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New Zealand Defence Force
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NEW ZEALAND

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See distribution

CN DIRECTIVE 02/2021

CHIEF OF NAVY DIRECTION AND GUIDANCE FOR 2021/2022

References:

- A. CN Directive 06/2020 (RNZN SUPPORT TO OP PROTECT) dated 14 Aug 2020
- B. CN With All Despatch 05-21 dated 18 Jun 2021
- C. CDF Directive 04/2021 (CDF Annual Plan) dated 4 Jun 21
- D. NFGO Version 4 dated 18 Nov 20
- E. NZBR 48 – RNZN Plan 2017-2025

Authority

- 1. Issued by the Chief of Navy.

Applicability

- 2. This Directive constitutes a general order to members of the Armed Forces and instructions to the Civil Staff and other persons employed for Defence Force purposes.
- 3. This Directive applies to all members of the RNZN and NZDF civilians who work in RNZN roles. The orders, directions and instructions in this Directive are to be considered applicable to all whom they may concern.
- 4. Non-compliance with this Directive may result in disciplinary action being taken in accordance with the *Armed Forces Discipline Act 1971* or may result in possible sanctions in accordance with the Civil Staff Code of Conduct.

Context

- 5. The NZDF has a non-discretionary commitment to a low intensity but nationally and strategically vital mission, OPERATION PROTECT (OP PROTECT). The assumption is that the All of Government response to the COVID-19 pandemic through OP PROTECT will continue until at least Dec 2022. This ongoing commitment as directed at reference A and inclusion of a new security task advised at reference B, will influence discretionary RNZN activity over the next 18 months, but it will not be the Navy's single point of focus.

6. The NZDF Strategy 25 and Plan 25 remain strategic targets for the NZDF and timelines will likely be revisited as part of regeneration planning that will occur in the latter part of 2021 in accordance with direction at reference C.
7. The Introduction into Service (IIS) of our upgraded Naval Combat Force (HMNZ Ships TE KAHA and TE MANA), HMNZ Ships AOTEAROA and MANAWANUI and Littoral Warfare Force capabilities must also be progressed balanced against the generation of a sustainable work force. Careful management of the Naval workforce will be required within the Naval System to ensure that limited resources are applied to focused activity areas to ensure that existing tensions within the Naval System are managed. Supporting this, effective command and control, alignment of effort across the Naval System and the delivery of effective health and safety processes are critical to Navy's success.
8. The return of the modernised Naval Combat Force (NCF) to New Zealand with HMNZS TE KAHA's arrival in Dec 2020 s. 6(a) [REDACTED] concurrent with IIS of the Navy's strategic maritime projection and sustainment capability, HMNZS AOTEAROA, provide a clear combat focus for the next eighteen months. These capabilities are critical for the Navy's journey towards meeting the Navy's Command Aim to "generate a modern combat capability and operational domain mastery by 2025".

Purpose

9. The purpose of this Directive is to:
 - a. provide the Chief of Navy's direction and guidance for implementing Navy's commitment to OP PROTECT and the planning for the regeneration of the modern combat capability of the Navy;
 - b. set responsibilities and accountabilities; and
 - c. provide continuity through to the end of calendar year 2022.

CDF Priorities

10. At reference C the Chief of Defence Force has articulated the New Zealand Defence Force priorities for FY 21-22. The key priority is to **support to the ongoing all of Government COVID-19 response (via OP PROTECT)** by staffing OP PROTECT, protecting and sustaining the force.
11. CDF has also directed a number of sub-priorities to sustain and prepare the NZDF for the future with the caveat that "where there are capacity limitations, options to reduce or extend other activities must be taken". Further detail on these sub priorities is contained within reference C.
12. CDF expects the Navy to:
 - a. contribute to the NZDF COVID-19 response;
 - b. generate maritime outputs iaw reduced levels in the NZDF Output Plan 21-22 and transition new or upgraded capabilities into service; and

- c. by Dec 2021, develop force regeneration plans and costs associated with OP PROTECT commitments for consideration for Budget 22 and beyond.

Chief of Navy Priorities

13. To deliver on CDF's direction, whilst exploiting the many opportunities OP PROTECT and IIS provides the force and our people, the Naval System's priorities¹ are:
 - a. Meeting the Navy's non-discretionary commitment to OP PROTECT;
 - b. Being prepared to, and on order, deliver the maritime effect needed to meet the OP PACIFIC VACCINATE tasking effort;
 - c. Delivering reduced Outputs within the NZDF Output Plan 21-22 with an emphasis on the delivery of Output 1 force generation activity²;
 - d. Building a sustainable Navy; and
 - e. Collaborating with the Ministry of Defence and Capability Branch to balance the IIS of new and upgraded capabilities against the regeneration of the trained force sub paragraph c and d.
14. Each of the Navy priorities are linked to one another – the Navy must deliver on National Commitments for OP PROTECT and contingency tasking related to the Covid 19 pandemic National response. The Navy also needs to ensure that ships get to sea to both train personnel (Output 1) and deliver IIS activities in order to release the capability the Government has invested in. This is a challenging proposition for the Naval System and will require constant negotiation and management as demands are placed on the Naval System to ensure that our people are not used as the shock absorbers. To refine what is critical to be achieved within the Naval System over the next 18 months, the Dec 2022 head mark statement is to be used to drive alignment of planning and activity delivery across the Naval System. Activity not in alignment with this head mark, is to be deliberately stopped or delayed to ensure that the operational tempo across the Naval system remains manageable.

Navy Dec 2022 Head Mark

By Dec 2022 the RNZN will have delivered its tasking in support of OP PROTECT contributing to the enduring safety of our nation and its people and ensuring that our people are protected and sustained during this Operation. Output 1 raise, train and sustain tasks will have focused on optimising ship availability,

¹ These priorities are articulated in detail at annex A.

² Generic Navy Outputs are:

Output 1: Navy Capabilities. (Raise, train and sustain the force).

Output 4: Protect (4.1 – Resource and Border Protection Operations, 4.2 – Defence International Engagement, 4.3 – Assistance to the Civil Power and Provision of a Public Service in Emergency Situations, 4.4 – Military Assistance to Civil Authorities in Non-emergency situations and 4.5 – Defence Support to the Community)

Output 5: Project (5.1 – Military Operations in Support of a Rules based International Order and 5.2 – Military Operations that Contribute to Regional Security). s. 6(a)

individual and collective training opportunities with a targeted focus on the regeneration of core mariner skills and combat competencies for platforms in priority order s. 6(a)

. These platform priorities will have driven personnel prioritisation efforts both towards the platform and the enabling functions that support the delivery of platform force generation outcomes. IIS activities will have delivered capability release of a range of new capabilities across the fleet at a tempo commensurate with the Navy's ability to concurrently manage Output 1 generation and Naval Operational Test and Evaluation objectives. The Navy will have developed the force generation plan and strategy refresh for the post OP PROTECT commitment. The training and working environment for Naval personnel will continue to be managed with a drive towards stability of ship programmes and training cycles to reduce uncertainty where possible.³

ACCOUNTABILITIES AND RESPONSIBILITIES

Naval Support Command

15. DCN leads the Naval Support Command and has responsibility for long term strategy, RNZN Workforce management, health and safety system and assurance and the general responsibilities detailed in reference D, chapter 6.
16. DCN is to:
 - a. Refresh the Naval Strategy (reference E) for the current and future contexts by December 2021 and ensure that Navy remains aligned with wider NZDF Strategic Plans and timelines.
 - b. Direct and enable the balanced growth and training of the RNZN work-force (including regular force, reserve force and civilians) to meet the requirements of the Navy Command Aim and head mark within allocated PERSEX budgets.
 - c. Direct and enable the argument for the strategic change required to deliver the NZDF Workforce Delivery Strategy to position the Navy to meet future policy and capability requirements.
 - d. Direct and enable appropriate governance and assurance activities (including the Naval Systems Management Group, Naval Capability Board, Navy Health and Safety Committee, Naval Establishment Board) to facilitate safe working practices and ensure a well considered allocation of resources (both financial and workforce) across the Naval system. This is to include opportunities for improvement identified through courts of inquiry or other investigations as part of a continuous improvement culture.

³ See annex B for detail.

- e. Direct and enable the financial management of the Navy portfolio (exempt MCC's area) to ensure that budget management is effectively planned, managed and reported.
- f. Oversee the processes and activities to administer and address key issues raised by the annual PULSE survey (see para. 24).

17. DCN is to assign support to the Maritime Future Force Structure Study analysis.

Maritime Component Command

18. MCC leads the Maritime Component and has responsibility for the generation, maintenance and evaluation of operational capability across the Maritime component. MCC is also responsible for the Navy's operational effectiveness through force generation, operational risk management practice, health and safety of the maritime component and the general responsibilities detailed in reference E, chapter 6.

19. MCC is to:

- a. Direct and manage the generation of operational capability and effectiveness across the maritime lines of operation through the creation of stable and viable ship and unit programmes that deliver the reduced Outputs articulated in the NZDF Output Plan.
- b. Provide distinct and adequate reconstitution periods for fleet units within the Fleet programme in accordance with policy settings.
- c. Direct and enable the financial management of the Maritime Component to ensure that budget management is effectively planned, managed and reported.
- d. Support DCN in the optimisation of training of the RNZN work-force within Output 1 to meet individual and collective training requirements as outlined in the head mark statement.

20. Where 6 Squadron assets are force-assigned to Navy, MCC is to generate, maintain and evaluate Navy's Aviation capability, with a specific emphasis on the re-integration of this capability into the Naval Combat Force and all aviation capable platforms to meet the Navy Command Aim.

NZDF Support Organisations

21. CJDS through COMLOG is requested to direct LC(M) to:

- a. facilitate and manage the maintenance, repair and overhaul delivery for fleet units within the Fleet Planning cycle to maximise availability periods;
- b. lead the provision of care and custody of platforms where requested by Navy;
- c. review the utility of the care and custody model for validity; and
- d. ensure that contingency reserve stores are ordered and maintained at the required levels; and
- e. contribute to Naval System governance meetings on a regular basis to ensure synchronisation of effort towards Navy Head Mark.

22. VCDF through AC(CAP) is requested to direct DMD to manage the Maritime Domain through:
 - a. the provision of strategic and branch leadership;
 - b. relationship management;
 - c. capability management within the Maritime Domain through the Naval Capability Board;
 - d. contribution to Naval System management through the Naval System Management Group;
 - e. the capability management system; and
 - f. to lead the Maritime Future Force Structure Study.

The 'Health' of the Service

23. It is essential that the Navy provides for a safe and inclusive workplace. The Naval System should strive, where possible, for an appropriate balance between the demands of service at sea and 'work-life' balance for service personnel. Safety is, and must remain, central to all we do at sea and ashore. 'Safe sailor' remains paramount to ensure our people have a voice with respect to their personal safety or another person's safety. This culture protects and preserves our people and capabilities, thereby reinforcing our operational capability.
24. Just as safety is part of the Navy's culture, the core values of Courage – Tū Kaha, Commitment – Tū Tika, Comradeship – Tū Tira and Integrity – Tū Maia are critical and are to be upheld and enforced by all leaders across the Service. Implicit and required by these core values is that all personnel are to command, lead and manage a safe, respectful and inclusive Navy as guided by Operation RESPECT and ensure that harm is minimised as guided by Operation STAND.
25. All Naval leaders are to progress areas for improvement raised in RNZN PULSE or wellbeing surveys as part of the divisional duty of care responsibilities we all share. All leaders are expected to understand and proactively manage areas of concern for their people when surveys are completed. The themes from the last Pulse survey were:
 - a. improving job satisfaction;
 - b. improving careers management of junior ranks and junior officers;
 - c. modelling and enforcing the behaviours required by Operation RESPECT; and
 - d. reinforcing the Navy's reputation as a great place to work.
26. A new Pulse survey will be held in Aug/Sep 2021. All personnel are to be encouraged to have their say via this means, as well as through ongoing Divisional meetings, the fundamental communications mechanism for the Navy's Divisional System.
27. Every member of the Navy is to understand and utilise the Divisional system appropriately, as a member of a Division and or as the Divisional Officer. This includes monitoring the welfare and career management of self and subordinates through regular divisional engagement and communications. This also includes committing time to keep informed through Divisional Officer forums hosted in HMNZS PHILOMEL.

Individual Readiness

28. Every uniformed member of the RNZN is liable for operational service and is to take action to ensure they are fit for operational service. Notwithstanding the current priority demand for Operation PROTECT, as warriors of the sea, I expect every sailor to maintain their Fitness for Sea Service competencies (including weapons qualifications for the MARS-L and Glock pistol iaw the revised RNZN Shooting Policy). DCN is to ensure that these measures are tracked and reported regularly as part of the Navy Health Dashboard.

Risk Management (Strategic, Operational, Business, Reputational)

29. Senior Naval System leaders are to be fully conversant with the RNZN Enterprise Risk Summary and to understand implicitly the level of risk that is tolerable within given risk appetites. The RNZN Enterprise Risk Summary documents the NZDF Risk Appetite settings we adhere to, the Naval Leadership Board Strategic Risks and the Naval System Organisational Risks. The document can be found at the link below:

s. 9(2)(k)

30. Risk management is to be at the core of good management practice within the RNZN. Risk is an important integration point between Strategy, Planning, Performance and the RNZN system of Governance. To be effective all 5 of these elements (including risk) need to work together as critical enablers of organisational strategy and performance. This relies on all personnel taking decisions to remedy or mitigate risks being aware of the potential consequences of their decisions on the wider Naval system at the organisational levels. Where risks cannot be controlled within risk appetites through adequate mitigation, risk owners are to elevate these risks to the NSMG or NLB as appropriate.

Financial Management

31. Significant effort has been undertaken for the FY 21-22 Budget and Annual Plan build to reduce optimism bias and provide a realistic activity-based plan to deliver those critical activities associated with my priorities. Senior Naval System leaders are expected to be fully conversant with their budgets and maximise the opportunity to utilise the funding provided to deliver against the RNZN Annual and Fleet Plans. Senior leaders should strive to understand the 'four year view' of resource allocation in relation to strategic objectives.
32. DCN is to establish a robust monthly reporting cycle to ensure that the Navy is maximising the use of the allocated funding through existing monthly reporting mechanisms.

Reporting

33. Progress against the priorities in this Directive and subordinate Directives are to be reported via the TORCH OPRES system and through regular Naval System performance reporting against the RNZN Annual Plan. Issues that cannot be resolved without senior leadership intervention through management and governance mechanisms are to be reported to me.

Conclusions

34. Whilst OP PROTECT has been seen as a constraint by many and indeed caused a slow-down in numerous activities throughout 2020, it has also presented a large cohort of the Navy with an unexpected opportunity for personal development and given them the chance to showcase to the New Zealand general public the professionalism and skills of serving personnel. This is the value proposition that the NZDF and Navy provides to the New Zealand Government and the New Zealand people, to be able to mobilise quickly and deliver a successful security effect which saves lives. The Navy and Naval System continues to play a key part in delivering the National outcomes needed to combat the Covid 19 pandemic. The work that our people have done have enabled approximately 147,000 citizens to return home. Looking ahead, the Navy must continue to capitalise on both the reputational value and the developmental value of OP PROTECT, recognising that it remains a critical National task. Be under no illusion, OP PROTECT and protecting our border is our job.
35. At the same time, the Navy must continue to plan for the future in a post OP PROTECT commitment and regenerate our maritime combat capability through current operations, IIS of new capability and focussed force generation to generate a sustainable Naval workforce. The Headmark statement outlines what success looks like for the next 18 months and all activity planned for this period is to contribute to achieving this end state. This will ensure that Navy progresses along the navigation track to meet the Navy Command Aim and the strategic objectives outlined in the RNZN Plan 2017-2025.

Cancellation and Disposal Instructions

36. This Directive is cancelled with effect 1 Dec 22.



D C PROCTOR
Rear Admiral
Chief of Navy

Annexes

- A. RNZN Priorities 2021-2022
- B. The Head mark Statement Explained

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RNZN PRIORITIES 2021-2022

Meeting the Navy's commitment to OP PROTECT

OP PROTECT is the highest priority and in order to meet the requirements of this non-discretionary operation, other outputs of the RNZN are to be actively managed and prioritised. This will result in longer response times to deploy to meet standing or contingency outputs. Seaworthiness and assurance are not to be negatively impacted.

Delivering Reduced Outputs

Second to OP PROTECT staffing, the delivery of Output 1 training is paramount. This covers the full gamut of training from new entry to at sea on-job training. The training pipeline is to be carefully managed to deliver the required quantity and quality of training to support the regeneration of personnel numbers in strategically significant trades and maintain essential through-put and development of other trades.

On-job training at sea is a vital element of developing Suitably Qualified and Experienced Personnel (SQEP) and enabling professional advancement. Fleet planning is to facilitate all aspects of fleet training as a priority to enable force regeneration objectives to meet the Navy Command Aim.

Introduction into service of new and upgraded capabilities

IIS is inextricably linked to delivering outputs. It is assumed that requirements for OP PROTECT will affect IIS and Naval Operational Test & Evaluation (NOTE) over the next two years. My ordered priorities for IIS activity in terms of platform (or equipment) and enabling services are: s. 6(a)

. Where IIS schedules and OR timelines are impacted due to personnel capacity issues, I expect DCN and MCC to keep me informed of major trade-offs or schedule delays through existing Governance mechanisms.

Building a sustainable Navy

Navy is to be aligned to support CDF's priorities for building a sustainable Navy:

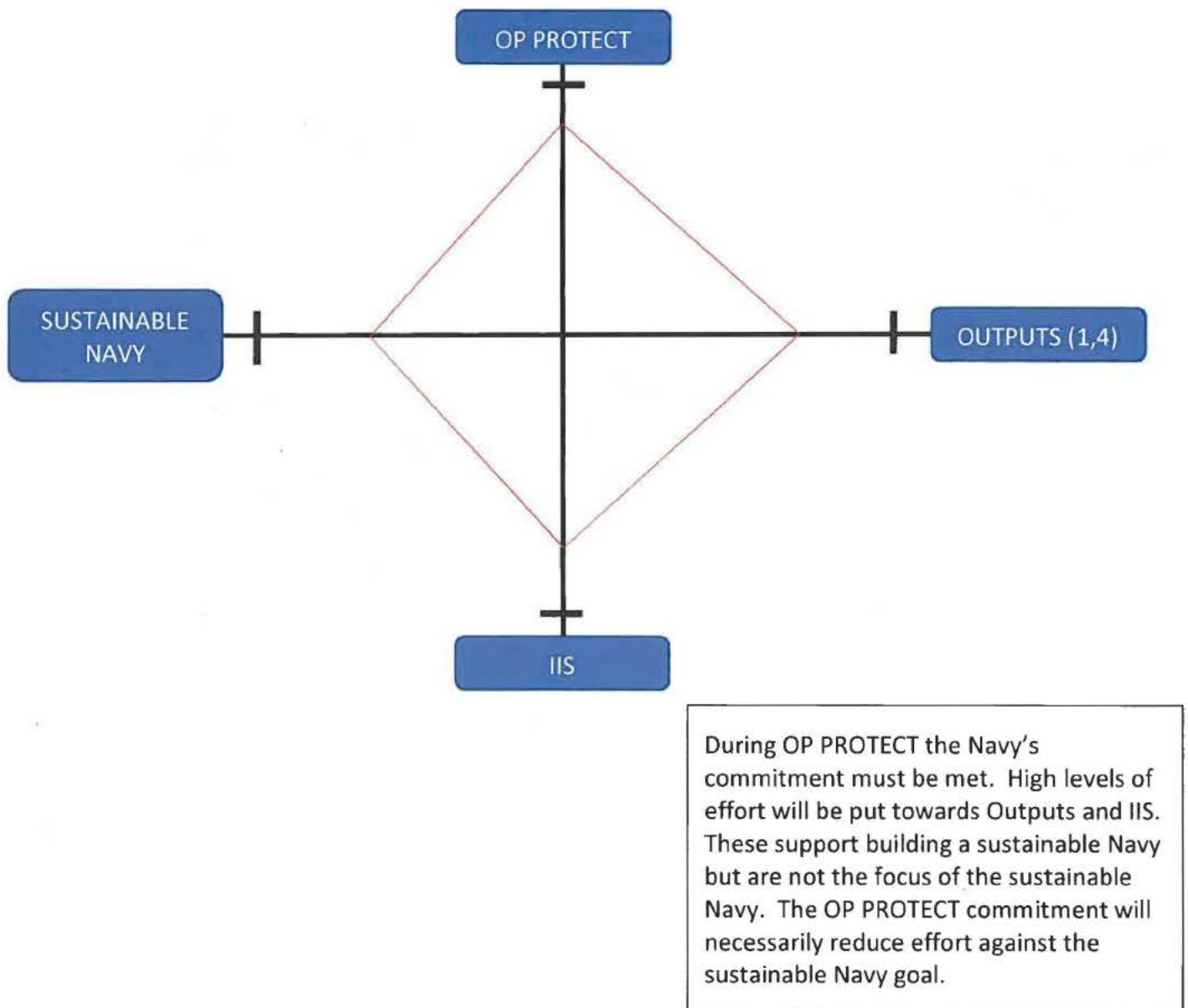
- a. The safety, health and wellbeing of our people is to be at the forefront of mind for all Commanders, Managers and Supervisors across the Naval System;
- b. Personnel are to have both suitable operational qualifications and experience for their role, and skills are linked to role competencies to assure the best possible use of our people across the spectrum of maritime operations can be achieved;
- c. Navy training systems to be fully connected and configured to train and qualify personnel ashore and at sea through simulation optimisation to gain experience. I expect we will continue to train and qualify our people using partner benchmarks, best operational practice and alignment with industry standards where possible;

- d. Ongoing reinvestment in critically degraded and aged infrastructure in Devonport Naval Base is progressed through the DERP and PMP;
- e. Investment in sustaining the material readiness of existing Naval platforms through innovative planning and execution such that ship availability is optimised and opportunities for Naval personnel respite are achieved; and
- f. Information technology, networks and domains are to be advanced and exploited where possible.

Effort Maps

The following effort maps are used to illustrate where I expect effort to be prioritised within the Navy’s priorities.

OP PROTECT (Current Commitment and Surge Demands)



s. 6(a)



THE HEAD MARK STATEMENT EXPLAINED

1. The following paragraphs explain the meaning behind the statement:
2. **Statement:** By Dec 2022 the RNZN will have delivered its tasking in support of OP PROTECT contributing to the enduring safety of our nation and its people and ensuring that our people are protected and sustained during this Operation.
 - a. **Meaning:** The RNZN will have met its enduring commitment to OP PROTECT. Fluctuations in this commitment level or new demands will be managed appropriately by the NSMG with ACN (P&T) as the lead.
3. **Statement:** Output 1 raise, train and sustain tasks will have focused on optimising ship availability, individual and collective training opportunities with a targeted focus on the regeneration of core mariner skills and combat competencies for platforms in priority order: s. 6(a) [REDACTED]
[REDACTED]. These platform priorities will have driven personnel prioritisation efforts both towards the platform and the enabling functions that support the delivery of platform force generation outcomes.
 - a. **Meaning:**
 - (1) s. 6(a) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
 - (2) Each ship or unit within the RNZN Fleet Plan is to have a defined capacity for Output 1 and 4 activities in terms of operational availability and sea days, with an emphasis on Output 1. Output 4 task demands are to be met where possible through an effects-based delivery within the constraints of the need to have a balanced and stable Fleet programme. Where a contingency demand is initiated, the rest of the Naval System activity is to be re-evaluated and re-prioritised within the given context and the resultant impacts report through normal Command channels.
 - (3) s. 6(a) [REDACTED]
[REDACTED]
[REDACTED]
4. **Statement:** IIS activities will have delivered capability release of a range of new capabilities across the fleet at a tempo commensurate with the Navy's ability to concurrently manage Output 1 generation and Naval Operational Test and Evaluation objectives.

- a. **Meaning:** During 2021-2022, IIS activity will continue to occur with HMNZ Ships TE KAHA, TE MANA, AOTEAROA, MANAWANUI and the Littoral Warfare Force (through the Littoral Warfare System Regeneration Programme). This activity is to be managed through an aligned effort between the Maritime Capability Integration plan and the RNZN Fleet Plan. An activity peak for the Navy is expected to occur in 2022 with the return to NZ of HMNZS TE MANA. The Naval System is to ensure a strong collaborative approach to managing the demands on the Naval System at a manageable tempo.
5. **Statement:** The Navy will have developed the force generation plan and strategy refresh for the post OP PROTECT commitment.
- a. **Meaning:** Led by DCN through the Office of Strategy Management, by the end of 2021, the Naval System will have developed a strategy for regeneration to meet the Navy Command Aim with the current NZDF Strategy horizon of 2025. This work will refresh existing Naval Strategic documents, review the strategic change programme within the Navy Portfolio, define what Navy's contribution to the Networked Combat Force will look like and will analyse the achievability of the 2025 timelines. This work will have been achieved through a collaborative effort across the entire Naval System, leveraging existing strategy development and planning processes with the aim to meet the Navy's Command Aim. There will be an emphasis on prioritising work in the business and on critical strategic change initiatives within the existing RNZN Plan to secure our Navy's future.
6. **Statement:** The training and working environment for Naval personnel will continue to be managed with a drive towards stability of ship programmes and training cycles to reduce uncertainty where possible.
- a. **Meaning:** A focus on stabilising the Fleet plan has seen a 50 percent reduction in changes from Q1/2 of 20-21 to Q3/Q4. This has been achieved due to a significant focus on trying to reduce uncertainty. All Commanders and Managers are to ensure that they strive towards stability and the reduction of uncertainty is pursued for the next 18 months. It is accepted that external forces deliver uncertainty, however, deliberate decision-making is to be conducted with this philosophy in mind, so as to provide certainty for our people.