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**DEFENCE
FORCE**
Te Ope Kātua O Aotearoa



New Zealand Defence Doctrine Publication

PERSONNEL

NZDDP-1.0

(SECOND EDITION)

PERSONNEL (NZDDP–1.0) (SECOND EDITION)

The New Zealand Defence Doctrine Publication Personnel (2nd Edition) (NZDDP–1.0) is issued for use by the New Zealand Defence Force and is effective forthwith for guidance in defence doctrine.



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PREFACE

Scope

NZDDP–1.0 *Personnel* is the keystone New Zealand Defence Force publication on joint personnel doctrine. NZDDP–D *New Zealand Defence Doctrine* (3rd Edition) states that military doctrine is the body of thought on the nature, role, and conduct of armed conflict and provides a guiding framework for the conduct of current and future operations. Accordingly, the main focus of this publication is on personnel matters relating to operations.

Purpose

The aim of this publication is to provide information and guidance on the broad nature of personnel functions and their contribution to the New Zealand Defence Force mission in terms of capability and the conduct of operations.

This publication contains higher level information that will be of interest to those wishing to understand the broad nature of personnel functions and activities as they relate to New Zealand Defence Force capability and support to military operations. This publication does not detail to any extent the governance frameworks for the Service Chiefs. Readers should note that the Service Chiefs have significant single-Service responsibilities in relationship to personnel issues that are not necessarily covered here but may be found in single-Service publications/instructions.

Application

Readers of NZDDP–1.0 will primarily be commanders and staff officers in the strategic/operational headquarters responsible for the planning and mounting of operations and for managing the provision of personnel support in the area of operations. NZDDP–1.0 will also be of relevance to staff at all levels involved in training, planning, and delivering personnel support for joint operations.

Structure

NZDDP is divided into five chapters.

- Chapter 1 – *People: The Key to Defence Capability and Fighting Power.*
- Chapter 2 – *Personnel Support Legislation and Organisational Structures in the New Zealand Defence Force.*
- Chapter 3 – *The Philosophical Framework of Personnel Support.*
- Chapter 4 – *Health Support.*
- Chapter 5 – *Personnel Support on New Zealand Defence Force Operations.*

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The New Zealand Defence Force acknowledges its intellectual debt in preparing this publication to a number of overseas military doctrinal publications, including:

- ADDP 1.0 – *Personnel*, Australian Defence Headquarters, Canberra, Australia, 2006.
- CFJP 1.0 – *Military Personnel Management Doctrine*, Government of Canada, Canada, 2008.
- JWP 1.00 – *Joint Operational Personnel Administration*, Development Concepts and Doctrine Centre, United Kingdom, 2003.
- LWD 1.0 – *Personnel Support*, Australian Army, Pukapunya, Australia, 2004.



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EXECUTIVE SUMMARY

Chapter One: People – The Key to Defence Capability and Fighting Power

Personnel are a key element of military capability and the sole component with the intrinsic ability to generate value. The personnel element permeates throughout all three components of fighting power: the moral, the conceptual, and the physical.

In the New Zealand Defence Force (NZDF), as with New Zealand's other military partners it is people that realise warfighting ability. NZDF personnel possess a unique culture and resultant set of military values that identify them as New Zealanders and influence New Zealand military doctrine and its application.

Chapter Two: Personnel Support Legislation and Organisational Structures in the New Zealand Defence Force

NZDF personnel doctrine is formed within a broader legal, organisational, and policy context. This context guides the development of NZDF personnel doctrine and influences its nature. The Service personnel members of the NZDF function in a unique legal context that requires them to 'serve' rather than be employed by the NZDF.

The Defence Personnel Executive (DPE), Headquarters NZDF, develops the policy governing the conditions of service and employment for members of the Armed Forces the civilian staff respectively. The Joint Personnel (J1) Branch, Headquarters Joint Forces New Zealand (HQJFNZ), controls and coordinates personnel and health support for NZDF joint training and operations. There is a close but distinct relationship between policy and doctrine in the military context. Military policy informs doctrine and sets the broad parameters for its development.

Chapter Three: The Philosophical Framework of Personnel Support in the New Zealand Defence Force

Personnel support is the term used to describe all personnel functions and activities undertaken for the efficient and effective employment of all personnel in the NZDF, their well-being and their discipline.

Personnel support contributes to the delivery of Defence capability and to the support of deployed forces on operations and/or training. Personnel functions can be grouped into the following: personnel management and administration, personnel services, and health services. The NZDF is committed to taking all practicable steps to prevent harm to Service personnel, civilian staff, contractors, and visitors. The CDF has directed that NZDF has a 'Safety Always' approach. The NZDF aims to be a flexible enough employer to meet the expectations of modern family life while still retaining the characteristics of a deployable force.

Some elements of personnel support and logistics are closely linked and are often mutually dependent, particularly in the area of support to operations. Common to all personnel support functions is the command and leadership responsibility of providing a safe workplace in terms of occupational safety and health. Personnel support effectiveness is maximised by the application of a number of enduring principles. These principles are for guidance only and should be used judiciously, according to the circumstances.

Chapter Four: Health Support

Health is an important contributor to NZDF fighting power. A healthy military force can function and sustain maximum effort. The health services resources are organised to ensure that the Service personnel are fit for military employment, protected from hazards, and provided with efficient health care throughout their service.

To maximise operational effectiveness, NZDF health services staff provide guidance and advice to commanders on factors affecting medical, dental, physical, and psychological health. Health intelligence contributes to the determination of NZDF health capabilities, assessment of health threats, and the planning of medical countermeasures to prepare forces for pre-deployment, deployment, and post-deployment.

Health support is provided through the use of 'building blocks' designed to provide specific health related functions. The design allows the health planner to quickly tailor health resources in support of operations or have the capability to increase the support required if the demand arises.

The NZDF provides support and provisions for personnel who sustain injuries, physical or mental while deployed in the NZDF. Support is also provided as a result of Service personnel being killed. In cases of physical or mental injuries, support can be provided in the form of medical treatment, income compensation, social rehabilitation, and vocation rehabilitation.

Mental health support is provided to Service personnel from preparation through to redeployment/reconstitution, and is designed to raise awareness regarding mental health and to provide early intervention, risk assessment, and referral as required.

Personnel staff work closely with commanders on the delivery of personnel services within the area of operations. The knowledge that families are being looked after is important to the morale of deployed Service personnel and vice-versa.

Chapter Five: Personnel Support on New Zealand Defence Force Operations

Personnel support is fundamental to the conduct of NZDF operations. Personnel matters in support of operations are managed and coordinated by J1 Branch within HQJFNZ.

Planning is the key to producing the most effective support for the operational force. Personnel support that is properly planned and executed is capable of increasing the level of capability that is deployed. Support to operations permeates all phases of the operations support cycle: preparation, deployment, sustainment, and redeployment/reconstitution. Deploying Service personnel of the NZDF need to be trained and ready, well prepared and briefed as necessary.

Personnel services help sustain the individual and assist commanders in the maintenance of welfare and morale.



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CHAPTER 1:

PEOPLE – THE KEY TO DEFENCE CAPABILITY AND FIGHTING POWER



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Introduction

1.01 The men and women of the New Zealand Defence Force (NZDF) are an essential element of the nation's fighting power. Military operations are, after all, an innately human activity. There are several components of capability; namely personnel, research and development, infrastructure, concepts and doctrine, information management, and equipment and logistics. In the context of *NZDDP–D Defence Doctrine (3rd Edition)* the focus is on the personnel component of capability and fighting power. People and their human qualities are the key elements of capability, given that people, not machines, fight wars.

1.02 This chapter addresses capability and fighting power in terms of the human dimension. It situates the role of personnel in the broader context of NZDF fighting power and capability. It aims to provide context from which to elaborate on the principles of NZDF personnel doctrine, and to outline the contribution of personnel to the NZDF in terms of capability and the conduct of operations.

The Personnel Aspect of New Zealand Defence Force Capability

1.03 Military capability is the ability to achieve a desired operational objective in a selected environment and to sustain that effort for a designated period. As noted above, military capability comprises several inter-related elements, namely: personnel, research and development, infrastructure, concepts and doctrine, information, and equipment and logistics. Denoted by the acronym 'PRICIE', these elements are outlined at length in *NZDDP–D Defence Doctrine (3rd Edition)* and are represented in the Figure 1-1.

The Primary Personnel Groups in the New Zealand Defence Force

1.04 The primary personnel groups within the NZDF are outlined below.

- **Regular Force.** Service personnel enlisted in the regular forces (RF) of the NZDF. They are liable at

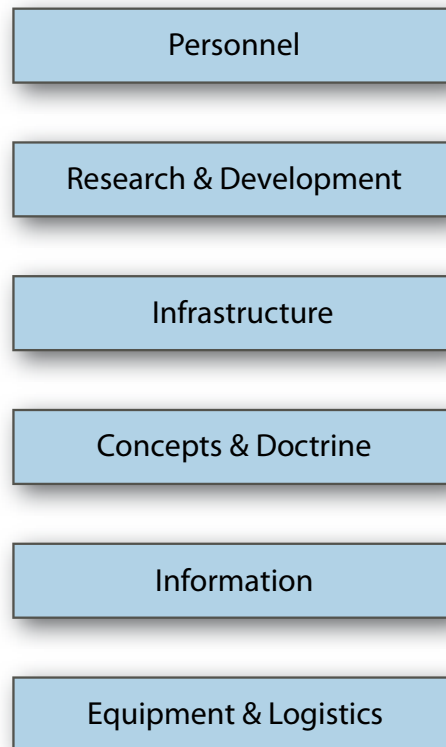


Figure 1-1: The Components of Capability.

all times for service either within New Zealand or elsewhere, and are subject to the Armed Forces Discipline Act (AFDA) at all times. They may request flexible working arrangements (including reduced working hours) or leave without pay; but still retain the fulltime liabilities under the Defence Act and the AFDA.

- **Active Reserve (includes Territorial Forces).** Service personnel voluntarily enlisted in the reserve forces (ResF) of the NZDF. They are encouraged to volunteer for operational missions, or to work within the NZDF from time to time, but they cannot be compelled to undertake military duties except by a Governor General Proclamation in exceptional national circumstances¹.

¹ ResF personnel can work on a full-time or part-time basis. The fundamental distinction between these two groups is the different liability for service specified in the Defence Act.

- **Inactive Reserve.** Ex-Service personnel who incur a reserve liability for call out in times of war or emergency only.
- **Civilian Staff.** Civilians employed pursuant to the provisions of the Defence Act, and subject to civil employment law. Civilian staff members may, by mutual agreement, be deployed to support NZDF military operations. For further information on how NZDF managers, force commanders, and planners can use civilians in support of operations and provide guidance on the management of those civilians please refer to the publication [ADFP 4.2.1. Civilians in Support of ADF Operation](#) and the New Zealand Supplement to this doctrine.
- **Contractors.** Companies or individuals who are contracted to provide specified services to the NZDF, which may include support to deployed operations. They are normally neither military personnel nor civilian staff members, but are included here for completeness.

Personnel Contribution to Military Capability

1.05 In the context of this publication, the personnel contribution to military capability is the most pertinent. This doctrine is of relevance to staff at levels involved in training, planning, and delivering personnel support in the area of operations. Operational capability is delivered through people, who are the sole component of capability with the intrinsic ability to generate value. All other components of military capability remain inert potential, which must ultimately be leveraged by people. A view of capability or of capability development that thinks only of, and plans only for 'hardware' – platforms, systems, facilities, munitions – will fail to deliver.

1.06 What gives a country's military capabilities the edge is a work force composed of highly skilled and dedicated people linked in mutually reinforcing networks. People generate the real capabilities through effective use of weapon systems and support organisations. The quality of the people will dictate the overall effectiveness of the systems and the level of capability they can deliver.

Key Term

Primary Personnel Groups

Regular Force

Service personnel enlisted in the regular forces (RF) of the New Zealand Defence Force (NZDF). They are liable at all times for service either within New Zealand or elsewhere, and are subject to the Armed Forces Discipline Act (AFDA) at all times.

Active Reserve

Service personnel voluntarily enlisted in the reserve forces (ResF) of the NZDF.

Inactive Reserve

Ex-Service personnel who incur a reserve liability for callout in times of war or emergency only.

Civilian Staff

Civilians employed pursuant to the provisions of the Defence Act, and subject to civil employment law. Civilian staff members may, by mutual agreement, be deployed to support NZDF military operations.

Contractors

Companies or individuals who are contracted to provide specified services to the NZDF, which may include support to deployed operations.

1.07 Fighting power defines the NZDF's ability to fight and achieve success in operations. It is made up of an essential mix of three inter-related components: the physical, the moral, and the conceptual. The various elements of fighting power are outlined at length in the [NZDDP–D Defence Doctrine \(3rd Edition\)](#) and are represented in the Figure 1-3. In the context of this publication, it is important to note that the personnel element permeates throughout all three components of fighting power. Ultimately, it is people that realise warfighting ability.

1.08 **Personnel as an Element of the Physical Component.** The physical component of fighting power is the means to fight and has five elements: personnel,



Figure 1-2: The Human Dimension of New Zealand Defence Force Fighting Power

equipment, integrated performance, readiness, and sustainability. For the purposes of this publication, it is the personnel aspect of the physical component of fighting power that is examined in the greatest detail. The Service personnel that comprise the NZDF, both RF and ResF, are highly trained and skilled volunteers. They go through a rigorous selection and initial training process, which gives them an essential grounding for their further professional development and prepares them for the collective training necessary to perform effectively on operations.

1.09 NZDF Service personnel are highly regarded internationally. Nevertheless, their skills need to be nurtured, developed, and retained. No matter how successful our personnel might have been in the past, their effectiveness can easily be undermined by changing economic, social and political factors, and by significant shifts in the values of society as a whole.

1.10 **Personnel as an Element of the Moral Component of Fighting Power.** The moral component of fighting power is about creating the determination of our Service personnel to carry out their assigned duties. It depends on good morale and a strong personal value system that enables an individual to be confident with their place in the world and have a clear understanding of what is right and wrong.

1.11 There are many things that contribute to the moral component of fighting power, including:

- training
- confidence in equipment
- equitable discipline
- self-respect
- a clear understanding of what is going on
- a clear understanding of what is required.

1.12 To draw out military success, however, requires effective motivation, command, leadership, and management. New Zealand has a highly skilled Defence Force with a history of excellence in performance. Its internationally recognised strengths require time, effort, and resources to be developed and maintained to New Zealand's benefit. How the NZDF seeks to support, maintain, and develop its Service personnel on operations is at the core of its success and is a key objective of the doctrinal guidance in this publication.

1.13 **Personnel as an Element of the Conceptual Component of Fighting Power.** The knowledge, communication, and thinking skills of individuals comprise the conceptual component of fighting power. This component provides the thought processes needed to develop the ability to fight, and takes into account lessons from the past as well as consideration of how the NZDF can best operate today and in the future. The conceptual component may be described as the way in which people's creativity and analytical ability are applied to meet military challenges. It is engendered by a continuum of individual training and education that begins with the selection of recruits, and extends through rigorous individual and collective training, professional self development, and the continual striving for military mastery and professionalism.

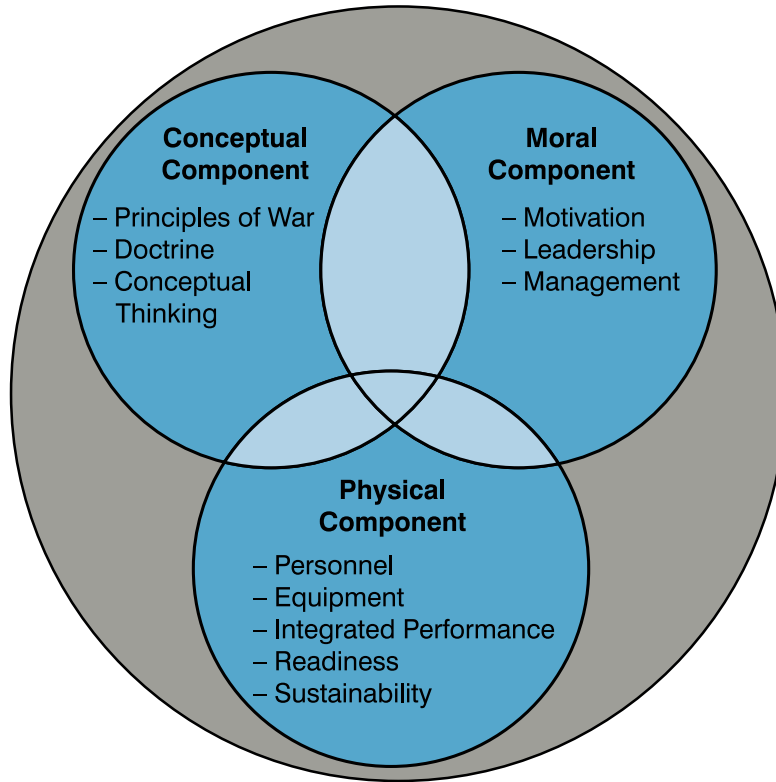


Figure 1-3: Components of Fighting Power.

1.14 The conceptual component of fighting power consists of doctrine which espouses the principles of war and conceptual thinking. It is the combination of principles and doctrine – applied with imagination and initiative by NZDF personnel – that provides the intellectual force driving the NZDF’s fighting ability in current operations.

1.15 There is a further essential element to the conceptual component that assists with the development of warfighting into the future. It is concerned with innovation and ideas for developing future capabilities, and better ways of operating in a continually fluctuating strategic environment. The development of concepts for future operations is vital

for both force and doctrine development. Without conceptual thinking by individuals, the NZDF could not maintain a warfighting capability.

1.16 NZDF Service personnel possess a unique culture and resultant set of military values that identify them as New Zealanders and influence New Zealand military doctrine and its application.

‘Among the many resources which contribute to effective air power, only one, people, actually appreciates, rather than depreciates over time.’

Air Vice-Marshal Tony Mason, RAF



Figure 1-4: Personnel Contribution to Fighting Power: The personnel element permeates throughout the physical, moral, and conceptual components of fighting power. Ultimately, it is people that realise warfighting capability.



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CHAPTER 2:

PERSONNEL SUPPORT LEGISLATION AND ORGANISATIONAL STRUCTURES IN THE NEW ZEALAND DEFENCE FORCE





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Introduction

2.01 The military human resources (HR) environment is different from that found in the majority of other organisations. In particular, the personal liabilities while serving are considerable, and some individual rights taken for granted elsewhere in society are suspended for Service personnel who are required to serve pursuant to the oath of allegiance.

2.02 The New Zealand Defence Force's (NZDF) personnel doctrine fits within a broader legal, organisational and policy context. This chapter outlines the context in which NZDF personnel doctrine is based, in order to aid understanding of the doctrine that is articulated throughout this publication.

The Legal Context of New Zealand Defence Force Personnel Doctrine

The Unique Legal Environment for Service Personnel of the New Zealand Armed Forces

2.03 Service personnel function in a unique legal context compared to members of the civilian staff or other organisations within the New Zealand public sector. Whereas civilians are 'employed' under an employment agreement, Service personnel serve pursuant to the oath of allegiance. The Employment Relations Act 2010 does not apply to Service personnel; a lot of other employment legislation does not apply to Service personnel or applies in a modified way². Service personnel are bound by all other New Zealand law except to the extent that a specific exemption, modification, or qualification exists in the legislation in question. For example, Service personnel are generally exempt from the provisions of the Arms Act 1983. They may also be bound by the laws of foreign countries in which they are serving, although the application of those laws will often be excluded or restricted by Status of Forces Agreements. Service in the NZDF also relies on prerogative powers such as the power of command and

is governed by non-statutory rules such as the customs of the Service. Lastly, Service personnel are governed by international law, in particular the Law of Armed Conflict (LOAC).

2.04 Service personnel are subject to the provisions of the Defence Act 1990 and the Armed Forces Discipline Act 1971. Section 45 of the Defence Act provides the legislative framework for the setting of conditions of service for Service personnel. The Chief of Defence Force (CDF) prescribes these conditions – including determining remuneration. Section 45 requires CDF to take into account the levels of remuneration set elsewhere when setting the conditions of service. CDF must, however, involve the State Services Commission in the setting of conditions of service. There is no provision for negotiation of conditions of service by individual Service personnel, or collective bargaining on their behalf. With respect to members of the civilian staff, the Defence Act also requires the CDF to act as a good employer. This requirement places obligations on the CDF with respect to all conditions of service and employment other than simply remuneration.

"To be successful in attracting, retaining, and motivating qualified people, and getting the right people into the right jobs, all-volunteer forces must be competitive employers and effective human resource managers."

In Service To Country: Personnel Policy and the Transformation of Western Militaries; Curtis Gilroy & Cindy Williams (Eds)

2.05 The unique legal context in which Service personnel serve has a direct bearing on the nature of personnel support in the NZDF. Personnel support is a function of military command, not the product of a traditional management paradigm³. Commanders represent their personnel and have responsibility for all aspects of personnel administration within their individual commands. Command responsibility includes but is not limited to discipline, career management,

² Members of civilian staff of the NZDF are covered by the Employment Relations Amendment Act, 2010.

³ NZDF Strategic Human Resources Framework.

remuneration, leave, equal employment opportunities, and all other human resource practices⁴. Accordingly, when considering the nature of NZDF personnel doctrine, it is important to recognise that personnel support is but one of a number of elements of good military command.

The Organisational Context of New Zealand Defence Force Personnel Doctrine

2.06 The NZDF has attempted to streamline the delivery of personnel support to the members of the Defence Force through the establishment of the Defence Personnel Executive (DPE). This organisation amalgamated the four previous personnel branches into one single agency.

Defence Personnel Executive

2.07 The DPE is headed by a military officer in the rank of Brigadier (Equivalent), who holds the position of Assistant Chief Personnel (AC Pers). This individual is responsible to the CDF for the development of personnel and employment policies applicable to both military and civilian members of the NZDF. AC Pers is also responsible for a number of routine personnel management and coordination functions on behalf of the NZDF as a whole.

2.08 At the strategic level, DPE, Headquarters New Zealand Defence Force (HQNZDF), develops the policy governing the conditions of employment and service for Service personnel and members of the civilian staff. These policies are typically promulgated via Defence Force Orders (DFOs).

2.09 DPE exists to enable and optimise the personnel capability to achieve the NZDF mission. The DPE delivers a single organisational approach that

is agile and adaptable to change and able to meet essential single-Service requirements. The DPE focuses on consistency of Human Resources Management (HRM) strategy, policy, and direction that enables people to be empowered to make decisions within an intent based framework. The DPE aims for accurate, reliable, consistent, and speedy delivery that promotes confidence in using HRM services.

2.10 DPE develops the people capability strategy and plans and finalises reviews of remuneration and allowances. It ensures key work systems and processes are designed and implemented. It provides advice, support, and resources in support of strategic programs. The DPE aims to ensure technology is leveraged, with simple interfaces and high self service ability.

Functions of the Defence Personnel Executive

2.11 Within the framework of the DPE, there are the following roles and functions, which are delivered by parts of the organisation:

- personnel capability development strategies and strategic workforce planning services to enable optimisation of NZDF's workforce
- delivery, coordination, and management of Personnel Capability Services
- development and implementation of human resource strategies, policies, and plans
- the Human Resources Service Centre (HRSC) provides military and civilian administration and pay support.

Directorates of Defence Health and Psychology

2.12 The Directorates of Defence Health and Psychology respectively develop medical and psychological policy, areas that are important in terms of their contribution to personnel support. While the Directorate of Defence Health comes under the purview of the Vice Chief of the Defence Force (VCDF), Defence Psychology remains under DPE.

⁴ NZDF Strategic Human Resources Plan. The definitions, principles and functions of command are covered in NZDDP-00.1 *Command and Control*.

2.13 The Office of the Principal Defence Chaplain provides chaplaincy, religious and welfare policy and advice, and also coordinates all NZDF chaplaincy services, especially to those Service personnel on operational deployments.

Service Personnel Support Mechanisms

2.14 The Royal New Zealand Navy (RNZN), the New Zealand Army (NZ Army) and the Royal New Zealand Air Force (RNZAF) no longer have their own dedicated human resources branches. These have all been centralised into the DPE.

Operational Level Personnel Support Mechanisms

2.15 Headquarters Joint Forces New Zealand (Joint Support Division). Joint Personnel (J1), Joint Health (J1H), Joint Logistics (J4) and Joint Finance (J9) form the Joint Support Division within Headquarters Joint Forces New Zealand (HQJFNZ). J1 and J1H Branches provide lead operational-level control and coordination of personnel and health support respectively, which enables the allocation, preparation, and sustainment of assigned forces for NZDF operations and Commander Joint Forces New Zealand (COMJFNZ) controlled major exercises. Both Branches are headed by a Lieutenant Colonel (Equivalent). The role of J1 Branch is further elaborated in [Chapter 5: Personnel Support on New Zealand Defence Force Operations](#).

The Policy Context of New Zealand Defence Force Personnel Doctrine

2.16 NZDDP–D *New Zealand Defence Doctrine* notes that there is a close but distinct relationship between policy, doctrine, and concepts, within the military context. In brief, policy's purpose is to state 'what' is to be achieved and doctrine's purpose is to state 'how' it will be achieved. Concepts, however, are about how the military thinks it will conduct military

operations into the longer term⁵. By stating 'what' is to be achieved, policy informs doctrine and sets the broad parameters for its development.

2.17 Whereas military doctrine is disseminated through publications such as NZDDP–1.0, military policy is covered in DFOs. The DPE is responsible for the production and dissemination of DFOs relating to personnel issues in the NZDF. In the NZDF, DFOs are the primary means by which conditions of service are disseminated for both Service personnel and members of the civilian staff. They also provide the broad parameters within which NZDF personnel doctrine is developed.

2.18 The three Services each have DFOs for purposes particular to their Service, with HQNZDF publications taking precedence over Service publications. The main HQNZDF-issued DFOs pertaining to personnel in the NZDF are in the process of being replaced with a single HR manual. This will combine these DFOs with a number of stand alone DFOs. HQNZDF-issued personnel documentation is available on the NZDF intranet.

2.19 The nature of the relationship between policy and doctrine has a number of implications for the development of NZDF personnel doctrine. As NZDF personnel policy informs NZDF personnel doctrine, an awareness of the parameters set by the former guides the latter's development. Although military operations are mainly conducted by Service personnel, members of the civilian staff may (by mutual agreement) be deployed to support those operations or other military activities. They do so under a variation to their Employment Agreement, in order to provide conditions of employment that is equitable with the conditions of service for similarly deployed Service personnel.

⁵ For further elaboration on the relationship between military policy, doctrine and concepts, see NZDDP–D *New Zealand Defence Doctrine*.



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CHAPTER 3:

THE PHILOSOPHICAL FRAMEWORK OF PERSONNEL SUPPORT IN THE NEW ZEALAND DEFENCE FORCE





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Introduction

3.01 This chapter outlines the philosophical framework for the provision of personnel support in the New Zealand Defence Force (NZDF). It defines personnel support and outlines its aims and functions in the NZDF. It describes three main groups of personnel functions: personnel management and administration, personnel services, and health services. The steps taken to ensure the NZDF is a safe workplace are looked at. This chapter also discusses the importance of developing a flexible work force that maximises the personnel availability to support the NZDF's activities. The role of leadership and how good leadership determines the NZDF is a supportive workplace is addressed. Finally, it articulates the principles of personnel support that guide the maintenance and development of the NZDF's greatest asset — its people.

Definitions and Functions

Personnel Support

3.02 Personnel support is the term used to describe all functions and activities undertaken for the efficient, effective employment of all personnel in the NZDF, their well-being and their discipline. Personnel support is the means by which the NZDF takes care of its people.

3.03 In recent years, personnel support has been clearly defined as a personnel function, with strong links to the personnel services provided by combat service support organisations. The allocation of personnel support functions, roles, and tasks to designated staff has been standardised among American, British, Canadian, and Australian militaries.

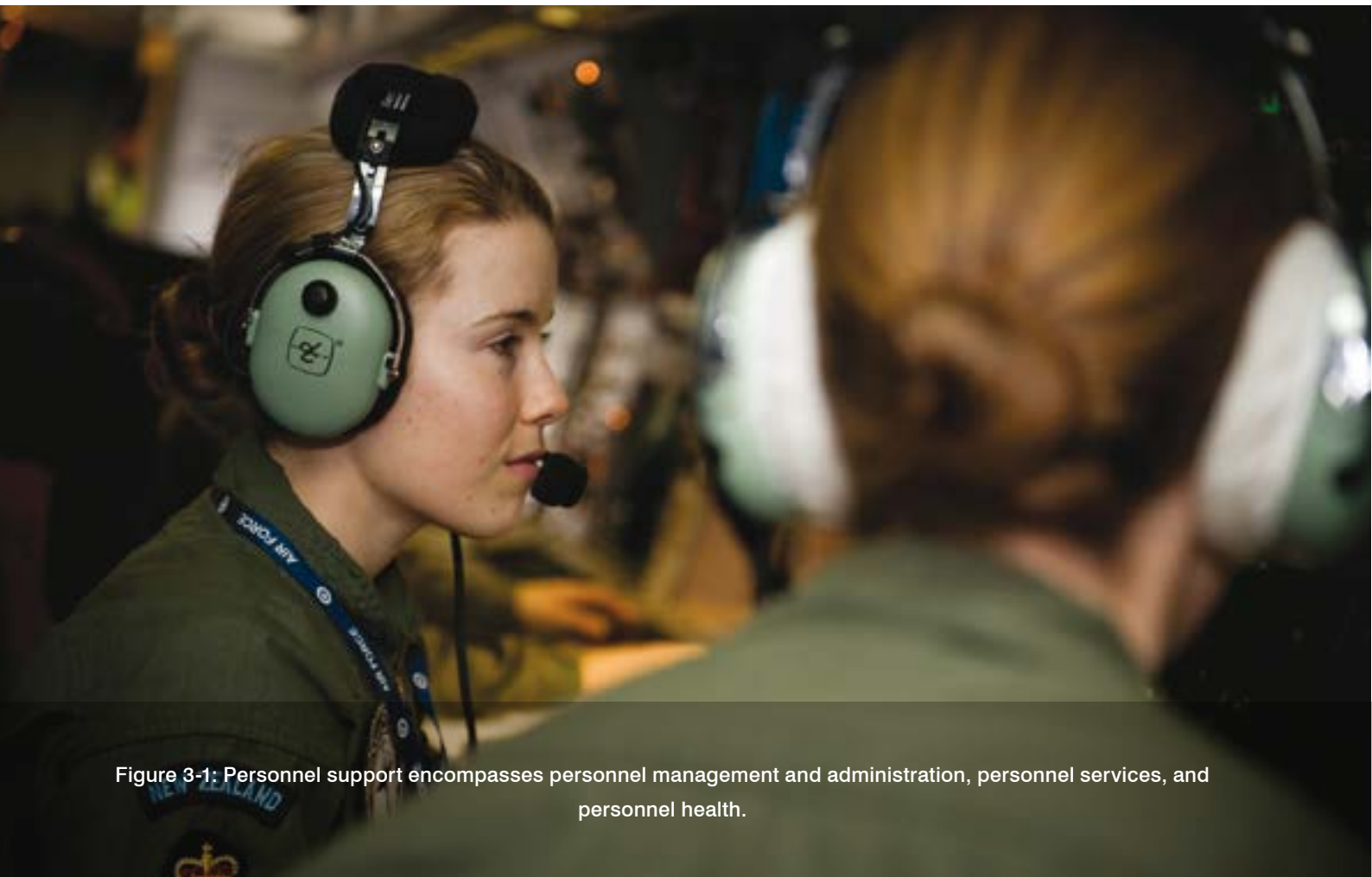


Figure 3-1: Personnel support encompasses personnel management and administration, personnel services, and personnel health.

3.04 The aims of personnel support is to:

- generate and shape the workforce to deliver military capability
- contribute to the support of deployed forces on combat operations, stability and support operations, or training activities.

3.05 The term personnel support encompasses the following functions:

- personnel management and administration
- personnel services
- health services.

Key Term

Personnel Support

Personnel support is the global term used to describe all personnel functions and activities undertaken for the efficient and effective employment of all personnel in the NZDF, their well-being, and their discipline. These functions include: personnel management, personnel administration, personnel services, and health.

3.06 **Personnel Support to Operations.** Personnel support to operations comprises those activities that deal with the generation and allocation of Service personnel for joint campaigns and operations, their deployment, sustainment, and subsequent redeployment/reconstitution. It is further addressed in [Chapter 5: Personnel Support on New Zealand Defence Force Operations](#).



Figure 3-2: Personnel Support is the means by which the New Zealand Defence Force takes care of its people.

Personnel Management, Administration and Services

3.07 **Personnel Management.** Personnel management is the process of planning, organising, directing, and controlling the recruitment and career development of personnel. This includes areas such as education and training, performance appraisal reporting, and promotions. Personnel management also encompasses the staffing of units/organisations.

3.08 At the strategic level, personnel management functions are generally carried out to meet and maintain strength targets/force levels. These are derived from workforce planning and projection of the consolidated operational requirement. At the operational level, personnel management is defined as ‘the distribution of effective manpower in accordance with the operational priority’ and is addressed in [Chapter 5](#) of this publication. At the tactical level, personnel management consists of all those functions that are normally undertaken by commanders to manage the individual.

3.09 **Personnel Administration.** Personnel administration is an enabling element of personnel management. It encompasses the administration of service conditions, including personnel policies, pay and allowances, honours and awards, and welfare and family support.

3.10 **Personnel Services.** Personnel services include all those functions affecting mental, physical, spiritual and social/family wellbeing. Personnel services are provided to help sustain the individual and assist commanders in the maintenance of morale.

3.11 Personnel services include such things as pay and finance services, travel administration, postal services, welfare and family support, amenities, chaplaincy, postings, and promotions. Personnel services during operations are elaborated in [Chapter 5](#) of this publication. Some personnel services are delivered by agencies/authorities other than personnel staff, for example:

- accommodation/messing/quartering (logistics)

- mortuary affairs (logistics and Joint Health (J1H))
- legal assistance (legal).

3.12 **Health Services.** The primary role of the NZDF health services is to optimise the health of NZDF military personnel for the support of military operations. The health services resources are organised to ensure that personnel are fit for military employment, protected from avoidable hazards to their health, and provided with effective and efficient health care throughout their service. Health support of assigned forces is a command responsibility whether at the strategic, operational, or tactical level.

3.13 The Directorate of Defence Health provides policy, strategic guidance, and professional health consultation, to respective Services in order to enable military command elements to maintain operational effectiveness and readiness of the military workforce, through the maintenance of prescribed health standards. Philosophical level health doctrine is contained [Chapter 4 – Health Support](#).

Key Terms

Personnel Management

The process of planning, organising, directing, and controlling the recruitment and development of personnel.

Personnel Administration

The enabling element of personnel management, it encompasses the administration of service conditions.

Personnel Services

All the functions affecting mental, physical, spiritual and social wellbeing. The services provided to help sustain the individual.

3.14 **Link between Personnel Support and Logistics.** Some elements of personnel support and logistics are closely linked and are often mutually dependent, particularly in the area of support to



Figure 3-3: The primary role of the New Zealand Defence Force health services is to develop, preserve, and exercise a sustainable health capability for the support of military operations.

operations. Both are subsets of the broader function of 'administration', which is defined as 'the management and execution of all military matters not included in tactics and strategy'. Logistical functions do not include service conditions, the administration of discipline, or the career management of personnel, which are personnel management functions and are a command responsibility.

3.15 Provision of a Safe Work Place for New Zealand Defence Force Personnel. The NZDF operates in a diverse range of environments and the legislative framework for safety does apply in each of these situations. The NZDF is committed to taking all practicable steps to prevent harm to Service personnel, civilian staff, contractors, and visitors. The Chief of Defence Force (CDF) has directed that NZDF has a 'Safety Always' approach.

The Defence Force will adopt a 'Safety Always' approach. We need to be able to look after our people. Safety is not a bolt on- it should be consistent and on-going whether we are on operations overseas or training at home... It is my intent to keep people as safe as we can. I now need you to focus on how you can contribute to changing our culture to 'Safety Always' look out for your mates and be accountable for your own safety.

**Lieutenant General R.R.Jones
Chief of Defence Force**

3.16 The NZDF is committed to practicable compliance with legislation as it is applied to aircraft and ship crews and to personnel on deployments and exercises. It is accepted that the nature of military operations contains inherent risk and that it is necessary to expose personnel to risk to provide effective, useful, and realistic training. To meet the responsibility to

provide a healthy and safe workplace, commanders at all levels must manage risk so that it is reduced to the lowest acceptable level while achieving the task. Further details on occupational health and safety management policy can be found in [Defence Force Order \(DFO\) 3, Part 9, Chapter 8. *Health and Safety in the Workplace*](#).

3.17 **Freedom from Discrimination and Harassment.** The CDF is committed to providing an equitable workplace free from discrimination and harassment. As such the principles of equity are applied across all NZDF processes and practices. Equity and the prevention of discrimination and harassment training is provided at initial training and throughout the career of all personnel. Operational equity training is provided as part of the pre-deployment training – see [Chapter 5 *Personnel Support in New Zealand Defence Force Operations*](#).

3.18 The chain of command is the primary mechanism within the NZDF for the effective and equitable management of personnel, including the prevention of discrimination and harassment. However, an additional network of Anti-Harassment Advisors (AHA) and Equity Advisors exists to provide specialised support to personnel and command. This network effectively adds an additional ‘safety net’ in circumstances where ‘at risk’ personnel may not feel able to immediately approach their chain of command.

Developing a Flexible Workforce

3.19 People increasingly want variety in their careers, either by tackling different roles within an existing organisation or by looking for new challenges altogether. This is also true in the NZDF, where the trend is one of shorter service engagements and a concern that the careers and plans of partners and families not be excessively disrupted by the frequent postings that have tended to characterise Service life.

3.20 This means that the NZDF must provide those it wishes to recruit and retain, whether uniformed or civilian, with an attractive range of opportunities and challenges. It must make it easier for people to leave and re-enter the NZDF, while at the same time ensuring

a core of well-trained and experienced staff who have chosen to make a long-term career in the NZDF. The NZDF must be a flexible enough employer to meet the expectations of modern family life while still retaining the characteristics of a deployable force.

3.21 More people are seeking flexible working practices (including flexible or reduced working hours, work from home, job sharing etc), transfers between Services, and leave without pay. These practices are often considered at first glance to be inappropriate in many circumstances; however a competent commander will seek ways to make them work for the NZDF as well as for the individual. There will also be greater use of reserve forces (ResF), whether it be in the traditional role of part-time military service; full-time service in established military posts; or in the new Standby Reserve⁶ category that allows ex-regular force (RF) personnel to remain attested and available should the NZDF wish to call on their skills.

3.22 The future NZDF workforce will therefore contain an increasingly diverse range of careers and experiences, including specialist skills developed within the civil sector, providing richer options to match the best person to the job. It will also provide a wider pool of regular or reserve personnel available for operational deployments, although this diversity may require additional time and resources to achieve the required level of operational capability before deployment.

3.23 Service personnel may in future have a more diverse career and experience. This could require additional resources to bring them to a common Operational Level of Capability (OLOC) before deployment; but it also provides a wider range of skills and knowledge that a competent commander may wish to draw on.

⁶ Standby Reserve is one of the three categories to Active Reserve. They include those on casual training (traditional Territorial Force (TF)), those on full-time service, or those not currently working (Standby Reserve).

"I want one force whose people are thoroughly entwined through more common training and education, similar remuneration, common career and performance management, and universal leadership development.

"I require for greater ability for people to flow in and out of the organisations. I want to see streamlined mechanisms that enable personnel to move between Service and employment groups as their career direction develops or their lives demand. The overall goal is to ensure the best match of skills to position, no matter the background from whom those skills come. We need to be far more flexible about full-time and part-time military and civilians being used in a number of roles and even deploying.

"I see the NZDF personnel quadrants being far more permeable with people having a rewarding and enduring relationship with Defence whether they transition in and out of the organisation or move between a full-time or part-time occupational spectrum."

**Lieutenant General R.R.Jones
Chief of Defence Force**

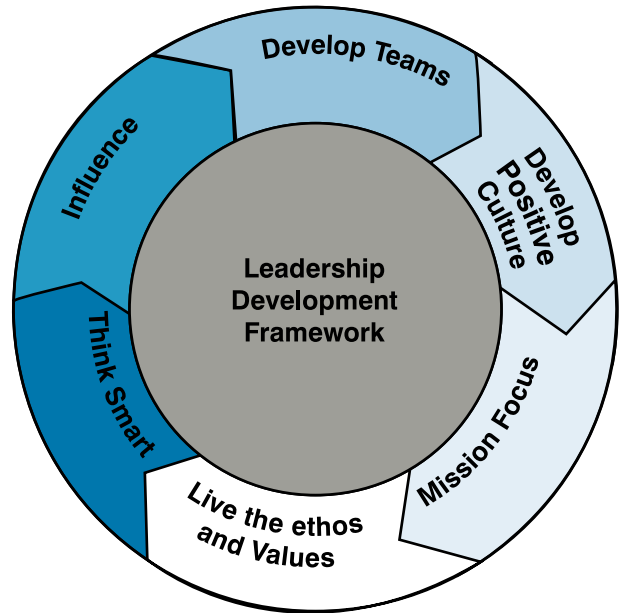


Figure 3-4: The Leadership Development Framework.

particular emphasis on the period leading up to a step-up in leadership responsibilities, the transition period itself, and then the embedding period over the next few months. The cornerstone of the framework is the concept of leadership transitions that set out what is expected of leaders at each level of the organisation, whether uniformed or civilian.

Leadership Development for Personnel

3.24 The role of good leadership determines that the NZDF is a supportive and flexible workplace for personnel. Developing leadership skills for military personnel is an important aspect of NZDF culture.

3.25 The NZDF has established an Institute for Leadership Development (ILD) that provides a comprehensive pan-NZDF approach to continued leadership development (see Figure 3-4). The ILD provides leadership development courses and works with single-Service leadership training organisations to promote and support the NZDF Leadership Development Framework⁷.

3.26 The NZDF Leadership Development places

⁷ For further information on leadership within the doctrine area, please refer to NZDDP-00.6 *Leadership*.

Principles of Personnel Support

3.27 Effective personnel support is based on a number of enduring principles that have evolved through experience. They should not be blindly adhered to or regarded as a guarantee of success. Rather, they should be intelligently and flexibly applied in accordance with the particular circumstances of an operation.

3.28 The principles of personnel support are outlined below.

- **Foresight.** Planning can be a lengthy process. If tactical plans and operations are not to be limited or delayed, planning must be initiated to take account of the needs of the personnel area as soon as it is practicable. Morale and operational effectiveness can be adversely affected if the 'human dimension'

is not fully taken into account at an early stage in the decision making process. Foresight, no matter what the operating environment, can lead to balance, through planning where all the relevant factors are taken into account at the right time.

- **Economy.** Personnel and material resources will always be limited. Priorities therefore need to be established to ensure that resources are used effectively, efficiently, and economically and not wasted on nonessential tasks. The NZDF operates with other nations, non-governmental organisations and civilians in situations with growing lists of national and international regulations and directives. In these situations coherence is required. Coherence informs economy, reducing time wastage, and hence preventing costs. Coherence within economy enhances operational effectiveness.
- **Flexibility.** Flexibility means the ability to provide effective support regardless of subsequent changes. Preconceived ideas or slavishly following a textbook solution seldom meets the requirement for flexibility in a theatre of operation. Personnel staff must be flexible in responding to changing situations, unanticipated events, and unique personnel related requirements. Likewise, personnel support programmes, policies, techniques, and procedures, should be adaptable to changing operational situations, needs, and priorities.
- **Simplicity.** Simplicity facilitates understanding,

implementation, and adaptability to changing circumstances. Simplicity in personnel support/administration is best achieved by a clear delineation of authority and responsibility, unobstructed channels of communication, and proven and practiced Standard Operating Procedure (SOP).

- **Cooperation.** Cooperation is the key in the equitable distribution of personnel resources and services. Trust and cooperation among staffs at all levels is essential if personnel management goals are to be achieved. Cooperation is best achieved through personal liaison and frequent visits.
- **Responsiveness.** To offer a career of first choice, and retain quality people, the NZDF must be responsive to the need for change and the forces that drive it. The NZDF needs to be seen to be responsive both in terms of its willingness to adapt (when appropriate) and in the speed of its decision action cycle. Nowhere will this principle be more important, or the effects more strongly felt, than in the personnel area, where actions and decisions have a direct influence on the lives and well-being of Service personnel and their families.
- **Integration.** Military personnel management must be integrated in a framework that consolidates the strategic NZDF personnel planning objectives, joint NZDF capabilities and statutory obligations to support operations, and ensure fair and equitable treatment of all NZDF personnel and their families.



Figure 3-5: Cooperation is the key in personnel resources and services.

CHAPTER 4:
HEALTH SUPPORT





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Introduction

4.01 The World Health Organisation (WHO) defines health as a 'complete state of physical, mental, and social wellbeing and not merely the absence of disease or infirmity'. Health is a key contributor to fighting power, as only a healthy military force can function at, and sustain, maximum effort. Health is not merely the absence of injury or disease, but includes physical and mental well-being, spiritual welfare, and a balanced life. Maintaining health also includes the consideration of dependants so that Service personnel have peace of mind on deployment.

Key Term

Health

Health is a state of physical and mental wellbeing which involves freedom from disease or infirmity.

Role of the Health Services

4.02 The primary role of the New Zealand Defence Force (NZDF) health services is to optimise the health of Service personnel for the support of military operations.

4.03 The health services resources are organised to ensure that Service personnel are fit for military employment, protected from avoidable hazards to their health, and provided with effective and efficient health care throughout their service.

4.04 Health support of assigned forces is a command responsibility whether at the strategic, operational, or tactical level. The Directorate of Defence Health provides strategic policy guidance and professional health consultation to the respective Services in order to enable military command elements to maintain the operational effectiveness and readiness of the military workforce. This guidance includes the development of health capabilities and management, and sustainment of the health system.

Principles of Health Support

4.05 The provision of health support may be affected by numerous factors, including:

- political considerations
- weapon systems and other technologies
- the changing nature of warfare, particularly in complex environments
- medical and physical fitness of the force
- emerging disease patterns
- the availability of the NZDF, coalition and host nation (HN), health services, and evacuation assets
- location of area of operations
- the availability of other NZDF resources
- the extent and availability of civilian health infrastructure.

4.06 Regardless of these factors, there are a number of proven principles that should be applied in providing health support.

- **Prevention.** Significant fighting force effectiveness can be achieved by the use of measures designed to promote health, and prevent disease and non-battle injury (DNBI)⁸. This could include education and training of Service personnel, application of appropriate preventive measures before, during, and after deployment, early hazard identification, on-going health surveillance, and continued provision of health advice.
- **Conformity.** Health plans must be integrated with the tactical planning, complement the operational plan, and conform to the highest practical level of professional practice, standards and ethics, and relevant conventions of humanitarian law to which New Zealand is a signatory.
- **Control.** Senior health services officers must exercise technical control and an appropriate degree of operational authority over health resources to ensure economy of effort and avoid duplication.

⁸ Disease and non-battle injury is also referred to as "non-battle casualties".

Control of health resources depends upon good communications and visibility of casualties along the treatment and evacuation chain.

- **Continuity.** Treatment and evacuation must be a continuous, integrated process that provides patients with essential support as they are evacuated through a series of health facilities, each with an increased treatment capability. Health support is provided to stabilise patients, so they can be evacuated to a facility at which appropriate definitive care can be provided. Whilst delays or interruptions in treatment will increase morbidity and mortality rates, no patient should be evacuated further than their condition requires, or the operational situation warrants. Treatment does not terminate until the patient has been returned to duty or discharged from military service.
- **Flexibility.** Health support plans must have inherent flexibility to enable the health services to respond to changing operational situations. Health elements must be capable of rapid regrouping or restructuring to meet the requirements of specific operations. Health plans must factor in redundancy where possible.
- **Mobility.** Health units must have sufficient mobility, complemented by appropriate communications, to enable them to maintain contact with supported forces. Health units must be equipped with and trained to use transport and mobile health assets to ensure the operational commander has sufficient flexibility to achieve the mission. Prompt evacuation of casualties and patients is essential to maintaining mobility.
- **Proximity.** Early resuscitative treatment followed by rapid clearance of casualties will significantly reduce morbidity and mortality rates. Health support resources must be located as close to the operational environment as time and distance



Figure 4-1: The primary role of New Zealand Defence Force health services is to optimise the health of Service personnel for the support of military operations.

factors, and tactical and medical situations allow. Rapid clearance of casualties from the battle space, and provision of resuscitative treatment as far forward as possible, are critical factors.

Approach to Health Support

4.07 Throughout the history of armed conflict, it is DNBI and not battle casualties that traditionally account for the highest proportion of casualties in military operations. Increasing political, public, and military imperatives call for minimising military casualties in times of peace and during operations. DNBI can be reduced with thorough force preparation and improved health and fitness. The desired outcome for NZDF health support is to:

- provide for the essential level of health and fitness of each serving Service personnel
- maintain this level of health and fitness through effective prevention measures on deployment
- successfully treat any casualties occurring despite prevention efforts
- restore optimum health and fitness in the rehabilitation process.

Health Threats to Service Personnel

4.08 The types of casualties predicted to occur during NZDF operations directly influence the type of health support capabilities required. Casualty types are a function of the operational environment in which Service personnel are deployed and, specifically, the range and types of health threats that exist within that operational environment. Threats can be broadly categorised into three groupings.

- **Operational Threats.** These are threats posed by warfare systems and weapons likely to be used by potential adversaries against the NZDF during operations. They include conventional and non-conventional weapons.
- **Environmental Threats.** These are threats posed to Service personnel by elements in the natural environment. They include communicable diseases

and environmental hazards, such as heat, cold, and altitude.

- **Occupational Threats.** These are man-made threats posed by our own warfare systems, equipment, and work practices to our Service personnel. They include physical, industrial, chemical, biomechanical, and psychosocial threats.

4.09 This fundamental shift in the focus of health support from treatment to prevention requires active participation and support from all Service personnel. Command emphasis and responsibility for health of subordinates is a historical cornerstone of this approach that is still relevant today.

4.10 The provision of health support is a vital consideration in any single-Service, joint or multinational operation. In joint and multinational operations, the continuum of health support depends upon close cooperation and effective coordination between the Services, each of which has specific responsibilities in the prevention, treatment, and evacuation processes. The provision of health support must be closely coordinated with the provision of other support.

Key Term

Health Threats

The types of casualties predicted to occur during New Zealand Defence Force (NZDF) operations directly influence the type of health support capabilities required. Health threats can be broadly categorised into three groupings.

Operational: These are threats posed by warfare systems and weapons likely to be used by potential adversaries against the NZDF during operations.

Environmental: These are threats posed to Service personnel by elements in the natural environment.

Occupational: These are man-made threats posed by our own warfare systems, equipment, and work practices to our Service personnel.

Primary Health Tasks

Provide a Fit and Healthy Fighting Force

4.11 Service personnel must be sufficiently fit for deployment and able to perform their operational duties. Fit and healthy Service personnel who have adequate health support are potentially more effective during operations as they suffer less fatigue, and are more able to cope with operational stresses.

4.12 The NZDF must recruit and retain Service personnel who are capable of meeting the required levels of health and fitness for operational tasks, and are able to be safely supported on deployment. To optimise operational effectiveness, Service personnel must continue to maintain adequate health and fitness standards during training, pre-deployment, while on deployment, and during the post-deployment phases of

their military careers. Recruitment and training of Service personnel is expensive and time consuming. With the current and predicted operational tempo, the NZDF does not have the capacity for in-built redundancy to replace Service personnel who are unable to deploy.

4.13 To maximise operational effectiveness, NZDF health services staff provide guidance and advice to commanders on factors affecting medical, dental, physical, and psychological health. Provision of a fit and healthy force is optimised when this advice is considered and implemented at all stages of a deployment.

4.14 An integrated, multidisciplinary approach that addresses all aspects of health and fitness is a key component of Force Health Protection (FHP). The approach recognises that different military occupations have different requirements, and operational contexts span a range of health and safety risks. There is an



Figure 4-2: Health support is a vital consideration in any single-Service, joint, or multinational operation

increased recognition of the importance of psychological health as a component of health and fitness and the requirement for psychological support.

Key Term

Force Health Protection

Force Health Protection (FHP) is a multidisciplinary approach that addresses all aspects of health and fitness.

4.15 Post-deployment, the NZDF must continue its focus on individual health readiness to ensure that Service personnel are prepared for subsequent operational deployments. Periodic health screening, to include psychological screening, is a crucial component of this approach, and health promotion and education initiatives help the NZDF provide targeted health interventions to ensure a fit and healthy force. Service personnel should be able to live a healthy and productive life without being unnecessarily hindered by disabilities resulting from illness or injury related to their NZDF service.

Prevent Casualties

4.16 Effective FHP will aid the conservation of deployed personnel and enhance combat effectiveness. Many of the functions required to maintain health and fitness are common with those required to prevent casualties (due either to injury or illness). Inadequate casualty prevention will degrade individual health and performance, leading to depleted force strength and effectiveness. FHP focuses on minimising the impact of potential operational, environmental, and occupational health threats to Service personnel during training and operations. Planning and executing prevention measures ensures the incidence of injury, illness, and wounding of Service personnel is minimised.

4.17 FHP in an operational environment requires an active, integrated approach. Prevention measures must be part of the planning process for all operations. Health intelligence estimates should be as complete and up-to-date as possible, in order to maximise the

effect of health countermeasures. Deployment of FHP 'threat assessment' personnel, Environmental Health (EH) personnel (and other specialists as the operational environment dictates) should occur as part of a reconnaissance mission and as part of the advance party, or as early as possible after deployment. The rapid identification and minimisation of health threats are central to reducing casualties and maximising operational effectiveness. The employment of preventive medicine personnel to help defeat the health threat is a cost-effective means of helping to maintain a fighting force.

4.18 The NZDF shall strive to provide a comprehensive and integrated approach to casualty prevention. This includes responsive and effective health threat detection and assessment, including real-time health threat monitoring, integrated individual and collective protective systems, regular health surveillance reporting, and an electronic health record system that includes potential environmental and occupational hazardous exposures.

Treat Casualties

4.19 Effective treatment ensures that mortality and morbidity is minimised among Service personnel who are wounded, injured, or become ill. It maximises casualty survival and ensures that Service personnel are returned to operational duty as quickly as possible. The provision of an effective system of casualty management also has a positive effect on force morale.

4.20 When Service personnel are wounded, injured, or ill, there is an expectation that they will receive prompt and effective health care to standards available to the wider community. There are also legal imperatives. There is a common law duty of care requirement that, other than when the exigencies of military operations dictate, NZDF deployable health care should meet contemporary professional New Zealand standards.

4.21 **Implications for Deployment.** Casualties evacuated from an area of operations may be evacuated through coalition or HN health support. These casualties

generally require post-deployment treatment in definitive treatment and rehabilitation facilities in the National Support Area (NSA)⁹. An effective interface is required between the NZDF health system, coalition, or HN health support, and the civil health infrastructure in the NSA. This should facilitate continuity of care and ensure that NZDF casualties are admitted to military or civilian health facilities appropriate to their condition. This system should include agreements with these health agencies to provide access for NZDF casualties and may facilitate training for NZDF health care providers.

Enabling Health Tasks

Develop Health Capabilities

4.22 **Capability Development.** Capability development requires evaluation of higher level directives and an understanding of changes to technology, demographics, best practice, and emerging threats to establish a force structure that can support the health service mission.

4.23 Development should bring together all of the components of health capability including planning, development of health doctrine, health workforce planning, health materiel, facility planning and acquisition, health interoperability, and health and human performance research.

4.24 **Health Intelligence.** Health intelligence contributes to the determination of NZDF health capabilities, assessment of health threats, and the planning of medical countermeasures to prepare forces for pre-deployment, deployment, and post-deployment. Health intelligence is derived from medical, bio-scientific, epidemiological, environmental, and other information

related to human or animal health. Being of a specific technical nature, health intelligence requires health expertise throughout its direction and processing within the intelligence cycle.

4.25 **Health Research.** A role of the health services is to undertake health research in order to provide answers to issues relating to Service personnel health. Research priorities should reflect the emphasis on prevention of injuries and illness, preparing a fit and healthy force, and ensuring there is a capable deployed health support. This research may be conducted in a variety of ways through Defence research agencies and/or Government, academic, and commercial research areas. Seeking to have research structured so that it will be useful to both the military and civilian sectors will enable better collaborative studies.

4.26 **Training and Education.** The NZDF health capability development system includes individual and collective training and education that develops the health competencies required for deployment to best practice standards. These standards are defined by the professional bodies and associations in the New Zealand health care system and associated education and training communities. The training and education system also involves the routine maintenance of skills required for deployment. This is achieved by focused strategic alliances with appropriate NZDF and civilian health care agencies and training institutions.

Manage and Sustain the Health System

4.27 **Health Information Management.** An integrated health information system, to support NZDF peacetime and operational activities, is an important requirement of the health support system. The health information system supports health planning, provides a patient management database, and contributes to health surveillance.

⁹ The NSA normally refers to New Zealand.

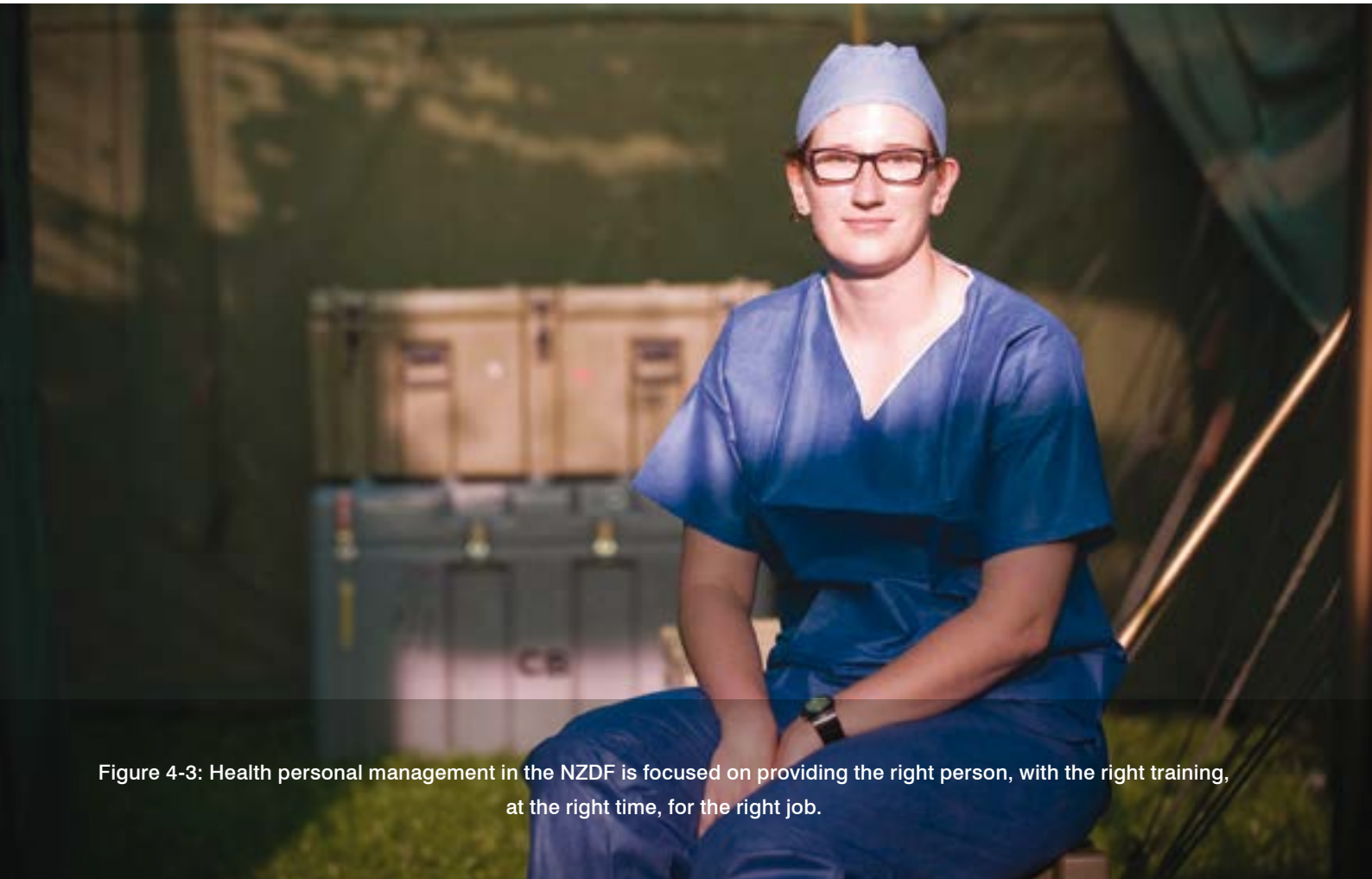


Figure 4-3: Health personal management in the NZDF is focused on providing the right person, with the right training, at the right time, for the right job.

4.28 **Health Surveillance.** Health surveillance is essential for minimising preventable injury, illness, and wounding in military forces in peacetime and during operations. Health surveillance involves:

- the gathering of appropriate data from casualty and routine encounters with the health care system
- identifying health effects and associations
- aggregating information to identify trends
- analysing and investigating trends
- publishing and disseminating the analysis results
- using the data to conduct investigations, design interventions to control threats, and protect Service personnel, and assess the effectiveness of interventions.

4.29 **Health Equipment Maintenance.** Health equipment is becoming increasingly sophisticated,

miniaturised, and multi-modal. Removal of equipment from deployed units for maintenance and repairs degrades capability for a range of functions and has become an unacceptable practice, as the availability of suitable replacement equipment is often very limited. The level of expertise required to maintain and repair the equipment increases commensurate with the increased levels of equipment sophistication. On-site maintenance and repair by replacement part is the international military best practice option. This requires a deployed biomedical repair and maintenance capability that can ensure that essential sophisticated equipment is serviced and repaired within acceptable time frames, and the required redundancy of health equipment is to be factored into health planning.

4.30 **Health Personnel Management.** An important aspect of health personnel management is the implementation of a competency and credentialing

programme. Personnel management in the NZDF is focused on providing the right person, with the right training, at the right time in their career, at the right rank, for the right job. These elements are enduring and are the foundations on which health personnel management is based.

4.31 **Financial Management.** Appropriate resourcing is central to ensuring health services are provided in accordance with NZDF doctrine. Effective management and control systems are necessary to ensure the optimisation of capability with the funds available.

Health Support at Levels of Conflict

4.32 Health support is provided through the use of 'building blocks' designed to provide specific health related functions. Whilst some of these capabilities are

deployable, either organic to the units, or held centrally within the formation of force level facilities, some are non-deployable, being operated within the NSA.

4.33 This design allows the health planner to quickly tailor health resources in support of operations or have the capability to increase the support required if the demand arises. Utilising planning tools, including health intelligence and casualty modelling techniques, optimises the health support footprint within NZDF's limited health capability.

4.34 The NZDF recognises three broad levels of support associated with any conflict. These levels are:

- strategic
- operational
- tactical.

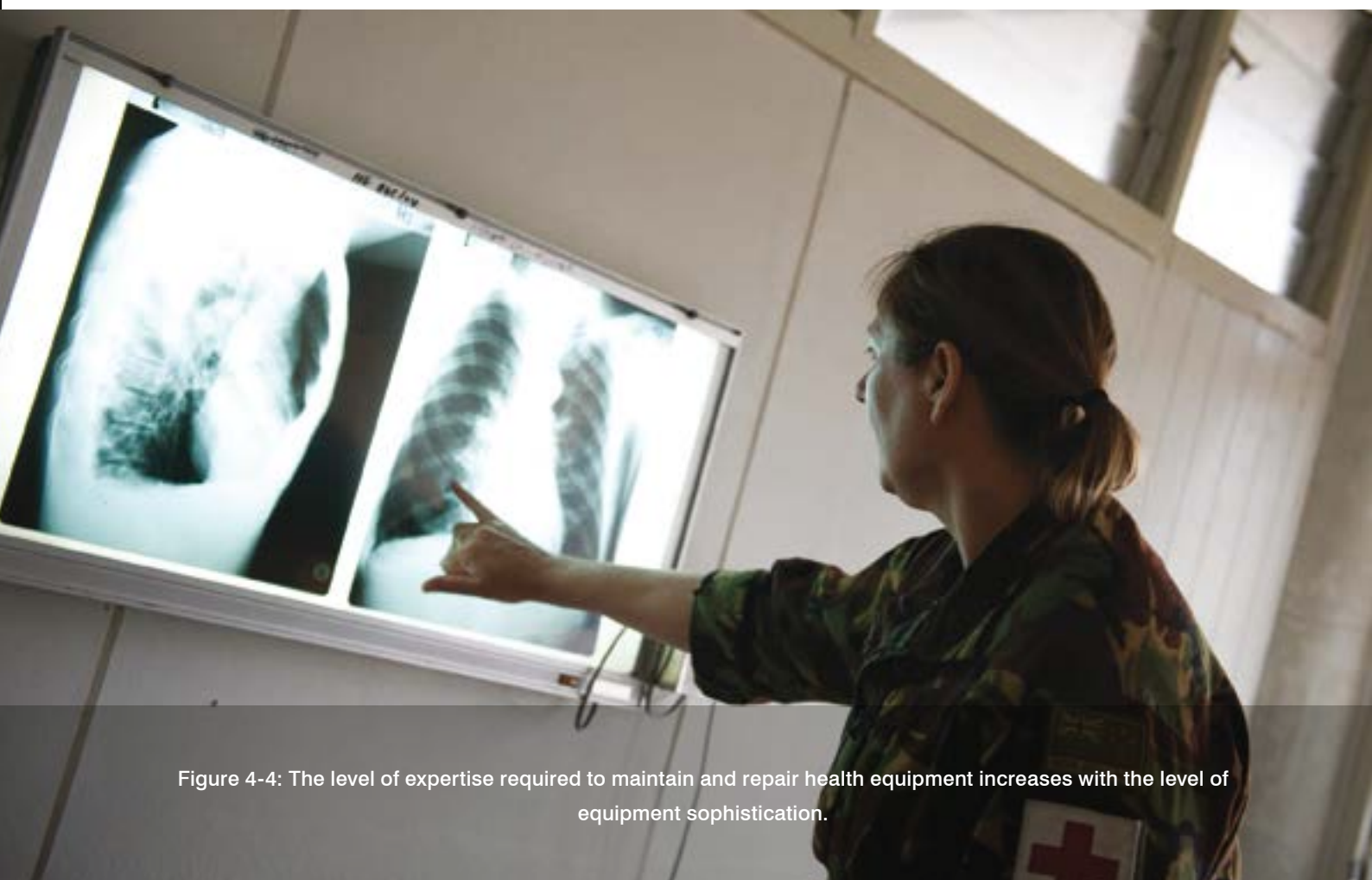


Figure 4-4: The level of expertise required to maintain and repair health equipment increases with the level of equipment sophistication.

4.35 **Strategic Level.** At this level the focus is on employing Defence capabilities in support of national objectives. For health support, this equates, in broad terms, to the conservation of Service personnel to maintain operational capability and to facilitate operational success. The strategic level has responsibility for the development of health doctrine and policy that regulates the ways in which the health services undertake the primary tasks of preparation, prevention, treatment and rehabilitation; the provision of expert advice; the analysis of information, and the development and provision of health intelligence.

4.36 **Operational Level.** The operational level provides the link between military strategic objectives and tactical activity in the theatre of operations. Operational health staff are responsible for planning, conducting, and monitoring health support to operations. They respond to command-directed priorities, which may shift emphasis between:

- the conduct of campaigns and operations
- single-Service preparation of forces
- technical functions of health support.

4.37 Health input to the operational headquarters concept of operations is a function of J1 Health Branch at Headquarters Joint Force New Zealand (HQJFNZ), and includes senior representation from the strategic and operational levels.

4.38 **Tactical Level.** Battles and engagements within a sequence of major operations are planned and executed at the tactical level in order to achieve the operational objectives of a campaign. Each level has a core health capability organic to that level and is enhanced by the addition of other capabilities at each higher level as the level of support is increased. At the tactical level the primary and enabling tasks of health support are delivered by both deployable and non-deployable health capabilities.

Special Considerations

4.39 **Multinational Operations.** In multinational operations, health support may be provided to another

nation's combat forces. Alternatively, NZDF forces may utilise health support from other nations. The coordination of this support will be more complex than for joint operations but similar considerations will apply. In-place arrangements and regular training exercises provide the initial basis for this coordination.

4.40 **Interoperability.** The NZDF will normally operate as part of a multinational force. Health capabilities, particularly high preparedness and fulltime elements, should be interoperable with those of potential coalition partners, such as Australia, Canada, United Kingdom (UK), the United States of America (USA), and nations of South-East Asia and the Pacific. The requirement to ensure that NZDF health information systems are interoperable with coalition partners is of particular importance. Given the likelihood of a multinational casualty treatment and evacuation system in coalition operations, interchangeability of key equipment is also a consideration.

4.41 Interoperability also includes the maintenance, where practicable, of a national standard of healthcare, and ensuring an equivalent standard of care as provided by coalition partners. Inherent in this is the requirement to be acquainted with coalition partners' health credentials. It is recognised that the situation and environment, including access to infrastructure, equipment and supply, will impact upon the achievement of a commensurate level of care. In a multinational operation, health services are interdependent and all care should be taken to achieve equivalent national health standards.

4.42 **Employment of Civilians in Operational Areas.** Subject to extant NZDF policy and meeting legal requirements, there is scope to employ civilian health personnel in operational areas. For further information go to [ADFP 4.2.1 Civilians in Support of ADF Operations](#) and its [New Zealand Supplement](#) on employing civilians in operational areas.

4.43 **Stability and Support Operations.** The New Zealand Government often utilises the NZDF's deployable health support capability when contributing to humanitarian operations and peacetime national

tasks. These operations can involve a major commitment in Service personnel and equipment, and the requirement to sustain contributions over several rotations is particularly demanding. While the health support required for humanitarian operations can generally be provided from capabilities structured for three core strategic tasks for the NZDF (defending New Zealand; contributing to the security of our immediate neighbourhood; and supporting wider interests) the on-going requirement to contribute to such operations imposes additional preparedness requirements.

4.44 **Law of Armed Conflict.** Law of Armed Conflict (LOAC) and particularly the Geneva Conventions and Additional Protocols, set legal standards for the care of enemy and civilian casualties of war. These standards affect the design of NZDF deployable medical capabilities.

Support for Ill and Injured Military Personnel

Personnel Sustaining Injuries

4.45 For NZDF personnel who sustain injuries, physical or mental, while deployed and later leave the NZDF there is an Accredited Employer Scheme under the Accident Compensation Corporation (ACC) Partnership Programme¹⁰. The NZDF has a contract with ACC to manage all of its own workplace accidents/injuries, with a few exceptions, for a period of between 48 and 60 months. Following this period a person's injury claim would be handed over to ACC for on-going management whilst the NZDF still retain the financial liability. This means that the NZDF provides case management and entitlement provision to at least the level of ACC, though it often can and does supply more.

¹⁰ Please note the ACC Accredited Employer Scheme is applicable to all NZDF personnel irrespective of workplace.

Support Provided to Families of New Zealand Defence Force Personnel Killed on Deployment

4.46 The NZDF provides support to the families of both its Service and civilian personnel who may be killed on deployment (in New Zealand or overseas). This support is provided under the Accredited Employer Scheme. This is dependant on each individual's family circumstances but can occur for a period of up to 21 years in some circumstances.

4.47 The family of a Service person or NZDF civilian employee who is killed on deployment may be entitled to assistance through the Accredited Employer Scheme — over and above any other help that the NZDF may provide — such as superannuation or life insurance.

- **Funeral Grant.** A funeral grant is provided by the NZDF as a single payment.
- **Survivor's Grant.** A survivor's grant may be payable as a one off, tax free payment to a surviving spouse/partner of the deceased, each child of the deceased and any other formally recognised dependants of the deceased.
- **Income Compensation.** Income compensation for loss of earnings for the spouse/partner, children and any other formally recognised dependants may also be payable. The amounts vary both in terms of value and the period for which they are delivered. A child born after the death of the individual may also qualify for these entitlements.
- **Child Care Payments.** Child care payments may be provided for the children for a period of time and dependant upon the age of the children¹¹.

Support Provided to the Injured

4.48 Any deployed Service person or NZDF civilian employee who sustains an injury, whether physical or mental/stress, in certain circumstances, is entitled to receive support from the NZDF as an accredited employer.

¹¹ For further information on support provided to families of those killed in deployment, please refer to ACC Accredited Employer Scheme and for more general information access [DFO 3](#).

4.49 **Medical Treatment.** Medical treatment will generally be provided from within the NZDF integrated health agencies in the first instance. If the individual leaves the NZDF, the same medical treatment (for the existing medical conditions only) is on-going through the scheme. This may include appointments for doctor's visits, physiotherapy, psychological services, imaging, X-ray, and Magnetic Resonance Imaging (MRI) scan. Transport to medical treatment costs may also be covered where work related injury claims where a minimum distance or a composite amount in a calendar month.

4.50 **Income Compensation.** Compensation for loss of income is available to all applicable military and civilian NZDF personnel. This is at the standard ACC computed rates upon leaving the NZDF, but can in certain circumstances extend until retirement age.

4.51 **Social Rehabilitation.** Social rehabilitation may be available through the NZDF to restore an individual's independence. Social rehabilitation can help a person to overcome difficulties in every day living following psychological impairment or injury. This may include finding new ways of doing tasks, learning new skills or maintaining the skills a person already has. Social rehabilitation can come in the form of:

- home help
- child care
- attendant care
- modified aids and appliances
- housing modifications
- training for independent living
- education support
- motor vehicle modification.



Figure 4-5: Any deployed Service person or NZDF civilian employee who sustains an injury in certain circumstance is entitled to receive support from NZDF as an accredited employer.

4.52 **Vocational Rehabilitation.** The NZDF may provide vocational rehabilitation to assist military and civilian NZDF personnel who leaves the NZDF as a result of an injury. Rehabilitation is provided to improve the individual's chances of obtaining and maintain employment outside of the NZDF. Vocational rehabilitation can come in the form of:

- vocational guidance
- employment preparation
- workplace accommodations
- work trials
- job assessments
- graduated return to work schemes
- training, retraining, self employment.

Other Costs

4.53 **Private Hospital Costs.** Private hospital costs for treatment for the injury that the individual sustained may also be provided (for example, in the situation where surgery was required for work related injury).

4.54 **Lump Sum Payments.** Lump sum payments for injuries may be provided in certain circumstances. These are tax free payments available for individuals whose injury leads to permanent impairment and that limit one's normal activities. This is done by way of an independent medical assessment after a period of two years from injury or when the injury is deemed stable, whichever comes first.

CHAPTER 5:

PERSONNEL SUPPORT ON CAMPAIGNS AND OPERATIONS



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Introduction

5.01 Personnel support is fundamental to the conduct of New Zealand Defence Force (NZDF) campaigns and operations. Personnel support comprises those functions that are undertaken in the assignment of forces for campaigns and operations, their deployment, sustainment, recovery, and regeneration. The support to military and civilian NZDF personnel after they have returned to their parent unit involves on-going wellbeing, medical, and psychological support.

5.02 This chapter describes how these principles of personnel support are to be broadly applied in campaigns and operations conducted by the NZDF. It first considers the key structures responsible for supporting deployed Service personnel, then looks at the personnel support functions and responsibilities for

deployed Service personnel, and finally elaborates on the main sources of deployed support.

Functions and Structure of the J1 Branch, Headquarters Joint Forces New Zealand

5.03 Headquarters Joint Forces New Zealand (HQJFNZ) Joint Personnel (J1) Branch overarching role is to control and coordinate personnel and wellbeing support to enable the preparation, command, operation, sustainment, reconstitution, and regeneration of assigned forces. The J1 Branch is headed by a Lieutenant Colonel (Equivalent), who reports directly to the Commander Joint Forces New Zealand (COMJFNZ).

5.04 The J1 Branch manages deployed personnel, provides advice and guidance on personnel policies,



Figure 5-1: Non-material support. Many of the services essential to the well-being of a force include non-material support activities such as catering, laundry, postal services, and amenities.

and administers military and civilian personnel within an Joint Force Area of Operations (JFAO). The J1 Branch's responsibilities encompass the policies for the sustainment of the Service personnel that constitute the force. This involves manpower accounting including casualty reporting, management of welfare, discipline, honours, and awards.

5.05 Many of the services essential to the wellbeing of a force include non-materiel support activities and tasks. Included in this are services such as:

- billeting
- catering
- pay
- finance services
- laundry
- clothing repair

- exchange
- ablutions
- postal services
- amenities/recreational services.

5.06 For enhanced synergy, J1 and Joint Logistics (J4) work closely together along with Joint Health (J1H) and Joint Finance (J9), and collectively comprise the 'Support Division' at HQJFNZ. At the tactical level, the provision of personnel support to Service personnel on an individual basis will be through their sub-unit, unit, and staff.

5.07 On larger NZDF deployments, personnel support may be affected through the deployment of a National Support Element (NSE). The function and tasks of the NSE vary according to the operation, in-theatre command arrangements, and the nature of the



Figure 5-2: The close link between logistics and personnel considerations means that a National Support Element has important personnel support functions.

NZDF commitment. For elaboration on the command and control arrangements of an NSE, see [NZDDP-00.1 *Command and Control in the New Zealand Defence Force*](#).

5.08 An NSE's overarching role is the coordination of in-theatre and near-theatre logistic support to all in-theatre operations, to enable the successful conduct of operations. The close link between logistics and personnel considerations means that an NSE has important personnel support functions. These may include:

- coordinating in-theatre personnel movements, including the Relief in Place (RIP) of deployed forces
- performing routine personnel administration tasks such as pay, accommodation, and travel
- performing 'emergency' personnel tasks such as the withdrawal of deployed Service personnel from an JFAO due to health or compassionate reasons.

Planning for Personnel Support on Campaigns and Operations

5.09 Planning is critical to producing the most effective support for an operational force. Planning for campaigns and joint operations involves commanders and their staff in strategic, operational, and tactical level headquarters, working in close coordination, with the singular aim of producing the most effective military response in support of national objectives. Planning is facilitated by the Joint Military Appreciation Process (JMAP). The information provided in this section summarises the significant features of planning from a personnel support perspective. For specific information about planning operations [NZDDP-5.0 *Joint Operations Planning*](#) is the keystone document of the joint planning doctrine series. It provides a doctrinal foundation to guide members of the NZDF when planning campaigns or joint operations.

5.10 If properly planned and executed, personnel support is capable of sustaining and increasing the level of capability that is deployed. Effective planning can enable the support footprint to be reduced and,

at the same time, improve support effectiveness. Knowledgeable personnel support practitioners with experience in supporting operations at the tactical level are critical to the development of effective plans.

Deliberate and Immediate Planning for Personnel Support on Campaigns and Operations

5.11 Within the NZDF, planning for both campaigns and operations is categorised as either deliberate or immediate. Regardless of the type of planning used, personnel considerations are central to the commander's plan.

5.12 **Deliberate Planning.** Campaign and operations planning primarily involves the development of plans to meet operational objectives. This planning identifies the sustainability requirements of preparedness and aims at supporting NZDF contingency planning. This is a deliberate planning process wherein plans based on approved Joint Service Plans or scenarios are progressively developed in advance of actual operations.

5.13 Planning personnel support for operational forces is an on-going iterative process. Wherever possible, plans should be modelled and take into account various inputs to assess the effectiveness of the support arrangements, identify shortfalls, and determine how long operations can be sustained under certain conditions.

5.14 Deliberate planning deals with long-term personnel issues. Examples include developing the personnel tracking system in an area of operations, and strategies to deal with deficiencies in critical trades/skills of the NZDF. The contingency plans developed through deliberate planning are used to assist in the immediate planning process.

5.15 **Immediate Planning.** There will always be a requirement to conduct immediate planning to meet the needs of specific operations. Ideally, immediate planning should be derived from prepared deliberate plans and be adapted to meet the current operation.

Planning at the Strategic and Operational Levels

5.16 Strategic level planning is a collaborative activity between Strategic Commitments and Intelligence (SCI) Branch at Headquarters New Zealand Defence Force (HQNZDF) and HQJFNZ. This reflects an increasing compression of the strategic and operational levels in the execution of higher NZDF command and control, and the reality that planning at these levels (and at the tactical level) is very closely linked and interdependent. For further information on the overlapping levels of military operations, see [NZDDP-D New Zealand Defence Doctrine](#).

5.17 **Strategic Planning.** When a specific operation is identified, a planning group of relevant specialists is convened to coordinate the strategic administrative activities required. The output of this planning group is strategic administrative planning guidance (personnel and logistics) for further military operations.

5.18 **Operational Planning.** Within HQJFNZ, J1 and J4 Branches conduct the planning related to personnel, resources, and logistics to meet the requirements of the operational plan and the supporting administrative instruction.

Planning Objectives

5.19 The primary objectives for the staff involved in planning personnel support for operations at all levels are:

- to provide the COMJFNZ, or the appointed joint force commander, with the necessary personnel
- to sustain individuals in such a way that each is able to make a positive contribution to the mission (for further information about strategic and operational planning please refer to [NZDDP-5.0 Joint Operations Planning](#) and [ADFP-5.0.1 Joint Military Appreciation Process](#)).

The Operations Cycle

5.20 The personnel aspects of supporting operations permeate all elements of the operations support cycle. Typically, these elements are:

- preparation
- deployment
- sustainment (including rotation)
- redeployment.

5.21 While the phases are generally sequential, they may also overlap, with one force element in the deployment phase, another in sustainment, and another redeploying.

Preparation

5.22 Preparation enables transition from planning to execution. Effective preparation ensures that appropriately prepared and equipped forces are in position at the required times and places. Preparations may commence during planning. Similarly, they may continue for some parts of a force, such as reserves, after execution has commenced.

5.23 Preparatory activities are generally conducted concurrently and are outline below.

- **Developing an understanding of the campaign or operations plan.** A key aspect of the transition from planning to execution is developing an understanding of the campaign or operations plan among commanders, staff, formations, force elements, and others who will execute it. This has several aspects, including:
 - transition from J5 to J3 staff
 - understanding by subordinate commanders and staff
 - understanding of other agencies and organisations.

5.24 During preparation, responsibility for developing and maintaining the campaign plan is progressively transferred from the plans (J5) staff to the operations (J3) staff. Finalisation of this transfer occurs

when the J3 staff fully understands all aspects of the campaign and become responsible for its execution and the focus of the J5 staff shifts to branches and sequels. It is critical that subordinate commanders and staffs understand the commander's intent, mission, and concept of operations, as well as their own missions and purpose, and the missions of other commanders. It is also important that non-military agencies and organisations participating in a campaign understand the plan and their role in it. This assists in building unity of effort and is facilitated by personal visits and liaison officers.

5.25 Once forces required for an operation have been identified, the Chief of Defence Force (CDF) directs their assignment from the Service Chiefs to COMJFNZ, who in turn, normally assigns the force elements to the appointed joint task force commander. From a personnel perspective, the objective of the preparation phase is to ensure personnel readiness for operations.

Force preparation involves assembling the force and conducting briefings, Pre-Deployment Training (PDT), health related preparations, and any work-up training for the deployment. The work-up phase may involve identifying the personnel and employment readiness deficiencies, and the actions that need to be taken to rectify or risk-manage these.

5.26 **Mounting Base.** The mounting base is the focal point for the assembly and preparation of forces for deployment, their movement to loading points, and subsequent embarkation. The mounting base also acts as the focal point for the continued sustainment of the deployed force. The manner in which forces are mounted will vary considerably according to the operational requirement. However, every operation will require some degree of mounting support, which may involve a number of support elements. Two examples are:



Figure 5-3: Pre-deployment training raises the level of capability from directed level to to operational.

- the use of an Army Camp, for pre-deployment training prior to the deployment of a land-based mission overseas
- the use of Devonport as a support base prior to the deployment of a Royal New Zealand Navy (RNZN) vessel.

5.27 During force preparation, additional Service personnel are generally needed to round out units up to Operational Level of Capability (OLOC). Equally, additional Service personnel are required to act as reserves for deploying force elements in the event that injuries or personal circumstances prevent some Service personnel from deploying. When the NZDF is committed to a campaign or operation, it is essential that force preparation is conducted as quickly as possible. Specific pre-deployment activities are based on the nature of the operation and may consist of mission-specific training developed by the force commander and administrative preparation for deployment.

5.28 **Orientation Briefings.** Detailed orientation briefings will always be required for specific deployments. Their purpose is to inform deploying Service personnel, and their families as required, on the nature and details of the JFAO. This is usually given as part of the pre-deployment activity and will cover individual administrative preparations, conditions of service, host nation (HN)/cultural awareness, information on Allied/coalition forces, health intelligence, preventive operational stress management and support, and welfare arrangements for Service personnel and their families.

5.29 **Individual Readiness Management.** Service personnel must be capable of achieving and maintaining a prescribed level of individual readiness as a function of operational preparedness. Individual readiness requirements includes:

- maintaining medical and dental standards



Figure 5-4: Personnel considerations are central to the commander's plans.

- vaccinations
- other preventative health strategies
- physical fitness
- military and specialist qualifications.

5.30 Ensuring that Service personnel are adequately prepared for their deployment also includes addressing personal administration matters such as the updating of wills, nomination of emergency contacts, and persons to be notified in the event of serious injury or death. Personnel readiness management is the responsibility of individuals and their commanders at all levels.

Deployment

5.31 Deployment involves the assembly at the designated departure point and delivery of force elements, equipment, and stores to the JFAO, and their preparation for operations. Deployment is generally preceded by a consolidation period that prepares personnel, supplies and materiel for active service. Deployment includes:

- mounting
- strategic movement
- reception, staging, onward movement, and integration (RSOI).

5.32 Coordination of the deployment will require careful planning and probable liaison with diplomatic posts, other civil authorities, Allied organisations, or Non-Governmental Organisations (NGOs). Force protection must be ensured at all stages of deployment, including the security of the bases from which the deployment is being mounted, as well as security and force protection during transit. Legal issues (such as the Status of Forces Agreement (SOFA)), selection of rules of engagement, and the use of civil transport need to be considered.

Mounting

5.33 Whilst mounting is initiated during the deployment phase, it continues throughout a campaign or operation as follow-on force elements continue to undergo force preparation, deployment, as part of

Relief in Place (RiP). The COMJFNZ is the mounting authority. The mounting authority is responsible for specifying the force preparation requirements (including Scales of Equipment) of the deploying force elements and ensuring that those requirements are met. These preparations ensure that forces are fully prepared in accordance with the specific operational requirements.

5.34 Mounting may include activities such as:

- movement to and concentration at a mounting base
- equipping and general training of deploying force elements
- acquisition of additional equipment by Emergency Purchase or against an Urgent Operational Requirement (UOR)
- maintenance and modification of equipment
- individual and collective preparation, such as mission specific training and health preparations
- movement to loading areas and subsequent embarkation onto deployment modes.

Strategic Movement

5.35 The coordination of movement is essential to ensure that the flow of force elements from mounting bases to the JFAO is efficient and effective, and specifically sequenced to ensure that the forces arrive in-theatre in the operationally planned order of deployment. Equally important is the effective and efficient use of transport assets and transport terminals to facilitate the embarkation and debarkation of force elements. Movement coordination is managed by J34 within the J3 Branch, HQJFNZ, in coordination with J4 Branch. Movement of force elements is conducted in three phases.

- **Preparation for Movement.** This involves the actions taken in respect to personnel, materiel, and vehicles prior to assembly and loading on to transport.
- **Assembly.** This involves the controlled movement from unit locations to an assembly area.
- **Embarkation/Loading.** This involves the coordinated movement to the point of embarkation in a predetermined order, and loading force elements onto transport.

Reception, Staging, Onward Movement and Integration

5.36 RSOI is the last phase to be conducted in the deployment phase of an operation, although it continues throughout an operation. The four processes of RSOI are outlined below.

- **Reception.** This includes all functions required to receive and clear force element personnel, equipment, and materiel through the points of debarkation in-theatre.
- **Staging.** This includes assembling, temporarily holding and organising arriving personnel, equipment, and material into their force elements and preparing them for onward movement and employment. Staging includes marrying up personnel and equipment that may have moved separately during strategic movement. Staging may also provide opportunities for activities such as servicing equipment, training, rehearsals, and exchange of liaison officers.
- **Onward Movement.** This is the process of moving force elements and accompanying materiel from reception facilities, marshalling and staging areas to tactical assembly areas, operational areas, or other theatre destinations.
- **Integration.** This is the synchronised transfer of mission ready force elements to their operational commander for operational employment. It also includes handover/takeover during relief in place activities.

Sustainment and Rotation

5.37 Sustainment comprises the provision of Service personnel, logistics, and other support required to maintain and prolong operations, until successful accomplishment of the mission or the national objective. From an operational campaigning perspective, force sustainment also means maintenance of the force commitment. Depending on the duration of operations, this could involve reinforcements, augmentation, and rotation of forces.

5.38 Despite the considerable inherent powers of endurance of both Service personnel and systems,

operational relief is required at suitable intervals. Higher intensity operations require more frequent relief. Service personnel will generally show signs of strain before their equipment, but neither will last indefinitely. Longer periods on operations will have progressively greater strain on Service personnel and equipment. A contingency of any operation is therefore to include a well considered programme of rotation to allow rest, maintenance, and refresher training. In considering the NZDF's current commitment to operations, such considerations will be central to determining force levels if a sustained and consistent presence is required.

Redeployment

5.39 Redeploying forces at the end of operations involves preparing forces and relocating them to a new destination, either to a new deployment area or to home bases. Reconstitution provides time for forces and personnel to recover to identified preparedness levels required by strategic policy. If the operation is not complete, then this phase involves the redeployment or drawdown only of those forces that are no longer required or are to be rotated.

5.40 **Force Extraction.** Force extraction is the process of repatriating a deployed force from a theatre of operations and replacing it with another force. It is necessary to deploy a Force Extraction Team (FET) during the rotation of most NZDF overseas missions. A FET is composed of logistics, movement, and subject matter experts such as New Zealand Customs, military administration, and medical and psychological support staff, deployed from New Zealand. The team manages and directs the rotation process for a deployed force, the maintenance of mission equipment, and the replacement of the outgoing contingent by the incoming New Zealand contingent.

5.41 **Theatre Extraction.** Theatre extraction is the process of repatriating a deployed force and its entire infrastructure from a theatre of operations, without replacement. This marks the end of the New Zealand presence in the mission area. The New Zealand contingent may or may not handover to a contingent from another nation. A Theatre Extraction Team (TET) is

composed of logistics, movement, and subject matter experts New Zealand Customs, military administration, medical and psychological support staff, deployed from New Zealand, who will manage and direct the repatriation process of the deployed force and its infrastructure. It may also handle the handover of equipment and infrastructure to another nation whose force is replacing the New Zealand contingent. As this task is greater than that of force extraction, it is likely to include additional resources and capabilities¹².

5.42 **Post-deployment Briefings.** Post-deployment briefings including individual contact are essential to the maintenance of the well-being of Service personnel who are returning from operations. These briefings are a component of the total welfare support programme. They serve a critical function in members' re-adjustment and in helping Service personnel and their dependants return to a normal life. Current NZDF practice is to provide a link between the operational theatre and normal life by providing debriefings for deployed Service personnel at, or very close to, the point of exit from theatre. There are also follow-up post-deployment psychological briefings and questionnaires for most Service personnel three months after their return to New Zealand. Further information on such briefings can be found below in the section on the psychological services available for Service personnel returning home from operations.

Personnel Support Functions and Responsibilities

5.43 At the operational level, personnel staff will control personnel support, principally by coordinating and managing the tactical level activities of others. They are not directly responsible for the preparation or delivery of all the support necessary to provide and sustain Service personnel on operations. Rather, their role is to ensure the coordination and management of that support. Typical personnel support functions during operations are detailed in the following paragraphs.

¹² A TET includes the same people as a Force Extraction Team with the addition of Unit/Formation liaison personnel, more movements and store men, materiel handling personnel and trades personnel such as vehicle mechanics, fitter turners, and electronic instrument repair technicians.

Personnel Management

5.44 In the context of operations, personnel management encompasses the distribution of effective Service personnel in accordance with operational priority. This is a command responsibility, with administrative control being exercised on behalf of commanders by personnel staff in conjunction with the operations staff. Key elements of personnel management include:

- determination of personnel requirements and development of the operational task manning numbers/establishment for the commander's approval
- personnel information management, maintenance of individual personnel records, strength reporting, and casualty reporting
- personnel distribution, including reinforcements and casualty replacements
- management of the authorised manning levels/ establishment and force assignment for operations
- maintenance of discipline, morale, and welfare.

Operational Conditions of Service

5.45 Operational conditions of service such as pay, allowances, and entitlements should broadly be the same for all Service personnel deploying on operations. Any inconsistencies can be quickly highlighted by Service personnel serving alongside one another and can damage morale if not corrected. The Defence Personnel Executive (DPE), HQNZDF, is responsible for development of the operational allowances and conditions of service package. Major changes to the standard package are developed in consultation with HQJFNZ and the single-Services.

5.46 The Directorate of Defence Intelligence (DDI) is responsible for the setting and amendment of operational and health threat levels for NZDF operations. These threat levels are detailed in a military threat assessment (MTA) for the mission/operation. These threat levels are used by HQJFNZ in determining the level of operational allowances payable. Threat levels set by DDI will not be changed as an expedient for the

raising or lowering of operational allowances unless the threat is determined to have changed. Additionally, threat levels are set by the Director of DDI and can only be reviewed with a view to amendment by DDI analysts.

Personnel Services

5.47 Personnel services affect the well-being and discipline of personnel. They are provided to help sustain the individual and assist commanders in the maintenance of welfare and morale. Comprehensive personnel services can alleviate hardships encountered by members of deployed forces and foster greater attention to duty and skill-at-arms. These services include:

- pay and financial services
- accommodation and ablutions
- mail and personal communication services (for

example, phone and email) to family and relatives

- a chapel or quiet room as a place of sanctuary and quiet reflection
- provision of recreational equipment, amenities, and organised entertainment for rest and recreation purposes
- opportunities and the means for continued personal professional development and education (depending on the operational situation).

Pastoral and Chaplaincy Services

5.48 Chaplains are an integral part of a deployed force and make an important contribution towards morale. In addition to all spiritual and pastoral matters, particularly spiritual comfort to the sick and wounded, they assist individuals with many personnel matters, especially those concerned with preservation of the moral component of fighting power.



Figure 5-5: Deployment involves the physical relocation of the force to the area of operations from home bases to current location, with the force arriving in a posture appropriate to the threat and the mission.

5.49 Chaplains are able to work both within and outside the chain of command, and liaise closely with home-based agencies offering specialist welfare support. Accessibility to chaplains is considered vital in all operational areas, particularly in their role as 'friend and adviser to all' but it is not always possible to deploy a chaplain for the full term of a deployment. The key role to be played by and high value attached to chaplains should not be underestimated. Chaplaincy support is offered within operational theatres in addition to providing support to the families of deployed personnel.

Amenities and Entertainment in the Area of Operations

5.50 Amenities should be included in the immediate planning for joint operations in order to ensure adequate amenities support for all deployed Service personnel. All deployed Service personnel are entitled to equitable amenity support.

5.51 Depending on the nature of the operation, sufficient leisure time should be built into routines to offer opportunities for rest and recreation. Off duty relaxation and entertainment serve to both relieve stress and provide a boost to morale. The provision of amenities for Service personnel on operations is ultimately a command responsibility, but is usually coordinated and controlled through J1 and J4 Branches in HQJFNZ. In addition, with more Service personnel deploying with personal items such as laptops into theatre, support for these items should be provided when the ability exists.

Equity Training

5.52 Equity training is provided at pre-deployment in order to remind personnel of their rights and responsibilities within the context of the often stressful and new environments into which they will be deploying.



Figure 5-6: Off duty relaxation and entertainment serve to relieve stress and boost morale.

Experience has shown that personnel sometimes exhibit uncharacteristically inappropriate behaviour when under the pressures of deployment and this can be amplified in the diverse groups in which they find themselves working. The timely reminders and resultant discussions are useful in recognising issues and solving problems appropriately. Personnel are also given reference materials and the means to gain Anti-Harassment Advisor (AHA) support if required

Operational Health Support

5.53 Operational Health Support is the provision of healthcare to deployed forces while on operations (and includes exercises) both in New Zealand and overseas. It entails provision of health advice to commanders, the prevention of disease and injury, the salvage of life and limb, the rapid return to duty of both the sick and injured, and the evacuation, definitive care, and rehabilitation of those who are not expected to return to duty within a reasonable period of time. The principal task of Operational Health Support is to maintain wellness and Force Health Protection (FHP). More detailed information on health support can be found in [Chapter 4](#).

Mental Health Support during Deployments

5.54 Mental Health support is provided to NZDF personnel and deployed NZDF civilians from pre-deployment to post-deployment and is designed to provide early intervention, risk assessment, and referral. Psychological support to operations is comprised of four components:

- pre-deployment
- deployment
- transition from deployment
- post-deployment.

Pre-deployment

5.55 **Psycho-educational Briefs.** Two general psycho-educational briefs are provided prior to

deployment for Service personnel and deployed NZDF civilians. The first brief is a family brief, which next of kin are invited to attend. This brief covers mental resilience, positive and negative stress, potential deployment-related stressors, increasing mental resilience, the stress response, separation and transition issues, and information relating to children and deployments. The second brief is on the management of critical incidents on deployment, and covers definitions and examples of critical incidents, reactions, and Critical Incident Stress Management (CISM).

5.56 **Mental Health Literature.** During the family brief, a range of literature relating to positive mental health during deployments is made available to Service personnel and their families. The main booklet is called 'Developing Baseline: Building Resilience', which also provides information relating to CISM. Additional resources are:

- booklets and a DVD on children and deployments
- four age-appropriate children's deployment books.

Deployment

5.57 NZDF psychologists are not usually deployed into theatre. Therefore, all mental health support provided to deployed Service personnel or deployed NZDF civilian staff is coordinated through the chain of command to the HQJFNZ Psychologist (J11) who is responsible for the psychological well-being of deployed personnel, or through local camp/base psychologists. On request, psychological support to deployments is provided in the following areas:

- support to critical incidents occurring either in-theatre or at home
- advice on return to New Zealand (RTNZ) issues, especially those of a compassionate nature
- debriefs and assessment for referral of those who RTNZ early
- provision of recommendations to Command (i.e. on return of personnel into theatre)
- support agency liaison for those experiencing difficulties related to deployment

- advice and support for families of deployed Service personnel in consultation with Joint Personnel Welfare and Equity (J18) and Deployment Services Officers (DSO).

5.58 When required, mental health support is also sought through the resources of Allied nations, dependent upon the type of support required and the location of the Service personnel involved. On occasion, surge teams consisting of NZDF psychologists and other support personnel may be utilised.

Transition from Deployments

5.59 **Mental Health Literature.** Information booklets are sent to Service personnel deployed on land-based missions and their nominated next of kin six weeks prior to the planned RTNZ. For maritime operational deployments, these booklets are provided to both the Service personnel deployed and their nominated next of kin over the period when at-sea debriefs are conducted (see further below), about two weeks prior to RTNZ. Information in these booklets covers transitional issues, possible personal changes, general tips on RTNZ, and a support services contact list. The booklets for Service personnel in relationships and their partners contain additional information on reunion, changes in the relationship, and children and RTNZ.

5.60 **Decompression.** Decompression is not a formally recognised period during deployments within the NZDF. However, NZDF missions with contingents rotating greater than a platoon size undergo a Force Extraction Period (FEP) prior to their RTNZ. Smaller contingents RTNZ direct from their AO. This FEP is potentially the equivalent of a decompression phase, and NZDF psychologists make up part of the FET.

5.61 FEPs are held either in-theatre in a low level threat environment, or in a third location. The duration of a FEP extends anywhere from two to seventeen days, dependent upon logistical resources and the size of the extracting force. During the FEP, contingent members are formally required to participate in post-deployment psychological debriefs and psycho-education sessions on transitional and reunion issues.

Post-deployment

5.62 **Debriefs.** During the FEP, deployed Service personnel and deployed NZDF civilians are required to undertake a post-deployment psychological debrief, conducted by NZDF psychologists. The process for this is outlined in the policy titled 'Headquarters Joint Forces New Zealand Standard Operating Procedure 166: NZDF Psychologists support to Force Extraction Processes'. Service personnel are grouped according to rank and job, and debriefed either in these groups or as individuals. For those debriefed in groups, individuals are seen on completion of the group debrief to discuss any further issues.

5.63 For maritime operational deployments (and other deployments over four months long on Command request), post-deployment psychological debriefs are conducted on the second-to-last leg of the RTNZ journey, outside of the AO.

- **Individual Post-deployment Debriefs on Personnel Return(ed) to New Zealand.** Service personnel or NZDF civilian staff on deployments (aside from those on routine maritime operations less than four months in duration) that do not complete a FEP or on-board ship debriefs are required to attend a post-deployment psychological debrief with an NZDF psychologist within two weeks of their RTNZ. These are conducted locally by camp/base psychologists.
- **Psycho-education Sessions.** As a part of the post-deployment psychological debriefs, psychologists provide a psycho-education brief on transition issues, specifically discussing the Post-deployment Transition model.

5.64 **Follow-up and Referrals.** One of the aims of the post-deployment debriefs is to identify returned personnel who would benefit from further follow-up or referral to a specialist provider on RTNZ. These referrals are funded by the NZDF. This support extends to partners and children of the returned Service personnel or civilian staff if the issue that requires additional support is related to the deployment. Common services utilised for the provision of additional support are:

- clinical psychologists
- trauma counsellors

- chaplains
- alcohol and drug services
- relationship services
- single-Service community support/social workers
- taonga or cultural healers.

5.65 **Post-deployment Psychological Screening.**

At the three month point after RTNZ, returned personnel who have completed a post-deployment debrief as a part of the FEP, are posted the General Health Questionnaire (GHQ) 30, and advised to complete and return this to the Psychology Cell of the HQJFNZ. Those personnel who score above the prescribed cut-off are referred to their local camp/base psychologist for additional follow-up.

5.66 **Group and Family Debrief and Post-deployment Psychological Screening. Returned**

personnel who completed an individual post-deployment psychological debrief on their RTNZ are required to attend a group debrief three months post-RTNZ. Their primary next of kin are also invited to attend, and the debrief is held during a weekend to encourage next of kin participation.

5.67 These debriefs are managed in a manner similar to that described above for the FEP debriefs, and partners/family members are debriefed separately. Clinical psychologists are employed by the NZDF to attend these debriefs. Any follow-up or referrals that are required as a result of this debrief are referred to the clinical psychologists on-site in the first instance.

5.68 The GHQ 30 is completed by participants during this debrief. Individual results are fed-back and discussed during the individual sessions following the group debrief.



Figure 5-7: Post-deployment debriefings are essential to the maintenance of the well-being of personnel who are returning from operations.

5.69 **Psycho-education Sessions.** Briefs relating to deployment, transition, and re-integration are not conducted during the three month follow-up debrief.

5.70 **Follow-up and Referrals.** Where the need is recognised, Service personnel and their families are entitled to receive on-going support. This is provided in the same manner as that described above.

Other Support

Mortuary Affairs

5.71 Mortuary affairs refer to the search, recovery, identification, repatriation, and burial, of deceased Service personnel. The provision of mortuary services involves personnel, health, chaplaincy, and movement/logistics personnel. The conduct of mortuary affairs on operations will be detailed in the respective operation order or supporting administrative plan/order. Mortuary affairs are to be managed with respect and dignity for the deceased, in accordance with policy, and where practical, the expectations of fellow Service personnel, next of kin, and the New Zealand general public (for more information, see the NZDF approved [Australian Defence Force Publication \(ADFP\) –1.1.1 Mortuary Affairs](#) and the accompanying [New Zealand Supplement](#)).

Support to Families

5.72 Welfare support to families of Service personnel is important at all times, but particularly so in the pre-deployment period, during deployment, and on their RTNZ. Concern for family can also become paramount to deployed Service personnel. Families need to be kept informed and those with dependant children or those who are geographically isolated may require additional support during lengthy deployments. If families are aware of what to expect and what those deploying will receive in the form of welfare support, they will be better prepared emotionally for the deployment. In turn, the emotional preparation of the family will be reflected in those who are actually deployed.

5.73 HQNZDF is responsible for the overarching welfare policy with HQJFNZ and single-Services sharing

responsibility for its delivery. J18 Personnel Welfare and Equity HQJFNZ coordinates personnel and family support in close consultation with the Operational Welfare Network. The Operational Welfare Network consists of HQJFNZ (ie. command, welfare, chaplaincy, health, and administration), Deployment Services Officers(DSO), parent unit points of contact, single-Services community staff (eg. Community Services Officers for Army, Base Welfare Facilitators for Air Force and the Navy Community Organisation for Navy).

5.74 HQJFNZ and the DSOs exclusively support deployed personnel (for operations and other directed activities) and their families and as such are highly experienced in the Services and support they offer. The remainder of the Operational Welfare Network have wider responsibilities and may not be best placed to fully address all deployment related issues. To alleviate this all members of the Operational Welfare Network are well known to each other and are fully able to refer clients to the best support person/agency possible.

5.75 Welfare and family readiness are an important part of the preparation for deployment. Nominations and acceptances are made with individual and command endorsement of no known, or known but manageable, welfare issues. Pre-deployment preparation includes individual and single-Service family readiness initiatives while pre-deployment training contains family welfare briefs with information packs of reference materials.

5.76 Management of crisis situations is of great concern to both deploying personnel and their families should the need arise. A robust, proven process exists for the management of circumstances that may or do progress to a return (temporary or permanent) to New Zealand (or other countries) for compassionate reasons (including bereavement). While the focus is on managing the crisis to prevent the need for departure from the JFAO (an expertise of the DSOs) if a return is required this is facilitated by HQJFNZ in an appropriate and effective manner.

Farewells and Departures

5.77 Farewells are an important and symbolic ritual. They fulfil an important emotional need for Service

personnel and their family/partners, irrespective of whether they are low-key family affairs or large-scale, media reported affairs. While many may want to spend as much time as possible with each other, for others the waiting time to deploy may be intolerable and the farewell ceremony may serve as a 'release' to that emotion. Many Service personnel and families tolerate the high level of media attention at such events but organisers should be mindful that some may see it as an intrusion into their privacy and become resentful of it.

Homecoming Ceremonies

5.78 Similar to farewells, homecoming ceremonies at the end of the deployment are important symbolic rituals that inevitably attract media attention. They serve an important psychological and emotional need and are a proud moment for all concerned. At the same time, the needs for privacy by Service personnel and their loved ones beyond the fanfare should not be underestimated. Appropriate reception of returning smaller units/force elements should not be overlooked.

Post-deployment Leave

5.79 On RTNZ, deployed Service personnel depart on post-deployment leave. For deployments of six months, this is usually a period of around one month to six weeks. Leave approved and taken on completion of the deployment is to assist Service personnel to re-integrate with their families on RTNZ and to re-establish the usual lifestyle back in New Zealand. Furthermore, post-deployment leave gives Service personnel an opportunity to relax and cope with any stressors due to the operation and, in general, promotes the well-being of Service personnel and their families.

Veterans' Affairs

5.80 Veterans' Affairs New Zealand is an operational unit within the NZDF that is responsible for service delivery to the veteran community. A case management service is designed to support veterans with complex psychological or medical issues, or who need assistance to manage in their own homes. Case management

also facilitates access to counselling for the families of veterans. When requested, Veterans' Affairs New Zealand also provides a comprehensive briefing to groups about to deploy. This covers the support and services that are available to family members during the period of deployment as well as information regarding entitlements such as pensions and other forms of social assistance.

Legal Support

5.81 Legal support is essential to the discipline and morale of deployed Service personnel. Legal support is provided to commanders at all appropriate levels. Legal advisers must be available to advise the commander on all legal issues arising in the military context, including national and international law, rules of engagement, the Law of Armed Conflict (LOAC), international humanitarian law, and agreements with the HN.

Honours, Awards, and Campaign Medals

5.82 Awards are an effective way of recognising outstanding service. They are highly respected and have a positive effect on morale and the moral component of fighting power. Commanders should consider eligible Service personnel for New Zealand State Orders, or Gallantry or Bravery awards. Personnel also become eligible for campaign medals if they meet the eligibility and time served criteria. Service personnel value the post-operation recognition that honours, awards, and campaign medals formally represent. To maximise the benefit of such awards, commanders should consider presenting them formally in a ceremony open to family members, where practical, and in accordance with the wishes of the Service personnel. There is a standing policy that campaign medals are not presented in-theatre in order to provide every opportunity for family to attend such a ceremony.

Training and Development on Deployment

5.83 During operations, the provision of training and self development may be hindered. Fortunately, an increasing amount of distance learning and electronic

learning tools are available to allow individuals to continue with private external studies through civilian universities, where operational circumstances permit. Additionally, units can develop local initiatives for training their personnel.

Source of Deployed Support

5.84 Support during deployments can be provided by organic elements, by other nations and/or by civilians (both individuals and organisations).

5.85 **Organic Support.** An important source of support for deployed operations is the NZDF's organic capability and work force. Support personnel are combatants acting under the LOAC, and can contribute

significantly to the protection of the force. Organic uniformed support is available under well understood command and control arrangements and is generally well practiced in working with the combat force it supports. Uniformed organic support is generally able to provide a significant measure of self-protection and has fewer limitations than other sources of support.

5.86 **Civilian Organisation Support.** Various civilian organisations and individuals can be engaged to supplement the support provided to Service personnel and their families by command and NZDF welfare entities. To assist in maintaining morale and providing welfare support to Service personnel, commanders and personnel planners are encouraged to consider the use of such resources (e.g. the Returned Services Association).



Figure 5-8: Awards have a positive effect on morale and the moral component of fighting power.



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GLOSSARY

Terms and Definitions

Unless stated otherwise, approved NZDF terms and definitions are used within this publication. Externally sourced terms and definitions, herewith approved for NZDF use, have the source designated in brackets following the definition, using the following legend:

NATO Allied Administrative Publication–6, *NATO Glossary of Terms and Definitions*, 2008 (AAP–6).

US United States Joint Publication 1–02, *DOD Dictionary of Military and Associated Terms*, 2007.

UK Joint Warfare Publication 0–01, *UK Glossary of Joint and Multinational Terms and Definitions*, 2006.

Administration (ADFP – 04.1.1)

- The management and execution of all military matters not included in tactics and strategy; primarily in the fields of logistics and personnel management.
- Internal management of units. (Also known as admin.) (NATO)

Administrative Order (ADFP – 04.1.1)

An order covering traffic, supply, maintenance, evacuation, personnel, and other administrative detail.

Area of Operation(s) (NZDDP–1)

That portion of an area of war necessary for military operations and for the administration of such military operations.

Deliberate Planning (NZDDP–5.0)

The start of a process for the development of considered military strategic guidance for the employment of the NZDF, to achieve an end-state, in support of Government national strategy. The process is generally free of time constraints. It relies on a mix of assumption-based planning against

current strategic guidance and future analysis to account for possible future strategic environments.

Fighting Power (AJP – 01 (D))

Fighting power is the result of the integration of three interdependent components:

- the conceptual component provides the knowledge to fight
- the moral component provides the will to fight
- the physical component provides the means to fight.

Force Element (NZDF Output Plan 2011)

Units that directly contribute to the delivery of the NZDF outputs, and which may form part of an Operational Force – for example, a frigate, an Orion detachment, an infantry battalion. Force elements will be capable of undertaking limited independent tasks, or contributing to a Service, Joint, or combined force.

Force Extraction (NZDDP–4.0)

The process of repatriating a deployed force from a theatre of operations and its replacement with, and hand-over to, another force.

Force Structure (NZDDP–D)

Force structure relates to the type of force required by personnel, equipment, facilities, and military doctrine to achieve the level of capability necessary to conduct operations effectively. In the medium- to long-term, military capability will vary due to changes in force generated by the capability development progress. In the short-term, force structure is the more constant component of military capability, and the level of capability available for operations is determined by Defence's management preparedness of the current force. Changes to force structure usually affect the preparedness of the associated forces. For example, the introduction of a new platform, retirement of an old platform or capability enhancement will have a direct impact on the resource, training and facility requirements of the forces involved.

Immediate Planning (NZDDP–5.0)

The time-sensitive planning for the employment of assigned forces and resources that occurs in response to a developing situation that may result in military operations. It is informed by the products of deliberate planning, with assumptions and projections replaced with facts as the situation unfolds.

Health Service Support (NZDDP–1.0)

The science of planning and conducting activities that contribute to the health status of military forces. These activities relate to the preparation of a fit and healthy force, the prevention of casualties, and the treatment of casualties.

Joint Force (NZDDP–1.0)

A general term applied to a force that is composed of significant elements of Navy, Army and Air Force, or two or more of these Services, operating under a single commander who is in turn directly responsible to the Chief of the Defence Force (CDF).

Logistics (NZDDP–4.0)

The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations that deal with:

- design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel
- transport of personnel
- acquisition or construction, maintenance, operation, and disposition of facilities
- acquisition or furnishing of services
- medical and Health Services Support (HSS) (North Atlantic Treaty Organisation (NATO)).

Mobilisation (ADFP – 04.1.1)

Mobilisation is the process of generating military capabilities and marshalling national resources for the conduct of military operations to defend the

nation and its interests. It encompasses activities associated with preparedness and the conduct of operations — it may involve force expansion. Mobilisation is a continuum of interrelated activities that occur during the four phases: preparation, work up, the conduct of operations, and reconstitution.

National Support Element (NZDDP–4.0)

A National Support Element (NSE) consists of a range of logistics and administrative elements that coordinate in-theatre and near-theatre logistic support to all in-theatre NZDF operations.

National Support Area (NZDDP–4.0)

Encompasses the full range of organisations, systems, and arrangements (both formal and informal) that own, control or influence NZDF access to and use of capability.

Note: in geographic terms the national support area refers to New Zealand.

Operation (ADFP – 04.1.1)

A military action or the carrying out of a strategic, tactical, Service, training, or administrative military mission; the process of carrying on combat, including movement, supply, attack, defence, and manoeuvres needed to gain the objectives of any battle or campaign.

Organic (AAP – 6)

Forming an integral part of a military organisation.

Personnel Management (NZDDP–1.0)

The process of planning, organising, directing, and controlling the recruitment and career development and management of personnel; the staffing of units/organisations and the administration of service conditions and discipline.

Personnel Support (NZDDP–1.0)

Personnel support is the global term used to describe all personnel functions and activities undertaken for the efficient and effective employment of all personnel in the NZDF, their well-being and

their discipline. These functions include: personnel management and administration, personnel services, and health services.

Preparedness (NZDDP–3.0)

The level of capability from which force elements can be raised to an operational status within a specified time. Within the NZDF there are four ingredients of preparedness: readiness, combat viability, deployability, and sustainability.

Components of Capability (NZDDP–D)

The effective generation of a capability consists of a range of components. These components are a guide that may be used to quantify capability. The six quantitative components are: personnel, research and development, infrastructure and organisation, concepts and doctrine, information technology, equipment and logistics (PRICIE).

Reconstitution Phase (NZDDP–3.0)

One of the four phases of the operations support cycle, the reconstitution phase is that period during which a force's level of capability is returned from operational level of capability (OLOC) to directed level of capability (DLOC) at the cessation of operations. This may be at a different prevailing steady state or DLOC from that prior to operations.

Reception (NZDDP–4.0)

The process of receiving, offloading, marshalling and transporting personnel, equipment, and materiel

from strategic and/or inter-theatre deployment phase to sea, air, or transportation point of disembarkation to the marshalling area.

Redeployment (NZDDP–4.0)

The transfer of a unit, an individual, or supplies deployed in one area to another area, or to another location within the area, or to the support area for the purpose of further employment.

Support (NZDDP–4.0)

The action of a force, or portion thereof, which aids, protects, complements, or sustains any other force.

Surge (NZDDP–4.0)

Surge is the process by which military and civilian elements operate at higher than normal rates of effort for a limited and usually short period in order to undertake operations and/or achieve specific objectives.

Sustainment (NZDDP–4.0)

The provision of personnel, logistic and other support required to maintain and prolong operations or combat until successful accomplishment of the mission or the national objective.

Theatre Extraction (ADFP – 04.1.1)

The process of repatriating a deployed force and its entire infrastructure from a theatre of operations without replacement, marking the end of the New Zealand presence in a mission area.

Acronyms and Abbreviations

ACC	Accident Compensation Corporation	JMAP	Joint Military Appreciation Process
AC Pers	Assistant Chief Personnel	LOAC	Law of Armed Conflict
ADDP	Australian Defence Doctrine Publication	MRI	Magnetic Resonance Imaging
ADF	Australian Defence Force	MTA	Military Threat Assessments
ADFP	Australian Defence Force Publication	NGO	Non-Governmental Organisation
AFDA	Armed Forces Discipline Act	NSA	National Support Area
AHA	Anti-Harrassment Advisor	NSE	National Support Element
C2	Command and control	NZDDP	New Zealand Defence Doctrine Publication
CDF	Chief of the Defence Force	NZDF	New Zealand Defence Force
CISM	Critical Incident Stress Management	OLOC	Operational Level of Capability
COMJFNZ	Commander Joint Forces New Zealand	PDT	Pre-Deployment Training
DDI	Directorate of Defence Intelligence	PRICIE	Personnel, Research and Development, Infrastructure, Concepts and Doctrine, Information Technology, Equipment and Logistics
DFO	Defence Force Order	ResF	Reserve Forces
DLOC	Directed Level of Capability	RF	Regular Force
DNBI	Disease and Non-battle Injury	RNZAF	Royal New Zealand Air Force
DPE	Defence Personnel Executive	RNZN	Royal New Zealand Navy
FEP	Force Extraction Period	RSOI	Reception, Staging, Onward Movement, and Integration
FET	Force Extraction Team	RT	Response Time
FHP	Force Health Protection	RTNZ	Return to New Zealand
GHQ	General Health Questionnaire	SCI	Strategic Commitments and Intelligence
HN	Host Nation	SOFA	Status of Forces Agreement
HQ	Headquarters	SOP	Standard Operating Procedures
HQJFNZ	Headquarters Joint Forces New Zealand	TET	Theatre Extraction Team
HQNZDF	Headquarters New Zealand Defence Force	UK	United Kingdom
HR	Human Resources	UOR	Urgent Operational Requirement
HRSC	Human Resources Service Centre	USA	United States of America
HRM	Human Resources Management	VCDF	Vice Chief of the Defence Force
HSS	Health Service Support	WHO	World Health Organisation
ILD	Institute for Leader Development		
JFAO	Joint Forces Area of Operations		

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