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1 & July 2022

See distribution

CA COMMAND DIRECTIVE (FY 22/23)

References:

- A. CA PLANORD: Army Regeneration, dated 14 April 2022.
- B. CDF Directive 19/2022: Chief of Defence Force Planning Directive for Financial Years 2022/23 – 2025/26 dated 30 May 22.
- C. CA Direction on Army CAPSTONE Orders, dated 29 Jun 22.

Authority

1. Issued by the Chief of Army.

Applicability

2. This Directive constitutes a general order to members of the Armed Forces and instructions to the Civil Staff and persons seconded to the NZDF from external employers, contractors, sub-contractors and their respective employees.
3. This Directive applies to all members of the NZDF who have responsibilities for planning and initiating direction provided in this Directive. The orders, directions and instructions in this Directive are to be considered applicable to all whom they may concern.
4. Non-compliance with this Directive may result in disciplinary action being taken in accordance with the *Armed Forces Discipline Act 1971* or may result in possible sanctions in accordance with the Civil Staff Code of Conduct.

Purpose

5. The purpose of this Directive is to provide direction on Army level activities and priorities for the Financial Year (FY) 22/23. Although a standalone document, this Directive should be read in concert with ref A which provides a broader understanding of the pathway NZ Army will take towards Regeneration between now and Dec 27. Army's regeneration to deliver credible and sustained Military Response Options (MROs) post responding to the COVID-19 pandemic will take several years to realise. The scope of this Directive (01 Jul 22 – 30 Jun 23) will capture the completion of Phase 1 (Regeneration of the Land Force High Readiness MROs) and conclude after

completing the first six months – of a 48 month – Phase 2 s. 6(a)

IAW ref A.

Situation

6. The past two years has seen the NZ Army successfully support the All of Government response to the COVID-19 pandemic through Op PROTECT. This has been sustained whilst simultaneously responding to emergency operations and maintaining mandated deployments domestically, regionally and globally.
7. However, the NZ Army has become significantly stressed as a result of this persistent support to Op PROTECT over an extended period of time. Additionally, the impact of compounding societal pressures on NZ Army personnel has highlighted systemic challenges that impede Army's ability to raise, train and sustain the force at a level required to deploy appropriate MROs that meet directed outputs within all employment contexts. This issue has been exacerbated by a lack of individual and collective training, delayed Introduction Into Service (IIS) of key capabilities, the reduced strength of the Army through Suitably Qualified Experienced Personnel (SQEP) separating from the service and an inability to meet recruiting targets.

CDF's Intent

8. CDF intent from ref B maintains that:
 - a. The NZDF is a combat-ready force keeping New Zealand safe and secure. Its mission focus remains to secure New Zealand against external threat, to protect its sovereign interests, and to be able to take action to meet likely contingencies in its strategic areas of interest. To enable this, Services and Portfolios must raise, train and sustain the force, and enabling portfolios must provide support, to ensure mission success. Joint Forces New Zealand will maintain operations throughout. In parallel, the NZDF must ensure that the mission is achieved through the most effective and efficient means possible.
 - b. Mission success will be attained through the achievement of outputs, while delivering the best balance between preparing the NZDF for the future, and delivering against current Government objectives. This is to be met by applying the following relative priorities to all decisions that require trade-offs involving the allocation of effort and resources.
9. CDF's priorities, in order of weighting, for the next four years are:
 - a. the workforce;
 - b. information and network capability;
 - c. force generation and core operational activity;
 - d. capital capability sustainment;
 - e. physical estate and infrastructure; and
 - f. non-core output and other activities.

CA's tasks

10. CA's tasks from ref B are to:
 - a. schedule at least two reduced activity periods as business as usual;

- b. generate land outputs in accordance with reduced levels in the NZDF Output Plan FY 2022/23 (to be released);
- c. recommend to the Outputs Committee s. 6(a) variations to the NZDF Output Plan FY 2023/24;
- d. advise CDF of any operational issues and risks that may impact the ability to maintain states of readiness or deliver outputs within the designated response times or notices to move;
- e. prepare for transition to new or upgraded capabilities; and
- f. regenerate land and joint enabler capabilities in accordance with standards and timeframes to meet the NZDF Regeneration Goal.

Mission

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

Execution

12. CA Intent

- a. **Purpose.** The purpose of the NZ Army is to sustain a combat-ready force postured to secure New Zealand against external threat, to protect its sovereign interests, and be able to take action that meets likely contingencies in its strategic areas of interest. Army achieves this by generating MROs that the Government of New Zealand (GoNZ) can employ to ensure New Zealand is a safe and prosperous nation.
- b. Army's regeneration post its commitment to Op PROTECT will be a phased plan over a number of years – outlined in ref A. This Directive enables FY 22/23 and will focus on establishing conditions which will allow the efficient and progressive regeneration of MROs required by the GoNZ. The MRO timeline is shown at annex A.
- c. **Method. Key tasks:**
 - (1) Implement the Army Command Statement, the Army Plan and the Army Operating System (collectively known as Army CAPSTONE Orders IAW ref C). [REDACTED]
 - (2) Modernise the Army Training System as a result of the findings from the Army Safety and Training Review;
 - (3) Regenerate Army force elements (including Joint enablers under the Joint Support Group (JSG)), setting the conditions to deliver combined arms s. 6(a) MROs;
 - (4) Reinvigorate the social contract with our service personnel and their whanau through improved conditions of service;
 - (5) Introduce into service critical new/refreshed capabilities prioritised as follows:

s. 6(a)



- (6) Re-engage with international partners to support Defence engagement priorities, leverage international training opportunities and build partner capacity in the Pacific; and
- (7) Optimise organisational culture so the Army continues to develop professional and competent personnel and teams that embrace Ngāti Tūmatauenga, our warrior ethos and celebrates a diverse and inclusive environment enabling the delivery of operational and organisational success.

d. **Endstate.** s. 6(a)



- (1) Army CAPSTONE Orders implemented;
- (2) s. 6(a)
- (3)
- (4)
- (5)
- (6) the implementation of initiatives that will enhance the conditions of service for serving personnel;
- (7) the introduction into service of critical capabilities;
- (8) re-engagement with international partners; and
- (9) an optimised organisational culture and an enhanced satisfaction derived from Army service.

13. **Scheme of Manoeuvre.** FY22/23 will be conducted in two phases utilising the three broad lines of effort (LOE) contained in The Army Plan: Readiness, Modernisation and

s. 6(a)



Training. These LOE nest with CA's refined priorities of People (Priority 1), Capability (Priority 2) and Output/Training (Priority 3) which have been merged during subsequent tasking³.

a. Phase 1: Regeneration of the Land Force High Readiness MROs (01 Jul – 31 Dec 22) ME: LCC

(1) Readiness:

- (a) Restoration of individual readiness across the Army.
- (b) Development of a doctrinal force generation concept.
- (c) Regeneration of the regionally focussed HADR Task Unit and Light Infantry Company Group, to be held at high readiness⁴.
- (d) Enhance conditions of service.

(2) Modernisation:

- (a) Doctrinal MROs are developed setting the performance, conditions and standards for Army response options.
- (b) Introduction into Service of critical capability (detailed in annex E).
- (c) Development of an Interim Force Structure to offset recent attrition challenges.

(3) Training:

s. 6(a)

b. Phase 2: Commence Regeneration of the Light Infantry Battalion Group and the Motorised Infantry Company Group MROs⁵ s. 6(a) ME: LCC

(1) Readiness:

- (a) Readiness alignment with a sustainable force generation construct.
- (b) Initiate⁶ regeneration of:

s. 6(a)

³ Note that these priorities differ in sequence from ref A in order to align with CDFs priorities contained in ref B.

⁴ s. 6(a)

⁵ Note that Phase 2 of regeneration and the availability of the stated MRO are expected to be regenerated for employment from 31 Dec 26, which is outside the scope of this document. s. 6(a)

⁶ Note that Phase 2 of regeneration and availability of the stated MRO are expected to be regenerated for employment s. 6(a).

s. 6(a)

- (2) Modernisation:
 - (a) Doctrinal platform alignment.
 - (b) Introduction into Service of critical capability (detailed in annex E).
- (3) Training:

s. 6(a)

Tasks

- 14. Army General Staff, Components and Formations are to manage tempo through deliberate focus and prioritisation of regeneration tasks. It is expected that ‘essential tasks’ will receive the weight of effort over ‘desirable tasks’.
- 15. The Chain of Command is to be used in seeking additional opportunity, however, these should align to our Readiness, Modernisation and Training Objectives for FY 22/23 and beyond.
- 16. Army GS Branch tasks are included at annex G.
- 17. SMA is to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	In liaison with ACA(D), MS/DACM, NZDC and TRADOC, develop a mid-term implementation plan to establish the described Land Professional Military Education (LPME) project. This is to include: <ul style="list-style-type: none"> (a) Delivery of Army’s soldier-NCO education policy to support LPME; (b) Determine a soldier’s ‘life-cycle’ from recruit to retirement, defining suitable career decision and retention pathways; (c) Support the enhancement of 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 (d) Expand and develop Army’s numeracy and literacy implementation to ensure that operational effectiveness, agility and professional decision making meets future operating environments. 	31 Dec 22	1 – People / Readiness
2	Essential	Maintain the management of the Chief’s Forum (Army) and the Army Soldier of the Year (SOTY) Award.	Standing Task	1 – People / Readiness

18. DCA is to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	Develop an interim force structure in support of regeneration.	31 Dec 22	1 – People / Readiness
2	Essential	Develop the Army Bicultural Policy.	30 Jun 23	1 – People / Readiness
3	Essential	Recommence the Overseas Engagement Programme.	01 Apr 22	1 – People / Readiness
4	Desirable	Optimise Army Culture.	In Year Task	1 – People / Readiness
5	Desirable	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.	31 Dec 22	1 – People / Readiness
6	Essential	Produce and deliver an internal communications plan on Regeneration.	31 Dec 22	1 – People / Readiness
7	Essential	Outline the priorities of personnel support required for Army regeneration to CPO in writing.	01 Aug 22	1 – People / Readiness
8	Essential	Work alongside PCP to identify and initiate key opportunities to improve military conditions of service.	31 Dec 22	1 – People / Readiness
9	Essential	Oversee and as appropriate implement Army wide Court of Inquiry findings.	31 Aug 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
10	Essential	Conduct a review of the MIBG Force Generation Construct to determine where any further efficiencies can be obtained in generating Army's outputs. This is to include: (a) Development of a doctrinal Force Generation concept and narrative that articulates Army's platform in a clear and succinct manner to the GoNZ.	31 Dec 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
11	Essential	Lead the Defence Health Programme.	Ongoing	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
12	Essential	Progress the MP Remediation Project.	Ongoing	1 – People / Readiness 3 – Outputs / Training
13	Essential	Deliver the refresh of ARMY25.	31 Dec 22	2 – Capability / Modernisation
14	Essential	Lead the implementation of DATE-Pacific (DATE-P). This is to include consultation with CAP Br and JFNZ on the role DATE-P can play alongside/instead of Defence Capability Planning Scenarios.	30 Jun 23	2 – Capability / Modernisation

Ser	Priority	Task	Completed NLT	CA Priority / LOE
15	Essential	Lead the development and implementation of the Army Command Statement, the Army Operating System and the Army Plan IAW the recommendations of the Army Review that will articulate critical requirements for the Army. This is to include: (a) Implementation of a change management plan; (b) Routine updates as regeneration progresses and strategic policy direction is released; and (c) Development of a communications plan in concert with DPA.	31 Dec 22	3 – Outputs / Training
16	Essential	Establish the Army Training Review Board (ATRB) under the delegated authority of the G7. This is to include a revision of the Terms of Reference.	31 Dec 22	3 – Outputs / Training

19. LCC is to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	Provide ongoing support to Army recruiting activities.	In Year Task	1 – People / Readiness
2	Essential	Schedule two reduced activity periods during the April School Holidays (07–23 Apr 22) and Christmas closedown period (21 Dec 22–29 Jan 23) as business as usual.	In Year Task	1 – People / Readiness
3	Essential	Provide sufficient medical and dental support to enable the readiness of Capability Bricks and the delivery of Outputs for Army, Navy and Airforce.	In Year Task	1 – People / Readiness
4	Essential	Provide sufficient MP support to enable the readiness of Capability Bricks and the delivery of Outputs for Army, Navy and Airforce.	In Year Task	1 – People / Readiness
5	Essential	Commence regeneration of remaining Land Component FE against MROs.	In Year Task	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
6	Essential	Identify, prioritise and conduct MAS(L), OEP & OTP activities.	In Year Task	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
7	Essential	Report the impact of known and predictable contingencies (such as Op ANTARCTICA and Op PACIFIC RELIEF contingency forces) on force availability for other MROs.	31 Oct 22	1 – People / Readiness 3 – Outputs / Training

Ser	Priority	Task	Completed NLT	CA Priority / LOE
8	Desirable	Provide Land input into MRO revision.	In Year Task	1 – People / Readiness 3 – Outputs / Training
9	Essential	Implement Court of Inquiry recommendations to develop and ensure safe training across the Land Component.	31 Dec 22	1 – People / Readiness 3 – Outputs / Training
10	Essential	Develop s. 6(a) appropriate certification procedures for Army training and preparedness of Army units and subunits.	30 Jun 23	1 – People / Readiness 3 – Outputs / Training
11	Essential	In co-ordination with CAP Br (NZDF and MoD) and Army GS, develop and implement plans that support the introduction into service (IIS) of new capability. This is to include: (a) Enhancement of the relationship between Cap Br and TRADOC; and (b) Provision of ongoing support to the integration and OT&E of new capabilities IAW CA's priorities. <ul style="list-style-type: none"> • NEA Programme; • s. 6(a) • Protected Vehicle – Medium (PV-M); • Utility Vehicle; • High Mobility-Light (Polaris MRZR – HM-L) • s. 6(a) 	In Year Task	2 – Capability / Modernisation
12	Essential	Advise CA of any operational issues and risks that may impact the ability to maintain states of readiness or deliver outputs within the designated response times or notices to move.	Standing Task	3 – Outputs / Training
13	Essential	Recommend to CA any Land Component variations to the NZDF Output Plan FY 2023/24.	31 Dec 22	3 – Outputs / Training
14	Essential	Regenerate a Regionally focussed HADR TU s. 6(a)	31 Dec 22	3 – Outputs / Training

⁷ ORBAT for the HADR TU s. 6(a) is contained in appendices 1 and 2 to annex A.
s. 6(a)

20. SOCC is to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Desirable	Conduct a review, complementary to LCC, on the Special Operations readiness model necessary to sustain the SOTG Force Generation Construct.	30 Jun 23	1 – People / Readiness
2	Essential	Schedule two reduced activity periods during the April School Holidays (07–23 Apr 22) and Christmas closedown period (21 Dec 22–29 Jan 23) as business as usual.	In Year Task	1 – People / Readiness
3	Essential	As the Deputy Chair of NZDF Rugby, lead the NZDF's support to the 2022 Rugby World Cup.	In Year Task	1 – People / Readiness
4	Essential	Identify, prioritise and conduct MAS(L), OEP & OTP activities.	In Year Task	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
5	Essential	Implement Court of Inquiry recommendations to develop and ensure safe training across the Special Operations Component.	31 Dec 22	1 – People / Readiness 3 – Outputs / Training
6	Essential	Develop and implement plans that support the introduction into service (IIS) of new capability. This is to include the: (a) s. 6(a) (b) Provision of ongoing support to the IIS and OT&E of new capabilities IAW CA's priorities. <ul style="list-style-type: none"> • NEA Programme; s. 6(a) • High Mobility-Light (Polaris MRZR – HM-L); and, (c) Other capabilities as identified.	In Year Task	2 – Capability / Modernisation
7	Essential	Advise CA of any operational issues and risks that may impact the ability to maintain states of readiness or deliver outputs within the designated response times or notices to move.	Standing Task	3 – Outputs / Training
8	Essential	Maintain SO FE s. 6(a) against Output Plan 22/23	Standing Task	3 – Outputs / Training
9	Essential	Recommend to CA any Special Operations Component variations to the NZDF Output Plan FY 2023/24	31 Dec 22	3 – Outputs / Training

21. COMLOG (through CJDS) is requested to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	Prioritise maintenance, repair and overhaul efforts in support of MRO options.	31 Dec 22	1 – People / Readiness
2	Desirable	ICW LCC, review DMO policies on Ammunition CRS and enable flexibility on NZ Army ammunition holdings/expenses.	31 Dec 22	1 – People / Readiness
3	Essential	LC(L) – through DLC is requested to: (a) Act as the Land Engineering Governance Authority; (b) Set engineering standards and conditions for all Land equipment (through DLE who is to exercise delegated authority as Maintenance Approval Authority, Design Acceptance Authority and NZDF Landworthiness Engineering Authority); (c) Regulate engineering and maintenance activities for Land equipment (through DLE who is also to act as Configuration Management Authority); (d) Provide assurance to CA that the Army's equipment and Combat Service Support (CSS) Maintenance Support systems are safe, practical and effective; (e) Provide representatives to the NZDF Landworthiness Board; (f) Integrate the outputs of pan Army/Defence contracts for depot maintenance and warehousing, commodities and garrison support with Army's needs; (g) Manage the contract and relationship with the Army's strategic logistics partner, Lockheed Martin New Zealand; and (h) Provide direct support to Army in re-establishing control environment.	In Year Request	1 – People / Readiness 2 – Capability / Modernisation
4	Desirable	Advocate for Army for strategic logistic support to during Regeneration activities specified within this directive.	In Year Request	2 – Capability / Modernisation
5	Desirable	Deliver the Land Engineering Optimisation Project to support configuration management and design control to support capability integration and sustainment.	30 Jun 23	2 – Capability / Modernisation
6	Essential	Align its strategic regeneration efforts to Army Regeneration key milestones within this Directive.	31 Dec 22	2 – Capability / Modernisation
7	Essential	Provide assurance and alignment to HQ JFNZ and advocate for Army in relation to any strategic logistic requirements outside of current capacity for support to Army identified MROs (to leverage any strategic opportunities for log sustainment solutions specific to each sustainment plan).	31 Dec 22	2 – Capability / Modernisation
8	Essential	Liaise with HQ JFNZ J4 branch to review and provide logistic sustainment options relevant to each MRO identified within the relevant timeframes.	31 Dec 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training

Ser	Priority	Task	Completed NLT	CA Priority / LOE
9	Essential	Review and align current policy and guidance (of Land Logistics and non-platformed equipment maintenance systems) to Army specific capstone documents and associated doctrinal publications.	31 Dec 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training

22. CPO is requested to:

Ser	Priority	Task	Completed NLT	CA Priority/ LOE
1	Essential	Continue to support the delivery of the culture programme.	In Year Request	1 – People / Readiness
2	Essential	Requested to recruit to target IAW Annex F	In year request	1 – People / Readiness
3	Essential	Assist DCA and ACA(D) with identifying and implementing suitable initiatives that will reinvigorate the social contract with our service personnel and their whanau through improved conditions of service, including a review of relevant policy.	In Year Request	1 – People / Readiness
4	Essential	Provide resource in support of delivering: (a) Army regeneration; (b) Change management; and (c) Reserve Forces policy.	In Year Request	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training

23. AD DPA is requested to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	Support CA's communications planning.	31 Dec 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
2	Essential	Develop an Army narrative for internal and external communication as part of a layered information and education plan to be run on all forms of communication mediums.	01 Sep 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training
3	Essential	Assist DCA in developing a communications plan for the Army Command Statement, the Army Plan, and the Army Operating System.	31 Dec 22	1 – People / Readiness 2 – Capability / Modernisation 3 – Outputs / Training

24. CFO is requested to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	Provide guidance for funding options in support of regeneration.	In Year Request	1 – People / Readiness

25. AC CAP is requested to:

Ser	Priority	Task	Completed NLT	CA Priority / LOE
1	Essential	Assist with IIS and OT&E of critical capability.	In Year Request	2 – Capability / Modernisation
2	Essential	Capability Branch (Land Domain through ACA(S)) is requested to assist in the transition of the Army Capstone Orders by supporting their development and note Army's intent to further integrate Army processes with capability acquisition and development processes.	30 Jun 23	2 – Capability / Modernisation 3 – Outputs / Training

Coordinating instructions

26. Timings.

- a. Recommendations from Career Management review complete by 30 Jun 23.
- b. Regeneration of the regionally focussed HADR Task Unit **s. 6(a)**
- c. The Army Organisational Concept, the Army Plan and the Army Force Generation model under consultation by 01 July 22, and fully implemented by 31 Dec 22.
- d. CA Command Directive quarterly updates to task tracker due 30 Sep 22 (Q1), 31 Dec 22 (Q2), 31 Mar 23 (Q3) and 30 Jun 23 (Q4).
- e. ARMY25 quarterly reporting, through ESM, is due 30 Sep 22 (Q1), 31 Dec 22 (Q2), 31 Mar 23 (Q3) and 30 Jun 23 (Q4).
- f. The Army will observe two reduced activity periods during FY 22/23.
 - (1) School Holiday: 07 – 23 Apr 22; and
 - (2) Christmas Holiday: 21 Dec 22 to 29 Jan 23.
- g. Governance. The Army Leadership Board remains the means by which the CA will govern Army's outputs and strategy. The Army Management Board is the means through which the DCA manages Army – on behalf of CA – and allocates resource for the achievement of strategic outcomes. Terms of Reference for each board can be found at the following links and highlight the requirement for regular assessment to be conducted against the CA's priorities and directed tasks: [ALB Terms of Reference](#) and [AMB Terms of Reference](#).
- h. The AMB and ALB Meeting Schedule is found at link: [Army Governance Calendar](#).

s. 6(a)

27. Control Measures

- a. **CA Priorities.** For the purposes of both this Directive and for incorporation into the pending refresh of ARMY25, CA's Regeneration Priorities are⁹:

(1) **People / Readiness**

- (a) Improvement of satisfaction of service personnel and their whanau in order to attract and retain personnel; and
(b) Enhance Army Culture.

(2) **Capability / Modernisation**

s. 6(a)



(3) **Outputs / Training**

- (a) Graduated regeneration of Army MROs;
(b) Enhancing modernisation of the Army Training System; and
(c) Embedding of Army Capstone Orders.

28. Finance.

- a. EXCO will sit on 28 Jul 22 to authorise the Army budget for FY22/23. Army sub elements are to continue planning and conducting activities based on the draft Army budget as back briefed to CA in Jun 22. Annex D will be confirmed and issued after 28 Jul 22.
- b. Finance (Public Monies). 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. These finance functions will support respective Army Responsibility Centre and Cost Centre Managers. The Army budget contains only Personnel Expenditure (PERSEX) and Operating Expenditure (OPEX) funding, and does not contain any Capital Expenditure (CAPEX) funding.
- c. 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

⁹ Note that these priorities differ in sequence from ref A in order to align with CDFs priorities contained in ref B.

- (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.
 - c. 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 (once complete after 28 Jul 22) will contain:
 - (1) standing financial guidance,
 - (2) FY 22/23 in-year direction,
 - (3) a detailed breakdown of the FY 22/23 budget,
 - (4) funding priorities, and
 - (5) the spend lever process.
 - d. Finance (Non-Public Funds (NPF)). The Finance Service Team Leader (Army) is the primary FINBR POC for Army NPF funds insight across all of Army Non-Public Funds and will continue to aid Army Command Teams to improve NPF budgeting, reporting and expenditure behaviours.
29. **Capability.** 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.
30. **Personnel**
 - a. It is noteworthy that a considerable number of experienced and valued members of the NZ Army have chosen to separate from the service over the past 24 months. In an effort to retain those who remain serving, entice those who have departed to return, and to attract new Soldiers and Officers into Ngāti Tūmatauaunga, Army General Staff (AGS) will undertake a leadership role (in concert with CPO) in identifying and implementing suitable initiatives. These initiatives will be designed to reinvigorate the social contract with our service personnel and their whanau through improved conditions of service. Despite formal policy and initiatives being implemented by AGS, it is the responsibility of all members of the New Zealand Army – who should feel empowered – to contribute solutions in this area.
 - b. Op RESPECT. CDF initiated an Op RESPECT Refresh in 2021, in order to reset Op RESPECT planning and to ensure it is built on the successes to date. This has addressed the recommendations identified in the Ministry of Defence independent review, reinforced expected behaviours and sought accountability at all levels. The 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 Project and Op RESPECT work stream, within the Culture Theme of the ARMY25 Strategy.
 - c. Recruiting Targets. Army agreed recruiting targets (for RF, ResF, trade and gender) are at appendix 1 to annex F.
 - d. 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.

- e. Workforce Planning. ACA(D) is developing a four year personnel priority plan for the delivery of the NZDF workforce plan.
- f. Tier and Sector Remuneration Review. Army trades to be assessed in the 2023 and 2024 Tier and Sector REM Reviews are at appendix 3 to annex F. These are expected to be approved by the NZDF Remuneration Panel in Jul 22.
- g. Army Communications Plan. The NZ Army's Internal and External Communications Plan is at appendix 3 to annex C.
- h. 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](#).

31. **Reporting.**

- a. All task owners are to use 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 by the ARMY25 Project Officer.

32. **Command**

- a. Command Critical Information Requirements (CCIR)
 - (1) Critical Incidents are to be reported IAW [DFO\(A\) Vol 3, Chap 36 para 36011](#).
 - (2) COVID-19 related risks and incidents.
- b. POC. The author of this Directive and POC for amendments or for general queries is XO OAD, s. 9(2)(k)
- c. Amendment Authority.
 - (1) CA retains authority for major amendments. Major amendments are to be determined through DCA or via the ALB or AMB.
 - (2) Authority for minor amendments and FRAGO release to this Directive is DCA.
- d. Cancellation. Closure of this Directive is to be authorised by the AMB following issue of the CA Command Directive for FY 23/24.
- e. Ack Instr. All action addressees are to ack by email to s. 9(2)(k)



JR BOSWELL, DSD
Major General
Chief of Army

Annexes**A. Task Organisation**

Appendix 1	Humanitarian Assistance Disaster Relief Task Unit (HADR TU) ORBAT	Issued
Appendix 2	Light Infantry Company Group ORBAT	Issued
Appendix 3	Army Force Generation Construct	To be Issued
Appendix 4	NZ Special Operations Capabilities Narrative	Issued
Appendix 5	Capability Bricks/Task Elements	To be 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 Strategy 2022/23	Issued
Appendix 4	Raise, Train and Sustain In-Year Priority	Issued

D. Finance Guidance for FY 2022/223 (Public Funds)

Appendix 1	Breakdown of Other Personnel and Operating	To be Issued
Appendix 2	Breakdown of AGS and AGS Capability Budget Allocation	To be Issued
Appendix 3	In-Year Funding Reprioritisation for Unplanned and Unfunded Activities/ Spend Lever Process	Issued

E. Capability

Appendix 1	Network Enabled Army Programme: Key Experimentation, Delivery Capability Integration Milestones FY 22/23	Issued
Appendix 2	Protected Mobility Capability Project: Key Delivery Capability Integration Milestones FY 22/23	Issued
Appendix 3	CIS Transformation Programme (TP).	Issued

F. Personnel

Appendix 1	Recruiting Plan FY 22/23	Issued
Appendix 2	Posting Priorities	Issued
Appendix 3	Tier and Sector Remuneration Review	Issued

G. Army Strategy

Appendix 1	Army General Staff Branch Tasks	Issued
Appendix 2	Army Level Planning Assumptions	To be Issued
Appendix 3	Army International Engagement Framework	Issued

H. Army Control Environment

Appendix 1	Levels of Respite	Issued
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Distribution

CA
DCA
LCC
SOCC
AC CAP
DLD
DCIS(L)
AD DPA
PAM(A)
CFO
CPO
PCPBP(L)
DDR
FBP(A)
CJDS
COMLOG
LC(L)
HQ JFNZ Attn J4
Comd JSG
REG COLs
File

Internal:

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

For Information:

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