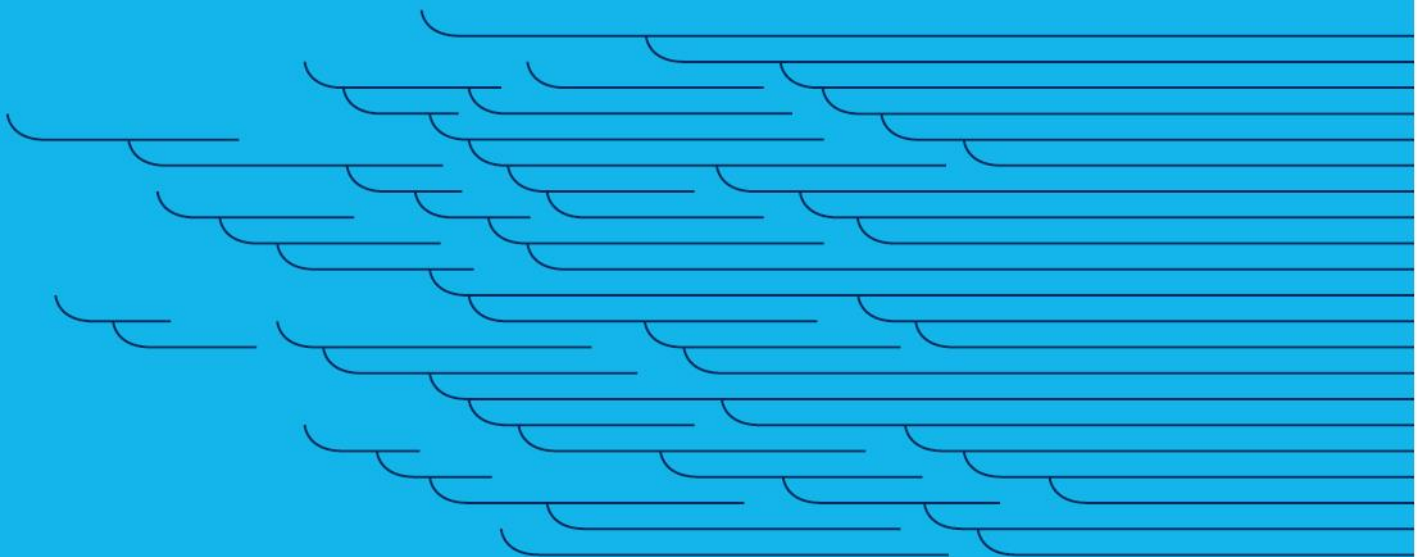


# Chief of Air Force Command Directive

01 July 2019



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# **Vision**

*An agile and adaptive Air Force with the versatility essential  
for NZDF Operations*

# **Mission**

*The RNZAF will provide New Zealand with relevant,  
responsive and effective Air Power to meet its security  
interests*

## Foreword

1. As CAF, I expect my commanders to be focussed on delivering NZDF outputs. I expect Air Force personnel to be knowledgeable advocates of air power and understand the unique contribution the RNZAF makes in support of the people of New Zealand.
2. We are in the process of conducting the largest upgrade to our capabilities since the 1960's and by 2025 we will have modernised the majority of our aircraft. This brings new challenges. It is important that we integrate these new capabilities safely and effectively into the NZDF. At the same time, we must ensure our enabling functions are fit for purpose in the modern environment. The level of Government investment is significant and therefore it is important that we effectively and efficiently deliver the outputs needed to provide New Zealanders with good value for their money.
3. I want an Air Force that is trusted, valued and respected by the people of New Zealand and our international partners alike. We will use our judgement to consider how our actions, both on and off-duty, reflect on that reputation. Our people must accept responsibility for their roles within the Air Force, including being accountable for their decisions.
4. Our people will require resilience to contend with ongoing change to our Air Force, ensuring they are ready to face the challenges of an adaptive Service operating into the future. To be our best as an Air Force we must attract and retain the right people with the right skills. We will further develop the strength of our diversity and inclusivity which represents the modern New Zealand society. This demands an inclusive and harassment-free workplace, built on a culture of professionalism. I want our personnel to be proud of who we are and what we do and to promote our Air Force culture and identity to others.
5. Safety is central to all that we do. It sits at the heart of an air-minded culture. We will protect our people and preserve our capabilities to ensure our operational capability. All Airmen have an equal voice within our Air Force safety culture.
6. The Air Force exists to deliver military air operations in support of New Zealand's security interests. This must be at the forefront of how we think. The Government is making significant investments in Air Force capabilities so that we can meet future requirements. It is imperative that all members of the Air Force participate in integrating and delivering these new capabilities and pave the way for our future generations.



**A.C. CLARK**  
Air Vice-Marshal  
Chief of Air Force

## Strategic Guidance

7. The Strategic Defence Policy Statement 2018 introduced a set of principles to describe the Government's expectations of the role Defence plays in promoting New Zealand's interests, and the manner in which Defence operates. The 2018-2022 Statement of Intent enables CDF's strategic goal of achieving an Integrated Defence Force by 2025.

8. NZDF Strategy 25 is centred around targeted investment in four areas. This builds on the work of previous years to direct our current and future efforts in ways that will achieve a measurable uplift. The targeted investment areas for NZDF Strategy 25 are:

- a. **Our People.** Ensuring we have the right people, with the right skills and experience to excel as a modern military.
- b. **Our Information.** The NZDF will use information as a key asset to deliver our military effect and keep New Zealand secure.
- c. **Our Relationships.** We will make New Zealand more secure and further its interests by working more effectively with partners, both military and civilian, international and domestic.
- d. **Capability Enhancement.** There will be ongoing introduction into service of new platforms and equipment, and ongoing development of supporting estate and infrastructure.

9. The strategic core themes are aligned to meet Strategic Defence Policy Statement 2018 to ensure that Defence provides value to New Zealand's **communities**, the **nation** and the **world**.

10. The RNZAF Plan (Air 25) will provide details of how the Air Force will deliver against these investment areas for the period 2019-2025. Air OSM will produce Air 25 during FY19/20.

11. Much of the work towards accomplishing Air 25 will involve change leadership, which is necessary to transition to the new capabilities. These changes will include transformation of infrastructure, information technology, trade compositions, and training. Our focus must therefore extend beyond the arrival of the new platforms and to the supporting elements, which will need to be developed and introduced to ensure the success of the projects.

12. Our strategic challenges will require smart allocation of resources in order to maintain core outputs, while also successfully integrating new capabilities. Success will come only with the full support of our people within the RNZAF and the wider NZDF. I expect my senior leadership to prioritise and balance business as usual so that we achieve introduction into service of our major investments.

13. The environment our personnel operate within is just as important. It is not just **what** we are doing, but **how** we are doing it that has relevance to our effectiveness. CDF continues to lead Operation RESPECT, and I will continue this work. We are travelling along a path of culture change, and our people must be enabled to thrive within a foundation that accords basic respect and dignity to all our increasingly diverse RNZAF family.

14. We will continue to deliver outputs in 2019 and successive years, but we will also define how to operate differently in future years. We must develop and introduce new procedures to make best use of our capabilities. Some of these will be designed to align us with NZDF Strategy 25 for an Integrated Defence Force. Additionally some projects and procedures will be RNZAF-specific, such as the air enabler projects and Defence Aviation Rules (DARs), which are necessary to enhance how we conduct future operations.

### **Command**

15. As CAF, I am responsible for the generation and sustainment of Air Force capabilities and ensuring those capabilities are prepared for Joint Operations, and other tasks as directed by the Government of New Zealand (Output 3). I will achieve this through the organisation of people, equipment, and training, including the engagement of Joint Enablers, to ensure Air Force capabilities are maintained at the directed levels of capability.

16. I command the RNZAF through DCAF and ACC. Operational Command of forces is transferred to COMJFNZ for operations (under Outputs 4 and 5) and joint and combined training activities. Under Output 4, I directly support and oversee the management of the Air Force Museum of New Zealand and provide ceremonial and relationship support for CDF, the Government and the Community. I support and am supported in my duties by VCDF, CN, CA, COMJFNZ, CJDS, CPO and CFO.

17. DCAF is responsible to me for:

- a. Commanding Air Staff;
- b. developing strategic and medium-term plans that identify tasks, allocations and responsibilities for meeting budgets, flying hours, relationships and other yearly targets to ensure the RNZAF meets its obligations to the New Zealand Government and people;
- c. providing capability advice and assurance;
- d. overseeing the recruitment and general service training of personnel required to meet RNZAF targets, and directly providing basic and advanced Service-specific trade and branch training;
- e. provision and / or coordination of the supply and delivery of all personnel, resources, facilities, infrastructure, logistics and services required by ACC for generation and maintenance of DLOC, and on command OLOC;
- f. management of DASH to meet our safety and health obligations;

- g. ensuring the RNZAF meets its Technical Airworthiness requirements;
- h. overseeing management and conduct of the Air Force Museum of New Zealand;
- i. overseeing and managing the RNZAF International Commitments Programme (ICP) and RNZAF Engagement Plans (internal, external, international and domestic) in consultation with ACC and HQNZDF; and
- j. coordinating RNZAF programs, plans and policy within the NZDF governance system.

18. ACC is responsible to me for the command, training and generation of assigned Air Force Elements to DLOC as specified by CDF for Output 3 and within the resource allocation and to standards which will be set out in RNZAF Annual Plans. This includes all flying training and all Air Force Elements, formations and activities assigned to enable New Zealand's following capabilities:

- a. Air Surveillance and Response Capability.
- b. Naval Air Combat Capability.
- c. Strategic Air Mobility Capability.
- d. Theatre Air Mobility Capability.
- e. Tactical Air Mobility Capability.

19. ACC is further appointed the NZDF Operating Airworthiness Authority (NZDF OAA) and is responsible to me in my capacity as the NZDF Airworthiness Authority.<sup>1</sup>

20. ACC is responsible to COMJFNZ for military air support and sustainment for Outputs 4 and 5, and combined / joint training in accordance with CDF's Standing Command Directive to the Service Chiefs and COMJFNZ. This is supported by COMJFNZ's routine and contingency directives to ACC.

## **Intent**

21. My intent is that the Air Force remains agile and adaptive to the changing military aviation environment, with the versatility to effectively contribute to NZDF operations, whilst working towards achieving the NZDF Strategy 25 goal of being an Integrated Defence Force. Agility and adaptability will arm us with the versatility to deliver air power effects in the contemporary battlespace.

22. Our primary focus is to deliver effective military air outputs. We are expected to deliver sustainable military air effects when called upon to do so, and everything we do must develop, support and enable us to generate this capability now and into the future.

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<sup>1</sup> Review is underway of the NZDF Airworthiness Authority organisation and changes may be implemented in FY19/20.

23. It is important that we all look for ways to sharpen our efficiency and to improve our delivery of outputs. This includes considering options for the concurrent achievement of training objectives while conducting operations, and conversely also options to achieve operational output delivery while undertaking training activities. Air Force operations are particularly well suited to achieving these kinds of complementary objectives, and it is an important feature of our value proposition as a Service.

24. The RNZAF's priorities I have set are designed to guide how we will generate, maintain and improve our capabilities in support of New Zealand's national interests. These are to guide all subordinate plans, orders and activities, including the allocation of resources. My objectives, described within these priorities, will be expanded in the RNZAF Annual Plans. This expansion will include specification of the performance measures and systems. Through these, the Air Force Leadership Board (AFLB) will monitor, manage and adjust our progress to meet CDF's output performance requirements and the effectiveness of our strategic change initiatives.

### **Priority One – People**

25. In order to deliver military air outputs, the RNZAF requires a sustainable and affordable workforce of suitably qualified and experienced personnel. There are key areas of work needed to be undertaken to ensure the RNZAF is ready to embed the new platforms and systems. This includes the challenge of maintaining current fleets, while bringing new capabilities into service.

26. The RNZAF has a number of trades under tension. Some have been identified as strategically significant trades. The reason for these trades being identified in this way is due to personnel pressures and the trades' vital contribution to the operations of the RNZAF. There are a number of initiatives to address these challenges and priority areas will ebb and flow. It is important to implement these projects (for example, the Pilot Trade Sustainment Project) to position the Air Force to effectively operate new capabilities and de-risk current operations. With successful management the trades can be removed from the strategically significant list.

27. The RNZAF Personnel Capability Demand Model (PCDM) project has been established to determine the RNZAF personnel demand that will be responsive to Strategy 2025 and Air 25.

### **Priority Two – Major New Capabilities**

28. The Government is investing heavily in new and upgraded capabilities for the RNZAF. The most significant projects in the near term are the Air Surveillance Maritime Patrol (ASMP), the Future Air Mobility Capability (FAMC), and Enhanced Maritime Awareness Capability (EMAC). Air is responsible for leading NZDF space-based initiatives and ensuring current and future NZDF space-based capabilities are appropriately managed.

29. These new capabilities, combined with the NH90, A109, SH-2G(I) and T-6, will provide the RNZAF with a modern and capable fleet, as the RNZAF integrates the largest upgrade to its capabilities since the 1960s. The priority for Air support will be focused on the procurement and introduction of the P-8A, C-130J and EMAC capabilities. Other training and sustainment projects will then be prioritised as required.



30. Our future operational effectiveness will depend heavily on our ability to develop, integrate and operate new capabilities. NZDF Capability Branch will rely on Air to resource their work in developing the capabilities and it is imperative that Air provides the necessary support to ensure the optimum capability to carry out military air operations is effectively introduced and sustained.

### **Priority Three – Foundations**

31. As the RNZAF goes through this period of modernisation, there are a number of key projects and initiatives necessary to firm up our foundations so that we are prepared and resilient for change.

32. Operation TANGATA KANORAU will increase our engagement with potential recruits at an earlier age, with the aim of increasing diversity, and especially numbers of female applicants in both technical and aviation roles. A supplementary aim is to ensure we are competitive in the talent market with a strong focus on attracting Maori, Pasifika and Asian minority groups. The School to Skies program will be maintained under the umbrella of Operation TANGATA KANORAU.

33. Throughout the period to 2021, the Chief Engineer and RNZAF Maintenance and Engineering personnel are to continue to introduce DARs in line with the European Military Airworthiness Requirements framework. This system needs to reach a steady state prior to new capabilities being integrated. DARs has also provided an opportunity to align our maintenance work force and training. The primary objective of the Future Technical Trade Capability (FTTC) Project is to build a maintenance workforce that will support the NZDF outputs into the foreseeable future.

34. RNZAF operational enablers will be reviewed in FY19/20 to ensure they are fit for purpose and able to support military air operations in the contemporary environment. Air must remain cognisant of the significant and ongoing work being conducted on the Joint Enablers. Further work will be detailed in annual plans.

35. Projects to investigate the alignment of airman selection, development of our personnel, and to develop a positive ethos for our future environment are underway. Project MANA TANGATA is an example of these projects. It is important that we have the right people, with the right training, available to the Air Force to allow us to achieve the goals set by Strategy 2025 and the subordinate Air 25 Plan.

### **Output Commitments**

36. The aircraft, crew numbers, and flying hours required to accomplish the commitments specified for the RNZAF for FY19/20 will be detailed in the RNZAF Annual Plan.

### **Conclusion**

37. As the NZDF as a whole works towards the 2025 strategy of becoming an 'Integrated Defence Force' the RNZAF also faces a number of challenges to integrate generational changes in our capabilities. To achieve this, my priorities also focus on ensuring firm foundations and a sustainable workforce adapted to our future needs. We must balance our efforts to ensure continued safe and effective air operations, delivering the Outputs essential to protect New Zealand's security interests at the same time as we prepare to transition to future capabilities