

OIA-2015-2342

29 October 2015

**Valerie Morse**

fyi-request-3245-7e8a4ade@requests.fyi.org.nz

Dear Ms Morse,

I refer to your email of 14 October 2015 requesting, under the Official Information Act 1982 (OIA), a job description for a New Zealand Defence Force-appointed Industry Relationship Manager, *a list of meetings that the person in this role has had with members of the defence industry since coming into the role including the dates & company names, and if the NZDF employs other people in this role.*

I enclose the Position Description for the role. Please note that the Relationship Manager's primary role is to engage with all companies that may assist the New Zealand Defence Force (NZDF) in fulfilling its duties. This is because New Zealand is not large enough to have a "defence industry" as that term is likely to be understood in Europe or North America.

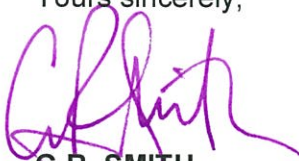
Before seeking tenders, the NZDF may engage with companies to become a better-informed customer for goods and services: under government sourcing rules, the NZDF is obliged to seek the best value for public funds, and the goods and services that best meet the NZDF's needs. Those two criteria may or may not be met by members of the New Zealand Defence Industry Association, but membership or non-membership of that organisation is not recorded by the NZDF. I am therefore unable to respond to that part of your request in which you asked for a list of meetings that the Relationship Manager may have attended with "defence industry representatives".

Rather, the Manager has communicated with a range of national and international companies, ranging in size from small to medium-sized enterprises to large multi-national companies, and with commercial advisory groups (e.g., Chambers of Commerce), government departments, other government entities and other stakeholders.

The NZDF employs one other industry relationship specialist who operates in a different business environment and under a different Position Description.

I trust this satisfies your request for information.

Yours sincerely,



**G.R. SMITH**  
Commodore, RNZN  
Chief of Staff HQNZDF

## Position Description – Civilian Manager SM 1-2 (Lead Integrated Capability)

<b>Position</b>	Defence – Business Relationship Manager
<b>Position number</b>	TBC - HQ Defence Logistics Command – TBC – Defence – Business Relationship Manager (DBRM)
<b>Unit</b>	Headquarters, Defence Logistics Command
<b>Location</b>	RNZAF Base Whenuapai, Auckland
<b>Reports to</b>	Commander Logistics (COMLOG)
<b>Direct reports</b>	Nil
<b>Rank</b>	
<b>Security clearance</b>	
<b>Date completed</b>	2 March 2015

### About the New Zealand Defence Force

Every hour of every day, 365 days of the year, the New Zealand Defence Force is contributing to the defence, security and well-being of Aotearoa / New Zealand. As a modern, professional military, it is our goal to maintain well trained, equipped and disciplined armed forces that can react to crisis at short notice. Therefore we lead, train and equip our sailors, soldiers and airmen and women for action in the most demanding environments, so they are ready and able to protect New Zealand's interests.

Although we are prepared for combat, our technical skills, professional training, and high-end military equipment lend versatility to a range of security and humanitarian tasks. Our Defence Force is constantly working in partnership with many other government agencies, helping people and protecting our territory and our oceans. We are also striving as a Defence Force to work smarter and it is our purpose to continuously find ways to be better at what we do.

As the nature of combat and our other roles change, we are adapting and planning for the future. All of this is a collective effort, and together we, as members of the Regular Forces, Reserve Forces and Civil Staff – are greater than the sum of our individual parts. **Together we are a Force for New Zealand.**

### Unit Purpose

Defence Logistics Command (DLC) supports the NZDF by providing logistics (maintenance, repair and overhaul (MRO)), most supply chain and warehousing operations (SCWO), commercial services

and shared services to the Services and HQ Joint Forces NZ. The DLC support role is summarised by “*feed, fuel, fix, arm, move, procure, pay*”. DLC provides logistics policy and advice internally to the NZDF and externally to NZDF’s stakeholders on a whole of government (WoG) basis. DLC is responsible for multi-national logistics policy and implementation through a series of bi-lateral and multilateral agreements and forums. DLC is both a customer and supplier of goods and services provided by NZ and international industry.

### Position Purpose

The Defence – Business Relationship Manager (DBRM) is Defence’s conduit to NZ and global business for the provision of minor capabilities (<15.0M whole of life costs (WOLC)) and other goods and services that the NZDF needs to function, grow and develop. The position is responsible for orchestrating and coordinating business support to and from Defence, providing advice to business on how to deal with Defence and acting as a ‘single point of entry’ for Defence’s industry, business and supplier relations. The position contributes directly to the “*Partnering For Greater Effect*” line of operation.

### Key Activities

Major Area of Work	Deliverables/Outcomes
<p><b>Primary Objectives</b></p>	<p><b>External</b></p> <ul style="list-style-type: none"> <li>• Advise, promote and facilitate business development within current and potential the supply chain to NZDF</li> <li>• Develop and implement business and training programmes that meet the needs of the Defence capability and procurement staff and NZ and international defence suppliers.</li> <li>• Champion strong working relationships with key business groups within the defence market. Including but not exclusive to business associations, retail trading groups, chambers of commerce and defence coalitions/clusters.</li> <li>• Liaise with key agencies including local bodies and regional councils to deliver and enhance services to and from local business communities.</li> <li>• Work across key business groups, central and local government departments and agencies to undertake marketing, business development, research and development and promotional activities.</li> </ul> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Contribute to Defence’s organisational and business change to achieve the Defence’s strategic objectives.</li> <li>• Advise on the development of and implementation of the Defence’s NZDF commercial strategy to keep pace with internal and external drivers (the contemporary environment).</li> <li>• Advise Defence of observable market trends.</li> <li>• Investigate strategic opportunities for new, business</li> </ul>

	developments that will deliver tangible operational efficiencies for Defence.
<b>Scope of Activity</b>	<p><b>External</b></p> <ul style="list-style-type: none"> <li>• Identify, foster and build relationships with businesses engaged or wishing to engage with NZDF to improve ease of engagement with NZDF.</li> <li>• Maintain relationships through company visits, communication channels (website updates, regular newsletters, social media), attendance and presentations at appropriate group /regional industry group events and collaborative marketing opportunities with other government agencies and prime contractors.</li> <li>• Act as “one point of entry” for NZDF business enquiries, requests and complaints, ensuring that they shared with the appropriate areas within NZDF and responded to in a timely, accurate and appropriate manner. Including the setting up of appointments with NZDF personnel as required.</li> <li>• Identify training and development needs of all Defence business sectors and in conjunction with the Defence Logistics Command (DLC), develop and implement these training programmes, evaluating the effectiveness of each programme.</li> <li>• Champion strong working relationships with NZ Inc stakeholders, local government agencies, industry coalitions and business associations to achieve the “<i>Partnering for Greater Effect</i>” line of operation.</li> <li>• Identify opportunities to foster alliances and partnerships between Defence and industry, and between industry.</li> <li>• Identify opportunities for joint defence and business visits, secondments, exchanges and workshops to grow and develop Defence’s engagement with business.</li> <li>• Act as NZDF liaison and manage formal engagement with NZDF personnel at domestic and international Defence business events</li> </ul> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Build relationships with NZDF across functional areas to provide accurate, informative and timely updates from and for industry, ensuring strong internal alignment around key NZDF deliverables.</li> <li>• Provide input into the development of marketing collateral and promotional activities, in regard to business engagement with NZDF, ensuring that they are appropriate, innovative and effective.</li> <li>• Work closely with MOD Business Relationship Manager and the External Relationship Manager (Cap Branch) to provide consistency of message, an informed and “joined up” approach internally and externally.</li> <li>• Develop an understanding of the current performance of defence industry, future trends and issues, make recommendations on strategies Defence may introduce and implement those that are agreed.</li> <li>• Act as administrator of the Defence Business/Industry website that provides a single point of entry for enquiries, procurement plans and processes, updates on upcoming contracts/tenders and other pertinent information.</li> </ul>
<b>Continuous</b>	<ul style="list-style-type: none"> <li>• Contribute to the DLC Continuous Improvement and Defence Excellence plan.</li> </ul>

<b>Improvement</b>	<ul style="list-style-type: none"> <li>• Develop business and organisational change practices to ensure that Defence business engagement gains world class recognition.</li> </ul>
<b>Stakeholder Relationships</b>	<ul style="list-style-type: none"> <li>• Engage regularly and formally with internal and external stakeholder to ensure that NZDF logistics and support expectations are represented.</li> <li>• Conduct an annual survey of suppliers to Defence to gauge the level of change being achieved in working with business and highlight areas for further improvement.</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>• Ensure Defence compliance with Hazardous Substances &amp; New Organisms Act and any replacement thereto in its dealings with business.</li> <li>• Ensure Defence and business compliance with Government Rules Of Sourcing and Treasury Guidelines For Procurement.</li> </ul>