ARMY 2020 ALIGNMENT TO NZDF STRATEGIC PRIORITIES

**NZDF STRATEGIC THEMES (4YP)**

- **Leveraging the Joint Effect**
- **Focusing on Operational Capability**
- **Generating a Sustainable Workforce**
- **Partnering for Greater Effect**
- **Leading with Excellence**

**NZDF STRATEGIC THEMES (4YP)**

- **In 2020, we will be able to bring together components from across the Defence Force to create directed effects.**
- **In 2020, Defence will be a trusted government partner in the delivery of essential military capability.**
- **In 2020, the Defence Force will be a sustainable, professional, effective force that represents New Zealand and its values.**
- **In 2020, the Defence Force will have stronger leadership, better governance, and improved management.**

**FY15/16 LEADERSHIP TEAM CHANGE PRIORITIES**

- **2016 DWP**
- **Defence Estate**
- **NZDF Workforce Model**
- **Health & Safety**
- **Defence Stakeholder Framework**
- **NZDF Operating Model**
- **Business Intelligence and Analytics**
- **Optimising delivery of NZDF ICT**

**2020 READY**

- **Better Tools**
- **Better Support**
- **Better Together**
- **Better Informed**

**ARMY 2020**

- **Resource Management Enhanced**
- **Land Effects Enhanced**
- **Force Generated**
- **Trusted National and Regional Partner**
- **Trusted Professionals**

**NAVY 2020**

- **Operationally Focused**
- **Operationally Focused**
- **Workforce Excellence**
- **Organisational Agility**
- **Organisational Agility**

**RNZAF**

- **AF3 – Optimise personnel and resources**
- **AF2 – Operationalising our capabilities to best effect**
- **AF1 – Generate and develop a professional Air Force**
- **AF4 – Strengthen Partnerships and relationships to enhance effectiveness**
- **AF5 – Develop the next generation of NZDF Leadership**

**COMJFNZ**

- **Focusing on operational capabilities to create a Joint Task Force**
- **1 – Strengthening of HQ DJJATF**
- **2 – Enhanced JRNZ C2 Processes**
- **Strengthen Health & Safety within operational planning and C2**
- **Application of the South West Pacific Campaign Plan objectives**

**COURAGE | COMMITMENT | COMRADESHP | INTEGRITY**
Our vision is a WORLD-CLASS ARMY WITH MANA – we deliver the right effect with respect and pride.

Our mission is to provide world-class operationally focused land components as part of a Joint Force that are led, trained and equipped to win.

ON THE LAND

The vision and mission of the Army is to maintain its world-class standards while seamlessly integrating with our sister Services.

Our primary strategic focus in the Army 2020 strategy is Force Generated, maximising our core strength to be a professional force that pursues excellence.

Alignment within the maritime, land and air environments will secure our future as a force for New Zealand.

FUNCTIONAL LOCATIONS

MANAWATU:
1 (NZ) Brigade HQ
1 Brigade units
Land Operations Training Centre
Collective Training Centre

WAIOURU:
TRADOC HQ
Army Schools
Waiouru Training Area

AUCKLAND:
Special Air Service
Regiment

WELLINGTON:
HQ NZDF
Army General Staff
HQ Joint Forces
Logistic Command (Land)
Base Depot

CANTERBURY:
1 Brigade units
Tekapo Training Area

PREPARE
All capabilities prepared for joint operations so they can be deployed, sustained, recovered and regenerated at the scales of effort required to meet the government’s objectives.

PROJECT
Operations contributing to New Zealand’s security, stability and interests.

INFORM
Provision of advice and military intelligence services to government to support decision making for the defence and security of New Zealand.

ON THE LAND

6532 MIL/CIV/RES PERSONNEL

44 TRADES

OUTPUT FOUR

DOMESTIC RESPONSE

£1850

OUTPUT FIVE

LAND COMBAT / STABILISATION AND SUPPORT OPERATION

£500

INTERNATIONAL EXERCISES

We are involved in many exercises here and overseas involving militaries, partners and allies from our region, including:

- EXERCISE JASCO BLACK 16-1 (USA/Sth Korea/NZDF)
- EXERCISE DARK RAVEN PC4 (ADF/USA/CAN/UK/NZDF)
- EXERCISE KIWI WALK 16 Singapore
- EXERCISE PACIFIC KUKRI 16 (Gharhkau's/NZDF)
- EXERCISE NAMEL 16 (ADF/USA/NZDF)
- EXERCISE RIM OF THE PACIFIC (RIMPAC 16)
- EXERCISE LIGHTNING KIWI 16 (USA/NZDF)
- EXERCISE KIWI KORU 16 (USA/NZDF)
- EXERCISE JASCO BLACK 16-2 (USA/Sth Korea/NZDF)
- EXERCISE SUMAN WARRIOR (Malaysia/NZDF)
- EXERCISE JASCO BLACK 16 (Malaysia/NZDF)
- EXERCISE TAI HANA TOMBAK 16 (Malaysia/NZDF)
- EXERCISE CROIX DU SUD New Caledonia
- EXERCISE BERSAMA LIMA (Malaysia/NZDF)

TRADOC

Army Command School – 876 Regular, Reserve and foreign military personnel trained
- The Army Depot – 436 Regular and Reserve Force soldiers trained
- Land Operating Training Centre – 202 courses training 2101 personnel

DOMESTIC ACTIVITY

Our highly trained personnel are often called on to help out when New Zealand needs us:

- EOD Squadron – 260 callouts
- Fire Service – 273 responses

OUR OUTPUTS

OUR PEOPLE

6532

44

12% of the NZ Army is female.

68% Regular forces

25% Reserve forces

6% Civilians

NZ European

Māori

Pacific Islander

Asian

Other European

Other

No ethnicity declared

12%

5666

4466

686

8155

607

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COURAGE | COMMITMENT | COMRADESHP | INTEGRITY
ARMY 2020 ENHANCED COMBAT CAPABILITY

WHAT SUCCESS WILL LOOK LIKE IN FIVE YEARS

ARMY PRIORITIES

JOINT OPERATIONS

- Meet defined readiness status through Joint exercising and deploying of:
  - Task Group Headquarters
  - HR Coy
  - Light Task Unit
  - Counter Terrorist Group
  - HADR TG
  - CDEM TG
  - Combined Arms Task Group

FORCE GENERATION

- Growth of Army from 4545 to 4897 with the right people in the right trade at the right rank
- An integrated, diverse and available work force comprising of Regulars, Reserves, Specialists and Civilians who are outputs focused

NETWORK ENABLED ARMY (NEA)

- Deliver and embed Tranche 1 of NEA to the following elements:
  1. Special Operations Forces Electronic Warfare Modernisation (SOF EWM)
  2. Common Universal Bearer Systems (CUBS)
  3. Common Command post Operating Environment (CCPOE)
  4. Mobile Tactical Command Systems (MTCS)

PLAN MERE

- Burnham B-Block rebuilt
- Start of development of individual training precinct Burnham
- Start of development of individual training areas South Island

JOINT ENABLERS

- Start to support the development and introduction of the Consolidated Logistics Programme

HOW WE WILL DEFINE OUR SUCCESS

THE GOVERNMENT, NEW ZEALANDERS AND OUR INTERNATIONAL PARTNERS

TRUST AND RESPECT US BECAUSE WE:

1. Provide ready and relevant military and aid-related responses
2. Are a proactive partner in the South Pacific
3. Positively contribute to the wider New Zealand community
4. Lead and operate effectively within the global environment
5. Contribute land combat forces within a joint environment
6. Seamlessly integrate with the wider NZDF

ARMY 2020 STRATEGIC ENDS

FORCE GENERATION

MAXIMISING OUR CORE STRENGTH AND DEVELOPING OUR PEOPLE CAPABILITY

- Established an engaged career management framework that takes a more individualised approach
- Developed a personnel plan aligned to the 4 YP and DMMR steady state to FY 24/25
- Optimised the training pipeline to align to DMMR growth plan and Army demand

TRUSTED NATIONAL AND REGIONAL PARTNER

ENHANCING OUR ENGAGEMENT WITH NZ COMMUNITIES AND ACROSS THE PACIFIC

- NZDF and Army within the top 5 most trusted professions
- Sought by other government agencies for our professional skills
- Army support to charities

LAND EFFECTS ENHANCED

BEING MORE EFFECTIVE IN THE DELIVERY AND GENERATING OF WAR-FIGHTING CAPABILITIES

- Capability Priorities achieved: 4897 personnel, NEA, LTCP
- Proactively assess the future combat environment as part of business as usual
- Critically assess programmed capability delivery
- Implement a framework to ensure that the right operational capability is available as required
- Introduced agility in capability management to accept risk with ‘introduction into service’
- Established an operational evaluation framework for capability introduction and outputs within the joint Interagency Multinational environment

TRUSTED PROFESSIONALS

STRENGTHENING OUR OPERATIONAL WORTHINESS

- Established a framework to reinforce our professional standards
- Embraced cognitive agility and innovation as a core skill
- Developed a culture of risk management leveraging both the ‘profession of arms’ and Ngati Tumatauenga to provide an organisational anchor

RESOURCE MANAGEMENT ENHANCED

FUTURE PROOFING OUR INFRASTRUCTURE, SYSTEMS AND LOGISTICS

- Embedded the task group structure with the right equipment available to support capability brick deployment and sustainment
- Embedded an evidence-based governance system to support the organisation
- Established a consistent footprint baseline for our Camps beyond 2020 to enable Defence functional services that support Army
- Contracts are efficient and cost effective

COURAGE | COMMITMENT | COMRADESHP | INTEGRITY
## 2015 SUCCESSES

### OUR SUCCESSES IN 2015

#### FORCE GENERATED
1. Revise Officer Career Model – CA Dir 09/14 being executed to enable performance based promotion without time bars.
2. Linton Soldier Performance Centre – the establishment of a performance centre to align function medical groups to deliver effects to the force has been completed for handover to JOHG.
3. Direct Entry of Trade Qualified Personnel – currently being implemented.

#### TRUSTED NATIONAL AND REGIONAL PARTNER
1. WW100 – Army has supported and will continue providing representation to the WW1 Centenary events.
2. Army Community Engagement Database – has been established and developed to identify where and how Army is involved in supporting the Community.
3. Assisted in Joint Operation HADR, including Vanuatu.

#### LAND EFFECTS ENHANCED
1. The Operational Testing & Evaluation project has commenced, however will not conclude in 2015 as originally identified. Progress continues with this project and it is currently planned to conclude in 2016. The project will develop a process and team to formally test and evaluate new capability to DLOC across land elements.
2. On 8 Dec The Minister announced that our Defence Force personnel will be getting a new, high-tech individual weapon fit for our modern Defence Force. The MARS-L weapons system is state of the art.

#### TRUSTED PROFESSIONAL
1. Landworthiness Prelim – The development of a Landworthiness System for NZDF, the conduct of two boards and the establishment of a Landworthiness Operating Regulator.
2. Land Professional Military Education – the project successfully reviewed and replaced the discontinued Army Qualifications Framework (AQF).

#### RESOURCE MANAGEMENT ENHANCED
1. Establishment of PLAN MERE – user requirements have been collated to enable the focus of individual training to be TEKAPO and collective training to be WAIQURU.
2. TOEE continues to be implemented, with a transition to BAUL.

### IN 2016 WE AIM TO RENEW AND REFRESH ARMY2020 FOR PHASE 2

#### BENEFITS
1. Conduct the Career Management Review
2. Conduct the Outputs Review
3. Conduct Capability Brick Review
4. Army Community Engagement Phase 2
5. WW100 – Army to support and provide representation to the WW1 Centenary events.
6. Local initiatives support

#### ARMY STRATEGIC OBJECTIVES
1. Better positioned to support New Zealand’s National Interests and force generate to support NZ’s efforts in supporting International Order
2. Enhance the resilience of NZ offshore interests and improve the levels of social and environmental wellbeing for regional nations
3. Veterans are acknowledged and recognised for their service and sacrifice and the community is aware of the role veterans have played and continue to play in developing NZ

### FORCE GENERATED

- Greater depth of skill and experience to meet future challenges
- Better able to meet and sustain future operational outputs

### TRUSTED NATIONAL AND REGIONAL PARTNER

- Enhance NZDF influence nationally and regionally
- Better able to attract and retain high calibre, diverse personnel

### LAND EFFECTS ENHANCED

- Increased certainty that the right operational capability will be available when and where it is needed
- Better positioned to support New Zealand’s National Interests and force generate to support NZ’s efforts in supporting International Order

### TRUSTED PROFESSIONAL

- More confident, resilient and engaged workforce
- Improved safety and well being of our people
- Better positioned to support New Zealand’s National Interests and force generate to support NZ’s efforts in supporting International Order

### RESOURCE MANAGEMENT ENHANCED

- More effective and better prepared force
- Better positioned to support New Zealand’s National Interests and force generate to support NZ’s efforts in supporting International Order
As a sustainable, professional force for New Zealand, we are enhancing land combat capability to enable the New Zealand Defence Force to win on operations.

Our deployable ground forces work within a well-defined, integrated and enabled operations model.

We are sought out by our military partners, engaged in communities around the globe, and we are trusted to bring our expertise across the South West Pacific.

**01 Force Generated**
- We have established an engaged career management framework that takes a more individualised approach.
- We have developed a Personnel Plan aligned to the 4 YRP and DMRR steady state FY 24/25.
- We have optimised the training pipeline to align to the DMRR growth plan and Army demand.
- We have retained the core nucleus of knowledge and experience at CPL, SGT, CAPT & MAJ level to meet operational outputs utilising a "just in time" force generation model.

**02 Trusted National & Regional Partner**
- We are in the top five of most trusted professions.
- We are sought by other government agencies for our professional skills.
- We have implemented an effective engagement framework that includes regional and international communities.

**03 Land Effects Enhanced**
- We proactively assess the future combat environment as part of Business as Usual.
- We critically assess programmed capability delivery.
- We have implemented and introduced a framework to ensure that the right operational capability is available as required.
- We've introduced agility in capability management to accept risk with introduction.
- We have an established operational evaluation framework for capability introduction and outputs within the Joint Interagency Multinational environment.
- We've embedded the task group structure with the right equipment available to support capability brick deployment and sustainment.

**04 Trusted Professional**
- We have established a framework to reinforce our professional standards.
- We embrace cognitive agility and innovation as a core skill.
- We've developed a culture of safety awareness leveraging both the 'Profession of Arms' and Ngati Tumatauenga to provide an organisational anchor.

**05 Resource Management Enhanced**
- We embrace an evidence-based governance system to support the organisation.
- We've established a consistent footprint baseline for our Camps beyond 2020 to enable Defence functional services that support NZ Army.
- Army support families or wounded and sporting excellence.

**Success for Army 2020 Will Mean:**
- Women in service will increase to 20–30%.

**STRATEGIC DELIVERABLES**

**Joint Effect Enhanced**

**Enhanced Combat Capability**

**Communication**
- Network enabled Battalion HQ and rifle company
- Network enabled light task group
- Sensor systems
- Modernised Special Forces command & control

**Logistics**
- MHOV full capability delivered
- Special Ops vehicles
- Aircraft refuelling tankers
- RHIBS tractor trailer vehicles
- Garrison and training support vehicles

**Weapon**
- Replaced:
  - 40mm grenade launcher
  - 5.56mm rifle
  - pistol
  - sniper rifle
- Upgraded:
  - 84mm anti armour weapon
  - sustained fire machine gun
- New:
  - anti-material weapon

**FUNCTIONAL LOCATIONS**

**Auckland:**
- Special Air Service

**Waiouru:**
- Waiouru Training Area

**Manawatu:**
- 1 (NZ) Brigade HQ
- Collective Training Centre
- 1 Brigade Units
- Land Operations Training Centre

**Wellington:**
- HQ NZDF
- HQ Joint Forces
- Base Depot (Base Trentham)

**Canterbury:**
- TRADOC HQ
- Initial training
- 1 Brigade Units
- Tekapo Training Area

**Our People**
- Our demographic will better align with NZ population.
- Our personnel retention will increase.

**44 Trades**

**Resource Management Enhanced**
- We embrace an evidence-based governance system to support the organisation.
- We've established a consistent footprint baseline for our Camps beyond 2020 to enable Defence functional services that support NZ Army.
- Army support families or wounded and sporting excellence.
**STRATEGY MAP: ARMY 2020**

**ARMY 2020 VISION**
Government, New Zealanders and our international partners trust and respect us because we:

- Provide ready and relevant military and aid-related responses
- Are a proactive partner in the South Pacific region
- Positively contribute to the wider New Zealand community
- Lead and operate effectively within the global environment
- Proficiently contribute land combat forces within a joint environment, working effectively with other agencies and multinational forces
- Seamlessly integrate with the wider NZ Defence Force

**NZ ARMY MISSION**
To provide world-class operationally focused land components as part of the joint force that are led, trained and equipped to win.

**NZ ARMY VISION**
A world-class Army that has mana.

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**WAYS**

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<tr>
<th>Year</th>
<th>Theme/Phase</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>ENDS</th>
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<td>Waypoint to Future 35</td>
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**MEANS**

- **Force Generated**
  - 2015: Career Management Review
  - 2016: Force Generation
  - 2017: Resource Management Enhanced

- **Trusted National & Regional Partner**
  - 2015: Army Community Engagement Database
  - 2016: Operational Testing and Evaluation
  - 2017: Trusted Professionals

- **Land Effects Enhanced**
  - 2015: Landworthiness Prelim
  - 2016: Operational Testing and Evaluation
  - 2017: Land Professional Military Education

- **Trusted Professionals**
  - 2015: Landworthiness Prelim
  - 2016: Operational Testing and Evaluation
  - 2017: Land Professional Military Education

- **Resource Management Enhanced**
  - 2015: Army Future Footprint Prelim
  - 2016: Resource Management Enhanced
  - 2017: To be determined

**ENDS**

- **Maximising our core strength – developing our people capability will be our highest priority**
- **Enhancing our engagement with NZ communities and across the Pacific**
- **Being more effective in the delivery and generating of war-fighting capabilities**
- **Strengthening our operational worthiness**
- **Future proofing our infrastructure, systems and logistics**

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**ARMY PRIORITIES**

**JOINT LAND OPERATIONS**
- Meet defined readiness status through Joint exercising and deploying of:
  - Task Group Headquarters
  - SOFG
  - HR Coy
  - LT TU
  - HADR TG
  - Expeditionary
  - CATG
  - CDEM TGS Domestic
  - CTG

**FORCE GENERATION**
- Growth of Army from 4545 to 4790 with the right people in the right trade at the right rank
- An integrated, diverse and available work force comprising of Regulars, Reserves, Specialists and Civilians who are output focused sharing information on a common E platform
- Consistent training continuum underpinned by effective career management and linked to assigned readiness ratings
- A cohesive support network (and E network) for Regulars, Reserves, Civilians, Veterans and their families

**NETWORK ENABLED ARMY (NEA)**
- Deliver and embed Tranche 1 of NEA to the following elements:
  - Task Group Headquarters
  - SOFG
  - Special Operations Forces
  - Light Task Group
  - Sensor Systems
- Prepared to receive Tranche 3 of NEA
- Common Command Post Operating Environment (CCPOE); this means common procedures, common practices across all units

**JOINT ENABLERS**
- Support the development and introduction of the Consolidated Logistics Programme
- Joint Operational Health Group
- Military Police

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1. World-class is benchmarked against our ABCA partners.
2. ‘Mana’ is a word with a special meaning to New Zealanders which incorporates a variety of definitions such as prestige, respect, pride and high status, all of which are earned and given rather than assumed or taken.