

DEFENCE PUBLIC AFFAIRS

COMMAND DIRECTIVE 2022



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Introduction

This command directive provides a framework for DPA activities and effort for 2022. It follows the structure of a set of military orders commencing with the situation section which explains the context in which we operate.

The mission and execution section explains what we do then how we do that, with the execution framed as an operating model that spans from processes to management of our people and enhancement of our unit culture. The administration and logistics section and command and communications section provide additional detail on processes, requirements and structure to complete the directive.

DEFENCE PUBLIC AFFAIRS

SITUATION: THE CONTEXT

Context for NZDF Public Affairs Strategy

Strategy25 is the primary reference for the NZDF public affairs strategy. The red boxes highlight the elements of NZDF strategy that public affairs contributes to achieving.

The context is also informed by:

- Characteristics of the strategic environment,
- New Zealand society views of the NZDF and its interaction with the media,
- New Zealand society expectations of the NZDF,
- Characteristics of the NZDF itself, and
- Trends in the media and information landscape.

The NZDF Public Affairs Strategy25, approved in April 2021, provides an organisation-level view of the NZDF's approach to public affairs. It supports Strategy25, defining public affairs in the NZDF and articulating the purpose, goals and methods of NZDF public affairs. The Strategy also defines NZDF public affairs principles and emphasises the focus on transparency. The Public Affairs Strategy25 provides direction from which the mission and objectives of DPA can be determined.

Finally in this section, identification of stakeholders of public affairs of the NZDF assists understanding context as these groups are audiences for NZDF communications.



CONTEXT ANALYSIS

	Features	Implications for NZDF
Strategic environment	<ul style="list-style-type: none"> Increased competition between major powers, increased use of information and mis-information as a tool in that competition. Increased competition in our region. 	<ul style="list-style-type: none"> NZDF needs to be clear about how to project itself publicly and represent its activities both domestically and internationally to accurately represent the role it plays as part of the NZ Government.
NZ society view of the NZDF and their interaction with different media	<ul style="list-style-type: none"> Many New Zealanders are relatively positive about NZDF but ambivalent about its role. While use of social media continues to rise, traditional media still achieves a much greater reach for NZDF to the NZ public than social media. 	<ul style="list-style-type: none"> NZDF needs to be active with engaging stories to connect with the NZ public, including actively engaging with traditional media and continued development of social media.
NZ society expectations of the NZDF	<ul style="list-style-type: none"> Increasing expectations for transparency of government departments including the NZDF. Increasing expectations of community involvement and contribution to non-traditional military tasks. 	<ul style="list-style-type: none"> Lapses in transparency or failure to support community and non-traditional tasks may present social licence risks for NZDF.
Characteristics of the NZDF	<ul style="list-style-type: none"> NZDF is a relatively small, professional force. NZDF has a relatively high level of trust within the NZ population. 	<ul style="list-style-type: none"> NZDF channels and public statements are generally considered trustworthy by the NZ public.
Media/information trends	<ul style="list-style-type: none"> Current trends include convergence, increasing use of digital mediums, and increasing prevalence of mis-information. Citizen Journalism – anyone can be a journalist as a result of social media platforms and smart phones. Traditional media also use social media for tip-offs and news. New Zealand media appears to be reaching a degree of stability after several years of turmoil. 	<ul style="list-style-type: none"> NZDF needs to continue to evolve in its understanding of contemporary media and how to work with it to engage with the NZ public.

PUBLIC AFFAIRS STRATEGY

PURPOSE	
Why?	The NZDF conducts public affairs to enhance relationships, strengthen trust, inspire confidence and achieve communication and engagement outcomes, in order to enhance the NZDF's and New Zealand's strategic and operational effectiveness.
METHOD	
How?	NZDF informs, educates and (in appropriate circumstances) persuades identified audiences about the NZDF and its activities in ways that are consistent with NZDF values, adheres to our legal requirements, and meets the moral and ethical expectations of New Zealanders.
GOALS	
What?	<p>Successful public affairs by the NZDF supports the following Strategy²⁵ elements, enhancing strategic and operational effectiveness:</p> <ul style="list-style-type: none"> • Relationships and Organisational Excellence – Enhanced trust and confidence of the NZ public: <ul style="list-style-type: none"> – that the NZDF is a professional organisation; – in the mandate of the NZDF and its activities; – in the investment of the government and public into the NZDF; and – that the NZDF is transparent and accountable. • Joint Operational Excellence – A trusted strategic and operational partner through providing confidence to our international and domestic counterparts. • People – The NZDF has a skilled and sustainable workforce by attracting and developing talented New Zealanders who are informed and motivated. Internal communication enables the success of our workforce by keeping our people informed about: <ul style="list-style-type: none"> – the strategic direction and organisational objectives of the NZDF; – NZDF operational, training and readiness activities; and – the tools, resources and opportunities that NZDF provides to support their success. • Operational Domain Mastery – Public affairs are synchronised with NZDF integrated information capabilities to achieve NZDF information objectives.

PRINCIPLES OF PUBLIC AFFAIRS FOR THE NZDF

Truthfulness

The credibility of NZDF contributes to operational success. Credibility and trust is earned by telling the truth and aligning words, images and deeds.

Transparency

Transparency is the central pillar of liberal democracy. The NZDF remains accountable to the public at home and on operations. Public affairs plays a key role in meeting transparency obligations within the requirements of organisational and operational security. Providing named spokespeople for interviews and statements as a norm, supports transparency.

Alignment

Consistent messages support the strategic narrative, build credibility and create trust. Public Affairs actions should support NZDF Public Affairs Strategy. On operations, Public Affairs actions are coordinated and synchronised with other information-related capabilities and partners.

Action

Public Affairs requires an active posture to frame public understanding of policies, actions and events effectively. Without action, the advantage is lost. This may result in NZDF appearing unprepared, uncoordinated and unresponsive. Delegation of authority to speak and act on behalf of the NZDF empowers our people to take action.

Responsiveness

Public affairs must aim to be timely and accurate in responding to requests for information or action. Slow responses erode trust in the organisation's transparency. Where appropriate, communication may need to be a two-way engagement that accounts for the needs of an audience. Public Affairs must balance responsiveness with security.

Security

Public Affairs must protect sensitive and confidential information about its organisation, activities and people. Security is paramount but must be balanced with truthfulness and transparency. This tension represents a key challenge for NZDF, its leaders and personnel. Security should not be used as an excuse for being unresponsive.

The NZDF additionally has the following established norms:

- We tell our people first
- We ensure that information is provided on suitable channels and platforms
- We are mindful of diversity and being inclusive, including multicultural sensitivities, and being respectful of the local and regional cultural environment

TRANSPARENCY

Of the public affairs principles, transparency is a focus for the NZDF. The NZDF approach to transparency is based on credibility, trust, respect and openness.

Credibility: We provide correct information, are honest and value the truth and the role it plays in building trust and confidence.

Trust: We front up and build trust by balancing responsiveness with security, reflecting at all times the values of NZDF.

Respect: We respond in a timely matter and engage proactively with our audiences and value the role of being transparent.

Openness: We proactively share information where security considerations permit such as by publishing corporate documents online.

NZDF STAKEHOLDERS: OUR AUDIENCES

NZ Public	<ul style="list-style-type: none"> • General Public (regional/local communities) • NZ Government Leadership (inform) • NZ Government Agencies • Iwi • Media • Prospective recruits/staff • Career influencers
Internal	<ul style="list-style-type: none"> • Whole of NZDF • Services (incl/excl Civ staff) • Civilian Staff • Organisations (HQ, Components, Formations, Units) • Locations (Defence House, Bases, Camps) • Staff led networks
Defence Community	<ul style="list-style-type: none"> • Family/friends of NZDF members • Former members of NZDF • Veterans • Cadet forces
Defence Industry	<ul style="list-style-type: none"> • Domestic • International
International Audiences	<ul style="list-style-type: none"> • Partner militaries • National populations especially in our region • Governments • Media

DEFENCE PUBLIC AFFAIRS

MISSION, ROLE AND OBJECTIVES

DPA Mission

Defence Public Affairs creates, engages, educates, advises and promotes transparency, in the interests of social licence, enhancing relationships, strengthening trust, inspiring confidence and achieving NZDF communication and engagement outcomes.



DPA ROLE

Defence Public Affairs provides communication, media and public affairs expertise and services for NZDF, including Ministers and senior leaders. It develops communication strategies and sponsors media and communications policy; provides media liaison services; manages external internet news content and internal intranet news content, produces NZDF, Navy, Army and Air Force magazines; generates processes and/or disseminates official imagery and video, manages NZDF social media channels; produces NZDF graphical products and provides subject matter expertise in visual identity.

DPA OBJECTIVES

Create engaging content in the interests of social licence, enhancing relationships, strengthening trust and inspiring confidence

- Raise awareness and increase knowledge
- Promote transparency
- Optimise NZDF channel use and reach; have a clear enunciation of the purpose and use of our channels

Create engaging content to support NZDF and NZ Government Policy, Strategy and Objectives

- Work with partner agencies to mutually support each other

Educate NZDF leaders and personnel

- How to interact with the public through media and social media
- How to work with Defence Public Affairs

Be trusted advisers of the leaders and people of the NZDF

- Represent NZDF's interest to the media and the media's interests to NZDF – accountability in both directions

Enhance DPA capability to improve our ability to achieve our mission and objectives

- Industry knowledge
- Understanding NZDF (Induction Training + Ongoing)
- Deployable Public Affairs capability
- Leadership

DEFENCE PUBLIC AFFAIRS

EXECUTION: HOW WE ACHIEVE OUR MISSION

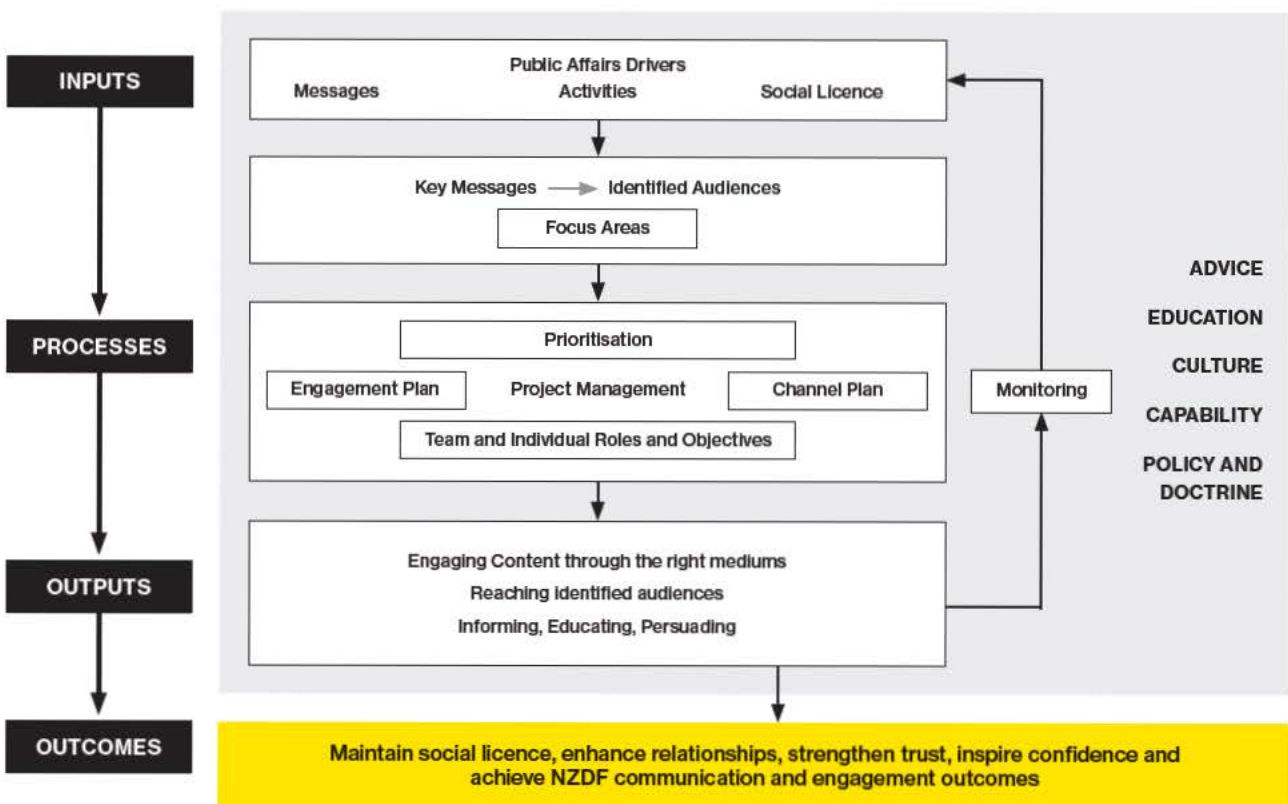
How we achieve our mission and objectives

The framework that encompasses key elements of the methodology to be used by DPA to achieve its mission and objectives is the DPA Operating Model.

While typical definitions of an operating model in business are 'an operating model represents how value is created by an organisation – and by whom within the organisation' (Deloitte Insights) for the circumstance of DPA an appropriate definition is how DPA achieves its mission and objectives and who has responsibility for the tasks required to be successful. This can be graphically represented as a collection of inputs, processes and outputs in order to achieve outcomes.

The following figure and table summarise major elements of the DPA Operating Model. The subsequent tables detail elements of the model, noting that some elements of the model are yet to be fully developed.

DPA OPERATING MODEL



DPA OPERATING MODEL

The elements within the Operating Model are described below in tabular form with element and the intended effect of each element listed.

Element	Effect
Drivers of NZDF public affairs messages and DPA activities	Identifies inputs to key themes and messages Identifies opportunities to share key messages Social licence requirements demand transparency and accuracy
Key themes and messages	Provides key messages to consistently tell NZDF's story
Focus areas with focus audiences and champions	Focuses on key messages of greatest importance
Activity management tools and processes	Applies best practice methodologies to coordinate DPA functions
Prioritisation table	Prioritises effort in support of focus areas
Effort categories table	Guides the requirement for public affairs plans
Engagement plan Channel plan	Articulates approach to creating engaging content and how to optimize channels to maximize reach of key messages
Tasks – roles and responsibilities of teams and individuals	Connects success of the team to success of the team members
Monitoring (perception survey, other monitoring effort)	Monitors the performance and effectiveness of our effort
Education Plan (what knowledge, to whom and how)	Provides framework for education to NZDF personnel on public affairs
Culture • Values – How the NZDF values apply to DPA • Culture Initiatives	Promotes a culture within DPA that enables collaboration, communication, creativity, professionalism
Capability – Talent management • DPA PDR Guidelines • Professional Development Guidelines	Provides the framework to develop our people

DRIVERS OF NZDF PUBLIC AFFAIRS MESSAGES

Category	Current examples
NZDF Policy, Strategy	<ul style="list-style-type: none"> • Strategy25/Plan25 • Service Annual Directives • HQ JFNZ Strategy • Command Guidance • Organisational Change Initiatives (Op Burnham Response/Op Respect)
NZ Government Policy	<ul style="list-style-type: none"> • NZ Defence Policy: Strategic Defence Policy Statement 2018/Defence Capability Plan • MFAT Strategic Intentions • All-of-Government Public Affairs Objectives – Pacific Reset, Response to COVID-19 • Government/MINDEF Direction
Research	<ul style="list-style-type: none"> • Perception Survey • Market Research (IPSOS)
Best practice	<ul style="list-style-type: none"> • Modern Transparency Expectations • Public Relations/Marketing/Communications/Media Industry • Military Public Affairs Doctrine
Context	<ul style="list-style-type: none"> • Media Landscape • Society
Public/Media Interest	<ul style="list-style-type: none"> • Topical Issues

DRIVERS OF DPA ACTIVITIES

Category	Current examples
NZDF Driven	<ul style="list-style-type: none"> • DPA initiated – proactive communications and engagement • CDF Directives/Tasks • Support to HQ JFNZ • Service Requests (Service Chiefs/Service HQ/Camps/Bases/Units) • Support to Recruiting • Support to Portfolios
Externally Driven	<ul style="list-style-type: none"> • Topical issues • Media inquiries • General public inquiries

NZDF PUBLIC AFFAIRS KEY THEMES AND MESSAGES 2022



WHO WE ARE AND WHAT WE DO

- The New Zealand Defence Force (NZDF) is a **combat-capable military force, trained, equipped, and ready to respond** every hour of the day, every day of the year.
- Our **purpose** is to keep Aotearoa New Zealand safe and secure.
- Our **core task** is to protect the sovereign territory of New Zealand, including our Exclusive Economic Zone.
- Our **equipment and expertise** supports people and communities in need at home, across our region, and around the world. Our contributions include search and rescue, humanitarian assistance and disaster relief, maritime surveillance and operations that contribute to international peace and security.
- We contribute to **international peace and security** and the **rules-based international order** through deployments of importance to New Zealand, meeting commitments to our partners.
- **Investment in NZDF is critical** for the security, resilience and wellbeing of our communities and nation. It also enables NZ to contribute to its obligations as an international citizen.

WHAT WE ARE DOING TODAY

- We are **concurrently undertaking operations and engagements** in New Zealand, throughout the region and around the globe; while also **training and introducing new capabilities** to be ready for future tasks.

OUR CONTRIBUTION TO THE PACIFIC

- NZDF aims to be a **reliable and valued defence and security partner** in the Pacific.
- We **support our military partners** in Pacific nations with training and leadership development, and **assist Pacific nations** with operational activities such as fisheries patrols and search and rescue.

OUR CULTURE

- We share a strong sense of what it means to be Kiwi – our culture is based on our **values** of Tū Kaha (courage), Tū Tika (commitment), Tū Tira (comradeship) and Tū Māia (integrity).
- **Operation Respect** is NZDF's long-term commitment to eliminate harmful and inappropriate behaviour (including sexual violence) and ensure NZDF personnel can perform their duties in a mutually respectful, safe and inclusive environment.
- We **respect and honour our past, our veterans and their service**.
- We look to the **future**, pursue the opportunities that **technology** offers and value **innovation**.
- The NZDF is committed to being **transparent** within the security constraints essential to our role. We must be **accountable** to keep the trust of the people we serve.



OUR PEOPLE

- Our people are **highly trained professionals**.
- **Diversity** helps us to be a better Defence Force and we need people from all walks of life, and of all ages, ethnicities and genders to succeed on operations.
- NZDF supports its people to **progress**. Our people enjoy careers which are **highly varied**.



OUR TRAINING

- **High quality training activities** are essential for our personnel to be ready to respond.
- The hazardous nature of military operations and the environments in which they are conducted heighten the importance of **safety management** for our training activities.



OUR EQUIPMENT

- The NZDF utilises a diverse range of **modern military equipment**, which enables personnel to support the wellbeing, prosperity and security of New Zealand, its communities and the world at large.
- The NZDF is introducing **upgraded systems and capabilities** into our maritime, air and land domains, progressively integrating new systems and platforms, and putting new and upgraded assets to the test in a range of complex situations.



FORCE FOR NEW ZEALAND

- Together, we are a **Force for New Zealand**.

FOCUS AREAS

Theme	Message	Focus Audience	Champions
What we are doing today – main effort	<p>We are concurrently undertaking operations and engagements in New Zealand, throughout the region and around the globe; while also training and introducing new capabilities to be ready for future tasks.</p> <p>Includes:</p> <ul style="list-style-type: none"> • Current operations/engagements including our contribution to the Pacific • Current training • Current preparations for future capabilities 	<ul style="list-style-type: none"> • NZ Public • Pacific Communities (for our contribution to the Pacific) 	<p>TV/TH, supported by:</p> <ul style="list-style-type: none"> • SE/NH for Operations and Pacific, • Service Teams (PAM/PAO) for Capability Introduction and Training • Regionals for Training • RR for HQ DJIATF preparedness
What we do (on an enduring basis)	<p>The New Zealand Defence Force (NZDF) is a combat-capable military force, trained, equipped, and ready to respond every hour of the day, every day of the year.</p> <p>Includes:</p> <ul style="list-style-type: none"> • Combat ready • Peace and security • Humanitarian assistance and disaster relief • Supporting people and communities • Honouring service • Education and training 		
Who we are	<p>Our people are highly trained professionals. NZDF supports its people to progress. Our people enjoy careers which are highly varied.</p>	Prospective recruits/staff and their influencers	SS/CE/DK supported by Creative Team
Our equipment	<p>The NZDF utilises a broad range of modern military equipment, which enables personnel to support the wellbeing, prosperity and security of New Zealand, its communities and the world at large.</p>	NZ Public	DW supported by Service Teams (PAM/PAO) and MoD

PRIORITISATION TABLE

Pri	Approach	Tasks/Activities/Requests	Design Specific
1	Must Do	Govt/CDF Directed Support to Operations/ Major Exercises	Tasks which have an intended audience of the general public and key stakeholders, wide reach, and high impact especially those containing restricted information (up until point of release) eg. NZDF Annual Report, NZDF press conference graphics. Work for the Minister/CDF.
2	Should Do	Requests from Senior Leader (2*), Recruiting, MINDEF	Tasks which have an intended audience of key stakeholders, wide reach, and high impact. NZDF-wide/single Service campaigns eg. NZDF values refresh, Op Respect, Recruiting Collateral Army 2025.
3	Should Do	Opportunities that directly support Main Effort Focus Area – what we are doing today	Service magazines, regular event collateral, design guidance and advice. Requests with identity risks eg. Unit or Project wants to create a logo.
4	Can Do	Opportunities that support <ul style="list-style-type: none"> • other Focus Areas, or • other Key Messages 	Wide-reaching, high visual impact collateral requests eg. DSSG nationwide signage.
5	Do if resources permit	Other opportunities that are a reasonable and responsible use of DPA resources	Tasks for individual, internal unit purposes only. Tasks which are intended for a small internal audience. Utilise templates where possible eg. brochure for internal project comms with small intended audience.

EFFORT CATEGORIES TABLE

Category	Effort	PA Plan
Major	More than 40 hours	Required
Moderate Activity	8–40 hours	Required if 2 or more functional areas involved
Minor Activity	Less than 8 hours	Optional
Ongoing	Open ended	Situation dependent

TASKS – ROLES AND RESPONSIBILITIES

The following tables detail team and individual roles and responsibilities including:

- Core routine responsibilities – major areas of responsibility
- Readiness – responsibilities across DPA in event of the need to deploy a Public Affairs Team at short notice
- Deployable Public Affairs Team – individuals designated as the first point of call for domestic (by region) or international deployment
- General tasks for all DPA personnel
- Tasks to provide awareness to other DPA personnel depending upon the nature of an event
- Tasks for discrete activities for Activity Lead, Functional Lead, Activity Sponsor (usually Lead 1 up) and Client
- Additional tasks
- Authorities
- Annual Events
- Special Operations Public Affairs

An organisational diagram for DPA is included in the Command and Communications section of this directive.

TASKS – Core routine responsibilities

Comms Team – HQ based pers	Support to CDF, whole of NZDF and HQ NZDF led proactive communications activities.
Regionals	Support to Base Commanders and activities within regions. Proactive engagement with regional media.
Service Teams (PAM/PAO)	Support to whole of Service activities including domestic exercises managed by Component Commanders and assistance with Service media responses.
PAO	Be prepared to deploy for operational or exercises as a PAO. Provide subject matter expertise on Service matters and connections to Service networks.
HQ JFNZ PAC	Support to JF managed operations and overseas exercises and assistance with HQ JFNZ media responses.
HQ DJIATF PAO	Support to HQ DJAITF.
Media Team	Responsive to events or circumstances that have, or may, generate media interest. Preparation for media driven activities. Proactive engagement with media.
Content Editors	Magazines and support to Media and Comms Teams for content creation including through story versioning where appropriate.
Creative	Content and Product creation – public affairs advice as a supplementary function.
Digital and Marketing	Management of Digital Channels and marketing connection to recruiting.
Planning and Monitoring	Enable and inform DPA and senior leaders, facilitate DPA coordination and compliance.

TASKS - General

Public Affairs Advice	All
Public Affairs/Communications plans	All Media/Comms/PAM/PAO/PAC
Content use	Social/Content Editors
Content creation - written/visual	All

TASKS - Provide awareness

All acty involving media (or potential to involve media)	Media/Social
All acty with potential for proactive messaging	Comms
All service related activity	Service Teams (PAM/PAO)
All activity specific to or within region	Regionals
All content relevant to portfolio	Content editors/social

TASKS - By Activity

Activity Lead	<ul style="list-style-type: none"> Act as the project manager for the DPA involvement in the activity, including the coordination (rather than direction) of the delivery of DPA outputs. Act as the POC, both within DPA and to the client. Develop the objectives and key messages in consultation with client/SME/sponsor. Develop or have oversight of the creation of a comms plan with clearly defined objectives, messages, identified audiences, channels, sequencing of events, tasks. Provide back brief to activity sponsor. Have oversight of activity travel arrangements where travel is involved in order to identify efficiencies where they exist.
Functional Lead	<ul style="list-style-type: none"> Clarify/agree the brief with the activity lead. Contribute to development of the comms plan as appropriate. Identify what resources are required to deliver the 'collateral'. Provide the collateral in the required format for the required channels.
Activity Sponsor (typically 1up of Lead)	<ul style="list-style-type: none"> Provide advice/guidance to activity lead. Support the allocation of appropriate DPA resources to the activity.
Client	<ul style="list-style-type: none"> Provide or endorse intent or objectives of activity. Provide timeframes (including any flexibility). Provide budget (if required). Provide resources (if required).

TASKS - Additional

Strategy	AM, SS, PP, TV
Doctrine	Doctrine Working Group especially AM, PP, NH, CW, TV, EH
Key messages (update as required)	AM, TV
Embed DPA Activity Tracker	SS, CE
Digital Tools/Subscriptions	CE, SS, SS
Review Monitoring Connection to Content Creation	PP, TV, SS
Professional Development	RR
Morale	RQ, MR, SS, DK, anyone else that wishes to
Traffic Meeting	s. 9(2)(a)
Monthly Activity Planning Meeting	AM, PP
Education/outreach (NZDF)/Raise DPA awareness	AM, TV, GB, JN, anyone else that wishes to
Outreach external to NZDF (OGA, Media, NZ Story)	AM, TV, SS
DFI 102, 103	AS/Design Team
Comms/PA Plan/Annex F Templates	SS/SE/AM

TASKS - Authorities

Editorial Content	TV
ILP	TV/AM (OCDF for CDF messages)
Public Affairs Plan	AM/TV for high profile/high risk; Team leaders/PAC JF/PAMs for routine activities
Social Content	TV for high profile/high risk; GB/JN/PAMs/PAC JF for routine activities
Press Releases/Media Responses	OCDF
Identity	AS

TASKS – Annual Events

The following timelines are to be applied for the planning of annual events such as those detailed in the event list below.

Milestone	Target
Lead Confirmed	at least 4 months prior
Lead/Digital Planning	approx. 3 months prior
Lead/PAM and PAM/Service consultation	approx. 2 months prior
PA Plan complete	approx. 1 month prior
Pre-planned content complete	no later than 1 week prior
Pre-planned content cleared	no later than 2 days prior

Note: Content captured, cleared, distributed/posted on the day sits outside the above

Events List

- Auckland Anniversary (Navy)
- Waitangi Day
- ANZAC Day
- Mother's Day
- Matariki
- Father's Day
- Christmas/End of Year/New Year
- Language Weeks – Official NZ (Te Reo, Sign);
– Pacific Languages
- Mental Health Awareness Week
- Movember
- Pink Shirt Day
- White Ribbon
- Single Service 'Birthdays'
- International Day of Women in Science
- International Women's Day #breakthebias
- Suffrage Day
- International Men's Day
- International Day of Disabled Person

TASKS – Special Operations Public Affairs

Primary POC for SOCC	RR (PAM Army)
Primary POC for CO SAS	SM (SCA North)
Primary POC for SOF Recruiting	DK (Marketing)
Strategic matters	Army PAM in conjunction with other DPA personnel as deemed appropriate.
Unit level matters	SCA North in conjunction with Army PAM and other DPA personnel as deemed appropriate.
Recruiting matters	DK copied in to PAM Army and SCA North including clearance of recruiting images and collateral.
Clearance of proactive communications	PAM Army/SCA North in accordance with processes agreed with SOF.
Media requests re SOF	SCA North and PAM Army with SCA North as the POC for the CO 1NZSAS for unit level enquiries and PAM Army as the POC for SOCC for enquiries at that level. Media responses then sent out by media team.
Media requests re EOD	Media team with responses copied in to PAM Army and SCA North.
Clearance of imagery	PAM Army/SCA North/DK in accordance with processes agreed with SOF.

DPA READINESS AND RESPONSE

Concept of Operations

DPA provides an ability to respond as appropriate to unexpected events, issues, and crises that are likely to generate public commentary and impact the NZDF trust and confidence.

During such events, DPA is expected to directly enhance the trust and confidence in the NZDF internally and externally through the provision of media relations, channel management, communications advice, and creative services (including content development, editing, imagery, and design).

DPA is to maintain a state of readiness that allows a timely response to unexpected events IOT provide support that achieves strategic and operational PA objectives.

CONPLAN AWHINA will be supported through regionally located PA teams, allowing a rapid response and staff who are familiar with local commanders. These teams will consist of three staff at a minimum (photographer, video producer, and communications advisor or public affairs officer).

CONPLAN PACIFIC RELIEF will be supported by DPA staff (minimum of a photographer and public affairs officer) assigned to DJIATF. If required, civilian communications advisors will also surge support as a follow up to the initial response.

Deployment of PA teams

In response to those events DPA will provide staff to deploy, with J05 (PA COMMS) HQ JFNZ responsible for the leadership and co-ordination of public affairs activities resulting from the activation of any CONPLAN. In support of this approach, DPA will provide a scalable response as follows:

1. An HQ element under the direction of PA COMMS: allocated DPA staff will provide liaison between DPA, HQ NZDF, and HQ JFNZ; oversight of deployed teams; media and channel management; and logistic spt.
2. Deployed PA teams: allocated DPA staff to provide liaison, PA guidance, and content collection within the response AO.

Both military and civilian staff will be expected to deploy in support, with PAOs and photographers trained and equipped for immediate response, and civilian SMEs joining as required soon after. These initial response staff are detailed below, and will be supplemented or relieved as required for large scale events. Civilian staff will be deployed on suitability and availability, for task, location, and duration.

Once deployed, DPA staff will embed into operational structures in order to provide advice, obtain situational awareness, and conduct public affairs activities within the AO.

Region	PAO	Comms/Media Adv	Photo	Video
North	LSD	SM	DA / VP	LD / EL / TS
Central	DW	KL	NJ / RP	LD / EL / TS
South	RR / SS	CW	SS / MB	LD / EL / TS
International	LSD / RR / DW / SS	GB / AB / DW s. 9(2)(a)	VP / SS	LD / EL / TS

Region	PAO	Comms/Media Adv	Photo	Video
North	LSD	SM	DA / VP	LD / EL / TS
Central	DW	KL	NJ / RP	LD / EL / TS
South	RR / SS	CW	SS / MB	LD / EL / TS
International	LSD / RR / DW / SS	GB / AB / DW s. 9(2)(a)	VP / SS	LD / EL / TS

Tasks – Preparedness

J05/PAC HQ JFNZ	<ul style="list-style-type: none"> Advise on and prepare PA plans for HQ JFNZ CONPLANS.
PAOs	<ul style="list-style-type: none"> Maintain an ability to deploy domestically or internationally on activation of a HQ JFNZ CONPLAN.
Media & Comms	<ul style="list-style-type: none"> Maintain at least 3 staff capable of deploying domestically and internationally at to respond on activation of a HQ JFNZ CONPLAN. Maintain regional communications advisers able to provide support to regional events.
Creative Services	<ul style="list-style-type: none"> Maintain a regionally based deployable photographer capability, and assign a photographer to support DJIATF. BPT deploy a video producer domestically por internationally at 24 hrs NTM on activation of a HQ JFNZ CONPLAN. Confirm equipment requirements (photographic, videography and personal equipment) for short notice deployment and have that equipment suitably ready.
Digital and Marketing	<ul style="list-style-type: none"> Manage the DPA social channels monitoring duty roster.
Identified Staff	<ul style="list-style-type: none"> Maintain an ability to deploy domestically or regionally on activation of any HQ JFNZ CONPLAN (refer to individual preparedness requirements for military and civilian staff). Advise their commander/manager should they not be available to deploy or of any deficiencies in equipment.

Tasks – Individual Preparedness

Military Personnel	<ul style="list-style-type: none"> A current passport, with a minimum 6 months currency. A medical and dental clearance including COVID-19 vaccination certificate. All equipment as allocated with position SOE.
Civilian Personnel	<ul style="list-style-type: none"> A current passport, with a minimum 6 months currency. Advise of any reason they would be medically precluded from deploying including if they do not possess a current COVID-19 vaccination certificate. Clothing: <ul style="list-style-type: none"> DPA Polo shirt DPA Jacket Black boots Kiwi cap Draft MD1170 if appropriate

Tasks – On Activation

J05/PAC HQ JFNZ	<ul style="list-style-type: none"> • Lead the DPA response. • Facilitate seats/berths on NZDF aircraft/ships for deploying public affairs team members if applicable. • Manage the clearance of content from the AO through the relevant HQ and agencies.
PAOs	<ul style="list-style-type: none"> • BPT be the public affairs team lead.
Media & Comms	<ul style="list-style-type: none"> • BPT provide the public affairs team lead. • Provide a media adv to HQ elm on activation of any HQ JFNZ CONPLAN. • Manage all media enquires, and release of information in accordance with normal processes. • Provide reach-back support to deployed public affairs team.
Public Affairs Team Lead	<ul style="list-style-type: none"> • Provide liaison with the local, regional, or national emergency response group, and other OGA within the AO. • Establish a MS Teams group chat for all DPA staff involved in the response (deployed and reachback). • Manage the clearance of content created by deployed PA teams through relevant staff within the AO.
Creative Services	<ul style="list-style-type: none"> • Deploy video producer and photographer and manage any requirements for RIP for extended duration operations.
Digital and Marketing	<ul style="list-style-type: none"> • Provide a digital adv to HQ elm. • Provide reach-back support to deployed public affairs team.
Planning and Monitoring	<ul style="list-style-type: none"> • Arrange travel and accommodation for deploying pers. • Coord movement and logistics requirements of deployed pers.

Administration and logistics

For domestic deployments accommodation and travel via the most expedient means possible is to be raised through eTravel during business hours or direct to APX after hours with the following considerations:

- Two 4WD vehicles are to be rented for each deployed PA team. This should be supplemented with a compact car if four staff are deployed.
- Where the response is near an NZDF camp or base, barrack accommodation should be used if available. Alternatively, twin share rooms are to be booked near the AO.
- Rental vehicles and accommodation are to be booked for a minimum period of 7 days, and deployed PA teams are to be self-sufficient for 24 hrs.

PEOPLE AND CULTURE

The following provides guidance on management of Professional Development Reports (PDR) and professional development management for DPA.

This is complemented by articulating how NZDF values apply to DPA in terms of behaviour expectations and initiatives that have been agreed by DPA leaders to enhance culture.

DPA PDR GUIDELINES

The following guidelines are provided to promote consistency across DPA and to link objectives to both position descriptions and team objectives.

Performance Section

All PDRs should have 3–5 performance objectives, comprised of:

2–3 position description-based objectives – these objectives should cover the 2–3 major areas of responsibility the individual has so that as much of their PD as possible is covered by the PDR. For staff that have common position descriptions (eg photographers, PAMs, PAOs, content editors) it is highly likely these objectives will be the same.

1–2 team objective-based objectives – these objectives should cover major focus areas for the team over the reporting period to link individual achievement to team achievement. They need to not be so 'high' that they are outside the control of the individual, and not so 'low/small' that they will be achieved in a short period of time with minimal effort. These may be written in a way that incorporates a development objective for the staff member but that is not their primary purpose.

Career Section

All staff are strongly encouraged (but not directed) to use this section of the PDR. In particular all staff are encouraged to have a development objective. More than one development objective is fine but the first objective should be considered the clear priority by the staff member and their manager.

Rating of performance objectives

For consistency across DPA, the rating 'met objectives' is to be aligned to expectations of someone that is fully effective in their role, which for civilian staff equates to the expectations of someone whose pay step is at 100%. Based on this benchmark, for civilian staff whose pay step is below 100%, we would expect them to be 'sometimes meeting objectives' and if they are rated as 'met objectives' then it is logical they should be recommended for an increase in paystep towards or up to 100% (noting it is very unusual to increase by more than 2 steps in one year). For civilian staff whose pay step is above 100%, we would expect them to be 'sometimes exceeding expectations' to remain at that pay step (or increase). In this case an overall rating of 'met expectations' could logically result in a recommendation to decrease the paystep to 100%.

PROFESSIONAL DEVELOPMENT GUIDELINES

Individual professional development is to be planned on an annual basis between staff and their managers. Planning should be coordinated with PDR discussions to link development to performance requirements. The annual cycle is also to be linked to annual budgeting processes. This does not preclude professional development plans changing throughout the year or short-notice opportunities being taken, but it is necessary to have a start point to ensure opportunities can be provided equitably and within financial constraints.

Identified development opportunities ideally have a clear link to professional development needs and desires but opportunities with only an indirect link may be satisfactory albeit of a lower priority if it is necessary to prioritise between multiple proposals.

Annual plans are to be developed in Q4 of the FY for approval and implementation from Q1 of the following FY onwards. This is to be facilitated by the designated Professional Development lead (RR).

Staff are highly encouraged to seek and take professional development opportunities. Managers are highly encouraged to recommend and support professional development of their staff.

Collective professional development is encouraged both within teams/functional areas as well as for whole of DPA activities. Proposals for 'town halls' and similar activities are welcome at any time.

HOW THE NZDF VALUES APPLY TO DPA



Courage	Commitment	Comradeship	Integrity
<ul style="list-style-type: none"> • Be creative, innovate • Be brave • Make hard calls • Challenge leadership and the status quo • Champion new ideas • Embrace difficult conversations • Display grit • Accept challenges • Be transparent 	<ul style="list-style-type: none"> • Live professional standards • Be committed to the NZDF • Be reliable • Demonstrate knowledge and expertise • Do what needs to be done • Pursue excellence 	<ul style="list-style-type: none"> • Teamwork • Be collaborative • Be friendly • Be positive • Be supportive • Be respectful – attack the game not the player • Respect confidentiality 	<ul style="list-style-type: none"> • Be honest • Be trustworthy • Do the right thing when no one is watching • Be transparent to each other where confidentiality permits

DPA CULTURE INITIATIVES

Agreed Behaviours

- Meetings – Include everyone in the meeting/one person at a time, especially for 'Teams'
- No negative emails
- Assume the best, not the worst
- Have the conversation directly
- Propose solutions, not just problems
- Listen and share ideas
- Think about who needs to know
- Be kind – treat others how you want to be treated

Routines

- Weekly catch up with a different colleague
- DPA virtual all hands
- Tag along with someone for a day

'Out of office' Guidelines

Staff need to be confident that they can 'switch-off' from work outside of work hours and particularly when on leave. There should be no expectation staff are checking work emails when on leave or outside of work hours, noting that that some areas of NZDF external to DPA currently expect that of some of our staff. On occasion we do need to surge to issues that arise outside of work hours, but this should be for exceptional circumstances, not routine, and the primary method to ensure others are aware of an issue should be phone rather than email.

Before and when out of the office

- Leave an email 'out of office' stating whether or not you can be contacted and if so how to contact you.
- If you won't be checking emails have the 'out of office' direct contacts to either another DPA staff member, media@nzdf.mil.nz, or another monitored group email.
- Consider whether to redirect your work phone to your personal phone using call forwarding.
- Tell others if there are issues you do wish to be contacted about.

If trying to get hold of someone on leave or outside of work hours

- Firstly consider whether it is necessary to get hold of the person. Can you resolve the issue yourself or ask someone else from their team? Or is it something they asked to be contacted to discuss?
- Call (preferably) or text. Don't rely on the person you're trying to contact checking their email.
- Leave a voicemail or text if you wish the call to be returned. Don't rely on someone to return a missed call if you haven't left a message.

Sick leave

- Staff that are on sick leave should only be contacted in exceptional circumstances.
- Staff on sick leave should not feel any obligation to work/work from home.

Emails outside of work hours

- Feel free to send emails at whatever time you're working, but don't expect replies or feel expected to reply as a norm.

After leave

- Both the staff member returning from leave and their team/team manager are responsible for ensuring the staff member that has been on leave catches up on issues that have arisen when they return from leave.

PUBLIC AFFAIRS POLICY AND DOCTRINE

The following policies are highlighted in this section of the directive:

- Release of Publications into the Public Arena (SADFO 01/2015)
- Imagery Capture Policy
- Harmful Digital Communications Act 2015
- DPA Imagery: Guidelines for Mask Wearing
- DFI 7.2 – Official Information

The ADF Military Public Affairs doctrine is currently under review.

RELEASE OF PUBLICATIONS INTO THE PUBLIC ARENA (SADFO 01/2015)

DPA staff, in their capacity as advisers to NZDF personnel, are to be aware of SADFO 01/2015.

SADFO 01/2015 details the framework for approval that members of the NZDF must adhere to if they intend to contribute to any publication which draws upon experiences or information gained, derived or ascertained through service or employment with the NZDF.

Information, recordings and imagery captured while performing duties remains the intellectual property of the NZDF and the release of such information is subject to SADFO 01/2015.

Members of the NZDF on exercise or operations are not to publish or transit information via social media relating to the exercise or operation without verbal approval from the Exercise or Operation Commander.

Commanders and Managers are to verbally approve the release of minor or non-contentious information if that information does not contradict the principles of SADFO 01/2015.

Commanders, Managers and members of the NZDF are to follow the framework for approval and provide the relevant Service Chief or Branch Head with the drafts of any publication or transmission.

IMAGERY CAPTURE POLICY (DLS ENDORSED)

DPA captures imagery for publicity and promotional purposes, and that collection must be in accordance with the Privacy Act 2020. The Act applies where the NZDF holds personally identifiable information about both New Zealanders and non-New Zealand citizens (i.e. members of the public in countries where the NZDF is operating or exercising).

While photography and videography in public is lawful, and there is no legal requirement to obtain consent from a person before taking photos of them, there are reputational and moral standards for the NZDF which DPA staff must remain mindful of. As such, the following is to be conducted:

- Any DPA staff member capturing imagery is to be identifiable as such – through the use of unit patches, branded clothing, and hi-vis vests – to put those present on notice of the purpose for which imagery is being captured, and to allow people the opportunity to withdraw their implied consent if they do not wish to have their image captured.
- Where practical in the circumstances, DPA will proactively seek the consent of members of the public or make those at an activity aware of imagery collection by:
 - Including an advisory section within documents such as OPORD Annex F's, invitations, and indemnity forms;
 - Communicating to staff via the chain of command; and
 - Placing signs at the entrances of locations where DPA will be operating.
 - If a member of the public requests that their image not be taken, or to have imagery they appear in deleted, DPA staff are to comply with this request.

Where consent to capture imagery of civilians in public is not practical, it should be considered whether that person has a reasonable expectation of privacy (typically in public, there will not be such an expectation of privacy). In some circumstances however, even when a civilian is in public and would normally not have an expectation of privacy, there may be additional factors that make the scenario sensitive and indicate that DPA staff should not be capturing imagery (i.e. if someone is injured or in distress, or if there are children involved). These additional factors will depend on the circumstances, and a commonsense approach should apply.

If in doubt, DPA staff should proactively obtain consent from members of the public before proceeding.

HARMFUL DIGITAL COMMUNICATIONS ACT 2015 (DLS ADVICE)

The NZ case of *Murray v Wishart 2014* determined that an online content host (for example, a Facebook page owner) could not be held liable for third-party comments unless they held **actual knowledge that they were defamatory** and **failed to take them down**.

Since the *Murray* decision, NZ Parliament has introduced the Harmful Digital Communications Act 2015 (HDCA). Under s 24 of this Act, online content hosts have civil and criminal immunity in relation to statements posted on their platforms by third-parties provided that:

- If they receive a complaint, the statement's author is informed within 48 hours and;
- If they are unable to contact the author, or they receive no reply, they take down or disable the content as soon as practicable but no later than 48 hours after receiving the complaint.

The *Voller* decision from Australia differs from the NZ approach and does not impact our social media management. The *Voller* decision essentially found that media companies were liable for third-party Facebook user comments for the purposes of defamation law. However, the Australian approach differs from the NZ approach. There is the potential for the *Voller* decision to impact the NZ position in the future. However, as it stands it is likely that the NZDF would only be liable where it could be demonstrated that we had knowledge that a site owned by the NZDF (e.g. an NZDF Facebook page) had defamatory content (e.g. Facebook users posting defamatory comments under NZDF posts) and failed to take it down/ follow the action required under the HDCA.

Although the *Voller* decision does not apply, it is recommend that DPA staff consider exercising caution when it comes to posts or content which may encourage third-parties to post potentially defamatory comments or content IOT to avoid the NZDF appearing to facilitate this behaviour; and complying with s 24 of the HDCA (as above) should such comments or content appear on NZDF owned sites (e.g. NZDF Facebook pages).



DPA IMAGERY: GUIDELINES FOR MASK WEARING

REF: NZDF 1000/DCG/1 DDPa Minute 16/2021, Imagery: Guidelines for Mask Wearing dated 08 Nov 21

1. These guidelines provides guidelines for the expected wearing of masks for images to be published by DPA, particularly on social media. DPA communications leads for activities may use this minute to communicate expectations with activity points of contact as part of activity planning, ahead of activities taking place and imagery being captured.
2. These guidelines are not intended to dictate to NZDF organisations whether personnel involved in their activities need have masks worn or not. Rather, these guidelines are to promote consistency in the images that are published. This is to mitigate unnecessary negative commentary such as questions as to why some personnel in an image have an mask, while others do not or why some images have personnel with masks while other images of similar activities have personnel without masks.
3. Images for social media should show masks worn or not worn consistently as follows, with variances only by exception:
 - a. If masks are worn, they must cover the mouth and nose.
 - b. Masks on in indoor settings except when both sitting and eating/drinking.
 - c. Masks on in outdoor settings except where personnel are physically distanced.
 - d. Masks off when personnel are engaged in physical activity (including hakas).
 - e. For personnel at sea – masks on until COVID-19 test results are received to confirm all aboard are negative, at which point masks off.
 - f. For Op Protect: MIQ – no beards where masks are worn.
 - g. Non-NZDF personnel are to be strongly encouraged to wear masks if NZDF personnel are doing so.
4. If personnel involved in an activity are not conforming with the above guidelines, imagery may still be collected for use for other mediums, where appropriate.
5. In addition to images collected for social media, if external media are present and capturing imagery, the above guidelines are strongly encouraged.

DFI 7.2 – OFFICIAL INFORMATION

DFI 7.2 contains a range of information relevant to the work of DPA – most notably Part 2, Chapter 4 – Contact with the Media and Communicating in Public. This includes policy on:

- Contact with the news media
- Speaking in public
- Communicating online and through social media (including Annex 2-A Instructions for the Use of Social Media)
- Contact with Members of Parliament
- Request for comment from suppliers

DEFENCE PUBLIC AFFAIRS

ADMINISTRATION AND LOGISTICS

Administration and Logistics

This section of the directive details administrative and logistics arrangements specific to DPA, but within the context of NZDF policy where applicable.

It covers:

- Travel management
- Device management
- Vehicle usage
- Equipment management
- Dress requirements

Additional information on these topics can be found in the relevant NZDF policies.

A further useful resource for these topics is the NZDF Induction Booklet for Civilian Staff.

TRAVEL MANAGEMENT

REF CDF DIRECTIVE 28/2020

Key points as follows:

- The purpose for travel is to be stated in the booking (e.g activity at "A" and not the need to be in "A").
- Travel requests that are less than 21 days before the date of travel, must state why the 21 day lead time has not been met and why the travel is required to meet work objectives. 1 up approval is required (annex A, para 1b).
- Travel is only to be approved for the minimum number of people who are critical to the achievement of the engagement and activity outcomes and for the necessary duration allocated (para 14).
- Pers are not to use an NZDF or personal credit card to book travel other than in emergencies or where they have prior approval. A late notice booking as a result of poor planning does not represent an emergency (para 21d).
- Any type of flexi-fare is to be approved only where it offers the cheapest overall trip cost or where there is a likely chance that travel plans will change and it is not possible/practical to defer booking. The reason for requiring flexi-fares requires 1-Up approval and is to be recorded on the approval for accountability and audit purposes (annex A, para 1c).
- Members of the NZDF are not to request specific flights, routes, seats and/or class (annex A, para 1e).
- Wherever possible, NZDF pers are to utilise NZDF base and camp accommodation, and hotels/motels/Airbnb should only be used where there is no practical alternative (annex A, para 1h).

DEVICE MANAGEMENT

- All iPhones, iPads and laptops with data cards incur a monthly leasing charge and a monthly data usage charge. Data usage and calls are to be justifiable use of government equipment and funds.
- Laptops without data cards do not incur a monthly charge.
- All DPA pers that have NZDF issued devices are expected to exercise reasonable care and attention of the device to minimise the risk of damage to the device.
- Type of device – standard NZDF laptops are the default type of laptop for DPA staff. Staff who use Adobe Creative Suite (Creative Team and Digital and Marketing Team) may be provided Macbooks rather than standard laptops.
- Number of devices – staff will only be provided one device (iPad or laptop) additional to a NZDF provided phone. The exception to this is if old devices that would otherwise be disposed are available, they may be provided to staff as a second additional device.
- SIM/mobile connectivity – laptops/iPads are only to be provided with mobile connectivity and have that connectivity maintained if they regularly work in a location without wifi or if there is no cost savings to be made by disconnecting the connection.
- Device age – devices that have been in operation for greater than 3 years are to be prioritised for replacement.

VEHICLE USAGE

REF DFO Volume 2 Defence Force Orders for Movements: Land Transport DFO Volume 2

Drivers are responsible for any NZDF vehicle in their care and may be liable not only for damage they cause, but also for any damage they wilfully or negligently permit to be done by another person.

When an NZDF driver is involved in a vehicle incident, the driver is to undertake action and reporting requirements specified in the Drivers Orders at Annex C to chapter 11 of DFO Volume 2. These requirements include:

- Advise by quickest means the driver's 1-up or nearest HQ and request that information be passed to the NZDF MP and NZ Police within 24 hours of the incident occurring.
- Make no admission of liability and express no opinion that may be interpreted as an admission of blame on the part of the NZDF, but provide the respective NZDF MP and NZ Police such facts and information as they require.
- Complete as far as practical an MD1302 which is carried within the vehicle, ensuring that you obtain the name, address and vehicle registration number of any third party.
- If required, arrange for recovery of the NZDF vehicle back to the owner unit.
- On return to the unit, report to the VICRS submitter and assist in the completion of the report.

If it is a rental vehicle, then the same processes apply, as well as completing the vehicle incident documentation provided by the rental company, with the addition that a copy of the rental agreement is so be attached to the NZDF documentation.

EQUIPMENT MANAGEMENT

Photography Standing orders

- Each photographer/videographer is responsible for maintaining the serviceability of their issued personal kit at all times.
- In addition to personal kits a range of pool items are available for specialist use. To ensure that these items are always available for use, pool equipment is to be cleaned on completion of task, prior to being returned to the camera store.
- All breakages, defects, or losses are to be immediately reported to Photography/Video Manager for remedial action.
- The Photography/Video Manager is responsible for giving direction on what action will be taken and, if necessary where to send the damaged item.

DRESS REQUIREMENTS

For personal based at HQ NZDF:

REF DFI 0.2 HQ NZDF Standing Orders

- Dress codes encourage people to dress in a manner that is appropriate to their responsibilities in the workplace and to enhance the reputation of the organisation. HQ NZDF is the executive headquarters of the Defence Force and as such a standard of dress and bearing is expected that is commensurate with this status (para 1.5.18a).
- Uniform. Combat orders of dress such as MCU or solid blue working dress is not to be worn in HQ NZDF unless there is an intent to undertake training or visit a camp/base/ship where this is appropriate (para 1.5.18a) An exception to this has been granted for photographers based in HQ NZDF (ref 20200803 DPA Minute: Request for uniform exemption for PHOTOSP posted or seconded to HQ NZDF).
- The standard for civilian clothing is business attire. For males this is defined as business suit, or sports coat or jacket and trousers, with long or short sleeved shirt or jersey. For females and equivalent standard of dress applies (para 1.5.18c).
- Casual/dress down Friday. On Fridays the standard is civilian dress is relaxed to business casual unless programmed engagements dictate otherwise. For males business casual includes the wearing the of chino style pants coupled with a long or short sleeved shirt or a polo top. For females the equivalent applies. Jeans do not meet the standard of business casual (para 1.5.18d).

DEFENCE PUBLIC AFFAIRS

COMMAND AND COMMUNICATIONS

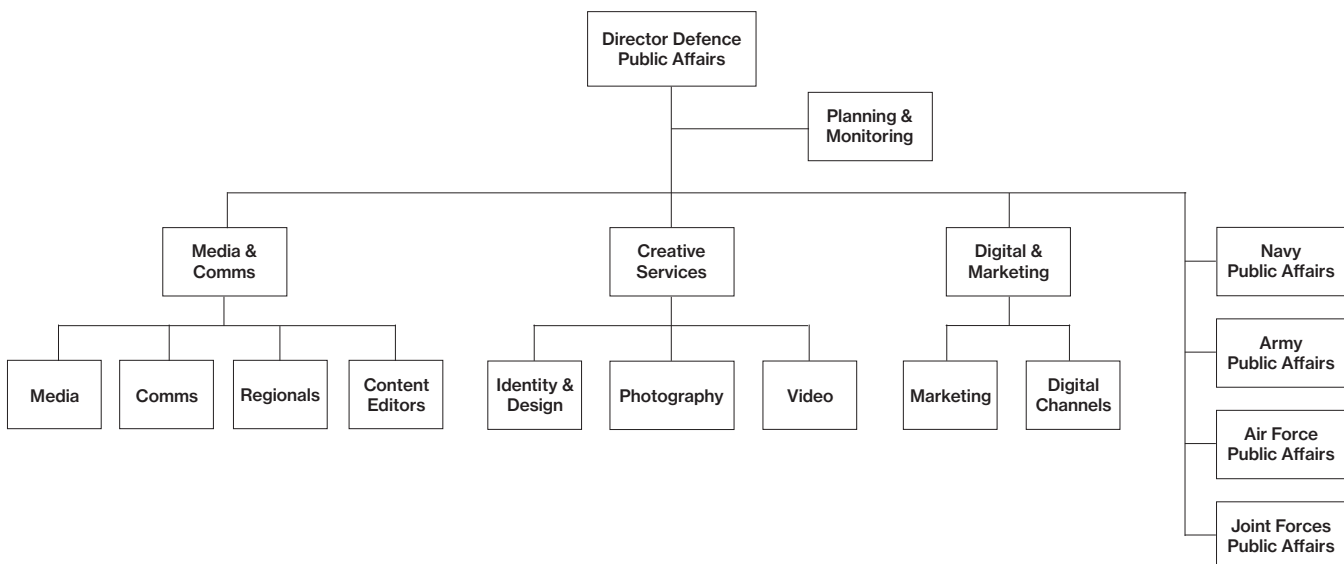
Command and Communications

This section of the directive details command and communications arrangements for DPA.

It covers:

- Organisational Structure
- Support Arrangements
- DPA Snapshot
- DPA internal communication and collaboration tool guidance
- Commander's Critical Information Requirements (CCIR)

DPA ORGANISATIONAL STRUCTURE



SUPPORT ARRANGEMENTS

In addition to the management lines shown on the organisational structure, a number of DPA roles have enduring support relationships with parts of the NZDF.

For the Service teams (PAM/PAO) and HQ JFNZ PAC the appropriate support arrangement using NZDF terminology is direct support. Direct support in this context is defined as 'the support provided by designated DPA staff not under the command of the Service/HQ JFNZ, but required to give priority of support required by that Service/HQ JFNZ'.

For regional communications advisors and the HQ DJIATF PAO the appropriate support arrangement using NZDF terminology is "in support of". In support of in this context is defined as 'the support provided to formations/camps/bases while remaining within the existing organisational structure'.

SNAPSHOT

The DPA weekly Snapshot provides the opportunity to provide awareness across all DPA staff members of priority work effort across DPA.

While all managers and key appointment holders are required to contribute weekly, all DPA staff are welcome to make contributions to Snapshot.

Staff members making submissions are to provide their content to digitalchannels@nzdf.mil.nz by 1200 Monday each week.

DPA INTERNAL COMMUNICATION AND COLLABORATION TOOL GUIDANCE

	monday.com	MS Teams	DDMS (internal) Dropbox (external)	DIXS email (internal) Gmail (external)	Telephone
Purpose	Internal discussions for PA projects	General discussions, unit-wide notifications	Co-creation/editing	External (outside DPA) communication	Time sensitive one-to-one conversations
Type of Comms	Actionable tasks, reference material	Requests or questions not related to a specific project	Shared documents, and reference material (ie PA plans/example photos/videos/design, mood boards, etc)	Conversations with people outside the unit, ie POCs, clients, media	Urgent or important information in short form
Appropriate for	Project updates, individual tasks	Unit comms, reminders, targeted announcements	Plans, proposal, drafts, scripts, copy	Clients, other agencies	CCIR, occasions requiring immediate acknowledgement approval, action, or guidance
Examples	Work and project tracking, project updates	Outages, location/meeting room changes, running late, casual or fun conversations	Public affairs plans, presentations decks, service magazine stories	Communicating and liaising with POCs, clients, vendors, etc, approvals and clearances	Informing key staff of critical incidents, after hours contact alerting others to information sent via email

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR)

CCIRs are events for which commanders/managers are to be informed of at the earliest opportunity.

Team

- Event resulting to significant injury to DPA staff member.
- Event in which DPA staff member is subjected to inappropriate behaviour.
- Event involving DPA staff member in which significant damage to valuable equipment occurs.

Public Affairs

- Event which is likely to require NZDF senior leader (2*) endorsed response.



Alistair Mitchell

Lieutenant Colonel

Director Defence Public Affairs

9 December 2021

DEFENCE PUBLIC AFFAIRS

ENCLOSURE: TIPS AND TRICKS

Enclosure: Tips and Tricks

This enclosure covers tips and tricks related to:

- Short-notice deployments
- Planned overseas events and situations

SHORT-NOTICE DEPLOYMENTS

- Collectively monitor potential events – share information across affected DPA staff.
- Confirm which DPA staff are deploying and which are involved from home locations early.
- Confirm C2 arrangements for deployed staff – who they will report to and who will look out for any administrative needs.
- Aim to have imagery (potentially photo and video), PAO and writing functions in the deployed team – characterise as gold/silver/bronze options or similar.
- Consider taking the opportunity to lean in vs not being a burden on the deployed force element and also having capacity to gather information/imagery and process it for distribution.
- For NZ responses – arrange vehicles as the earliest opportunity.
- Establish good working relationships with those deployed and those supporting the deployment.
- Connect deploying DPA staff to unit PDT if applicable.
- Establish a 'chat' channel for those involved.
- Connect with deploying forces early and have key staff join their comms chats if possible.
- Establish a routine for team catch-ups e.g. twice daily. Consider both those intimately involved and a wider group around them.
- Determine objectives/priority aspects of 'the story and develop a shot-list to match.
- Consider a routine for issuing public information – e.g. daily brief.
- Determine rest plan within the routine early then monitor.
- Determine plan to 'check-in' on deployed staff.
- Confirm information and approval flows with other government agencies and relevant Minister's offices.
- Deployed staff connect with other organisation public affairs staff early.
- Maintain balance with media releases, owned external channels (especially website/social media coverage) and internal communications.
- Use existing clearance and approval processes as much as possible. Only diverge with good reasons to do so. Confirm imagery clearance authorities specific to the activity early.
- Staff that are around the activity but not in the centre – lean in, but be comfortable with being told that those involved are happy to manage it.

PLANNED OVERSEAS EVENTS AND SITUATIONS (E.G. COMMEMORATIONS, EXERCISES, INVICTUS GAMES)

Planning

- Plan everything ahead of time.
- Discuss with social media and media teams the opportunities and themes for posts prior to departing. Before you leave NZ write an agreed schedule in the PA plan of when content is required and when it will be delivered. This will need to be flexible and things can change and what may have looked like a good idea isn't one in the cold light of day.
- Engage with the media who are attending before you leave. Pitch angles prior to departure.
- Pre-write posts, media advisories and releases etc before you leave home. You can add colour and additional detail to them when the event happens.
- You do not want to be starting from scratch writing PRs when overseas. There will be times when you are sitting in a bus, or under a tree in a cemetery on the Gallipoli Peninsula at 3am trying to send content back to NZ. Don't rely on connectivity. It can take hours to download images in remote locations and send to NZ.
- Don't be afraid to turn things off if they are not going to work. Constantly look for story and photo opportunities to fill gaps.
- Do your hometown interviews on the aircraft, at the airport and in the down times before deploying. You have hours on an aircraft, write the stories then to get ahead of the game.

Relationships and team work

- Use any pre deployment gatherings to build relationships with the contingent and seek out interesting back stories. You are an important part of the team and need to know what is going on. Inject yourself into the process, help with veterans, catafalque guard needs, intel etc.
- Work closely with your photographer. You need to be on the same page and thinking as one unit. Have adjoining rooms if necessary as you will need to work into the night sometimes. Talk through the next day's tasks and expectations. Be creative with ideas. Take photos with your phone too. Sometimes you will be in different places and see different things. The photographer has specific things they need to capture, you have more leeway. Capture authentic moments with your phone – impromptu haka, waiata, songs on the bus, and interactions with the public/children. These are all gold and show the human side.
- It's long days and when the other people in the contingent have stopped that is normally when you are working. Eat when you can.
- Gears before beers. The more you do before you go the better prepared you are and the more opportunities you have to enjoy the environment and the event.
- Make sure your photographer/videographer/social team is fed and watered. They are precious to you to get the content out. You need to be a strong, cohesive team.

Public Affairs Kit essentials

- Laptop, iPad, mobile phone, multiple chargers, power pack. Multi box to plug everything in to.
- Multi adapter plugs, and USB plugs.
- Thermal travel mug, ear plugs, beanie, cap, gloves that you can use your phone with.
- Anything merino and everything to wear if going to cold places.
- Headscarf (for women). This will come in handy more times than you think.
- First aid kit basic inc anti histamines and broad spectrum antibiotics. Personal items inc meds. Hair defrizz oil works on squeaky doors btw.
- Passport for anything leaving NZ, even it is via ship.
- Safety equipment e.g. hearing protection (especially for helo ops).