	Master Activity Schedule (Joint) – Lighthouse	Issued
Appendix 2	Master Activity Schedule (Land) – Lighthouse	Issued
Appendix 3	NZ Army Communications Plan	To follow
Appendix 4	Raise, Train and Sustain In-Year Priority Review	Issued

D. Finance Guidance for FY 2021/22

Appendix 1	Breakdown of Other Personnel and Operating	Issued
Appendix 2	Breakdown of AGS and AGS Capability Budget Allocation	LIMDIS
Appendix 3	In-Year Management of Funding Priorities (COVID)	To follow
Appendix 4	In-Year Funding Reprioritisation/Spend Lever Process	Issued

E. Capability

Appendix 1	Network Enabled Army Programme	Issued
Appendix 2	Protected Mobility Capability Project	Issued
Appendix 3	CIS Transformation Programme	Issued

F. Personnel

Appendix 1	Recruiting Plan FY 20/21	Issued
Appendix 2	Posting Priorities	Issued
Appendix 3	Tier and Sector Remuneration Review	To follow

Annexes: (Updated 21 Oct 21)

A. Task Organisation

Appendix 1	Army Force Generation Construct	Issued
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Appendix 3	Tier and Sector Remuneration Review <i>(issued via FRAGO 01 on 21 Oct 21)</i>	Issued

G. Army Strategy

Appendix 1	Army General Staff Branch Tasks	Issued
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H. Army Control Environment

Appendix 1	NZDF Travel Management	Issued
Appendix 2	Levels of Respite	Issued

Distribution:

CA
DCA
LCC
SOCC
DCIS(L)
LC(L)
PC (Army)
Principal Health Advisor (Army)
Cap Br (DLD)
PAM(A)
FBP(A)
PCPBP(L)
Comd JSG
DDR
File

Internal:

DCA
CoS AGS
IG(A)
ACA(S)
ACA(D)
ACA(R)
G0 – 9 (as applicable to AGS)
SMA

For Information:

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