

Position Description – Civilian Grades SM1-2 (Lead Integrated Capability)

Position	Manager Financial Systems and Reporting
Unit	NZDF Finance
Location	Wellington
Reports to	Director Enterprise Finance
Direct reports	Systems Accounting (3) and Reporting Advisors and Analysts (5)
Grade	SM1

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

Our Vision

NZDF Finance's vision is to ensure the NZDF has the resources it needs to complete its core mission – keeping New Zealand safe and secure through military operations by sea, by land and in the air. As valued advisors and partners, we are recognised for being a proactive, trusted ally across the NZDF, its partners and Government. Our objective is to have a sustainable funding path for Defence and provide financial insights that enable evidence-based decisions. We are the leading finance function across New Zealand Government.

Our Purpose

The purpose of NZDF Finance is to assist the Government and NZDF to utilise resources to deliver an optimised military effect through the provision of strategic financial management services enabling integrated capability decisions. NZDF Finance indirectly supports the Output Plan by providing financial services and support to meet key decision making requirements or through the provision of specialist financial support to our business customers. Members of NZDF Finance will also contribute thoughts, ideas and observations from a multi-disciplined perspective to all levels of the NZDF to help with the formation and implementation of strategy.

Our People

Our people share common purpose and a strong personnel commitment to achieving the best outcomes for the NZDF. We value collaboration and cooperation and our unique skills and abilities complement others in our group. We engage with our colleagues and customers and enjoy achieving personally and as a team. Our people behave with integrity and are known for their skills and expertise. We are committed to working with our internal colleagues and external partners to produce excellent results. We communicate openly to ensure the efficient flow of information and knowledge.

The Enterprise Finance Team

The Enterprise function provides NZDF Finance with the ability to drive resource allocation and financial discipline across the organisation, provide consolidated insights for strategic investment decisions, and align resources with Defence-wide priorities. It also ensures that change risks are managed proactively, maintains organisational resilience, and enables continuous improvement while safeguarding service continuity during the finance transformation.

The Enterprise Finance team is responsible for leading the financial strategy and planning that supports the NZDF Strategy and is the lead for all NZDF insurance related matters. This is achieved through financial analysis of the NZDF's capability portfolio and strategic financial modelling to enable a long-term view of the NZDF's financial position.

In addition, the team provides assistance to the NZDF with costing at many levels including output, product, process and functional levels, and the provision of costing models to address strategic issues supporting regular planning and budgeting activities. This includes the team providing support and subject matter expertise on all NZDF insurance related matters.

The Enterprise Finance team key focus areas are:

- Driving resource allocation, prioritisation, and financial discipline across the organisation.
- Providing consolidated insights to enable strategic investment decisions, ensure fiscal discipline, and align resources with defence-wide priorities.
- Responsible for proactively identifying and mitigating change risks, maintaining organisational resilience, enabling process continuous improvement, and ensuring service continuity during the transition

The Financial Systems and Reporting Team (FSR)

FSR is responsible for the development, maintenance and direct operation of NZDF financial systems, ensuring a high standard of timely, accurate, integrated financial performance reporting and insights that is available to Finance, Portfolios and NZDF Governance Committees. The FSR will work closely with the ECT and Service Delivery to ensure the integrity of actuals, budgets, forecast information and supporting the ownership for all financial activities/processes that require wider finance support. The FSR is key to driving forward initiatives critical to the delivery of the NZDF Finance Strategy.

Position Purpose

The Manager Financial Systems and Reporting is responsible for the development, maintenance and direct operation of NZDF financial systems, ensuring a high standard of financial performance reporting and insights is available to the organisation, and oversight and administration of internal budgeting and forecasting processes.

The position works closely with other Finance Managers to ensure the integrity of actuals, budgets and forecast information as well as supporting cross finance processes to ensure a high standard of timely, accurate and integrated financial information is provided to those with financial management responsibility, NZDF leadership and NZDF Governance and Leadership Boards.

To enable NZDF to deliver an optimised military effect the Manager Financial Systems and Reporting participates in the strategic planning, formulation and direction of NZDF Finance providing strategic and expert input to assist NZDF Finance achieve its strategic objectives. The role is a key catalyst in driving forward initiatives critical to delivering the NZDF Finance strategy.

The Manager Financial Systems and Reporting reports directly to the Director Enterprise Finance and is responsible for setting the direction of the Systems and Reporting team, coordinating workflow, managing resource availability and training, coaching and mentoring staff members to ensure a high-quality service. This is a key senior role providing trusted, insightful and comprehensive financial service to the NZDF and its leaders.

Key Activities	
Major Area of Work	Deliverables/Outcomes
Lead Finance System Development & Administration	<ul style="list-style-type: none"> • Provides high level technical support for the administration of SAP and TM1 and manages testing and changes to core systems; • Implements system and process development for TM1 and SAP including effective change management for system dependent finance processes to deliver agreed financial reporting and budgeting benefits; • Confirms the integrity of the interface of finance systems with other NZDF systems; • Add value to the organisation by effectively leveraging the potential of the finance systems in accordance with the business needs and develops solutions that improve the efficiency and capability of core finance systems in accordance with Finance’s strategic vision; • Lead the development of financial systems to support new business initiatives and in consultation with business users, document required changes to finance systems; • Lead the development and maintenance of the applicable accounting documentation and supporting flowcharts for financial systems processes and procedures; • Lead financial systems continuous improvement initiatives including data integrity, enhancing the ability to extract insightful information from financial systems and enhancement of reporting tools.
Lead Finance Performance Reporting	<ul style="list-style-type: none"> • Lead performance reporting design and work with the wider Finance Team and key stakeholders to deliver quality financial and analytical insights in the financial information provided; • Ensure reports focus on both the balance and operating statements, as required so that a complete NZDF financial system approach can be provided; • Develop reporting that utilises both financial and non-financial information to fully inform stakeholders has to key financial performance metrics, drivers, trends and full year impacts; • Develop and promulgate the NZDF Finance performance reporting guidelines to ensure compliance and consistency; • Complete the consolidation to NZDF-level of all financial performance reporting exercises, including in-year to multi-year plans; working effectively with the wider Finance team to continue to drive integration; • Ensure all reports focus on the future state, informed by the current state and variances are able to be quantified against deviations from plans.

	<ul style="list-style-type: none"> • Provide insights at an NZDF Leadership level to ensure and support robust decision making; • Work with the Financial Controller to continuously improve the accuracy and timeliness of financial reporting activities;
Leadership	<ul style="list-style-type: none"> • Be a role model for positive behaviours and NZDF values; • Lead the continuous improvement of Finance Performance team service offering through the development of initiatives and work programmes with supporting measurement and monitoring mechanisms; • Provide direction and priority, ensuring correct allocation and optimisation of resources to realise required outcomes, deliver on programmes and projects and ensure benefits are achieved; • Generate and sustain appropriate levels of staff capability in order to deliver agreed work plans and support team learning and development and the sharing of best practices; • Provide motivation, guidance coaching, constructive feedback and reinforce high standards with regard to performance, work quality, safety, and adherence to NZDF values; • Achieve and maintain strong working relationships with senior internal customers and other key enabler stakeholders (e.g. workforce planning); • Foster dialogue and two-way communication to promote cross finance and organisation understanding of the NZDF financial picture; • Balance the workload across the team including advising the Director Finance Service Delivery as to prioritisation and resourcing; • Monitor and assess team performance to ensure that financial reporting and advice is meeting internal customer needs; • Develop and lead initiatives with the Finance Manager Service Delivery and Finance Manager Business Partners to build cross team resilience in the delivery to customers effective finance business partnering.
Compliance	<ul style="list-style-type: none"> • Ensures compliance with legal, regulatory and professional standards in business transaction processing, recording, and reporting; • Ensure timely preparation of reliable financial reports and statements for internal and external information users.
Business Planning and Delivery	<ul style="list-style-type: none"> • Lead and coordinate Finance Performance Reporting support and input into the delivery of budgeting and forecasting processes; • Promote and drive the integration of financial advice, budgeting and forecasting with key interdependent activities including capital budgeting, capability costing and personnel modelling. • Coordinate and consolidate work alongside the organisation to understand and reflect on monthly financial performance so as to inform future looking reporting on financial implications and decision making requirements
Strategic Support	<ul style="list-style-type: none"> • Understand relevant Government policy and NZDF’s strategic direction and ensure these are promulgated across the Finance Performance Reporting team; • Ensure NZDF Leadership and Portfolios are provided with high quality strategic financial information to enable them to make well-informed decisions by working to: <ul style="list-style-type: none"> ○ Understand customer needs and consult, challenge and advise customers on strategic financial information requirements; ○ Drive integrated financial reporting across organisational functions and Output and Capital expenditure areas ○ Deliver accurate top down forecasting to inform in year portfolio and organisational decision making ○ Participate and contribute to strategic budget and future year planning in order to positively influence long-term financial sustainability

	<ul style="list-style-type: none"> ○ Enable information integration into the long-term planning process to inform future funding requirements.
Staff Management	<ul style="list-style-type: none"> ● Responsible for the effective management of staff performance ● Manage the development of team members and ensure compliance with NZDF's Plan Develop Perform (PDP) framework and performance requirements ● Motivate and coach team members to deliver high quality services in a manner consistent with NZDF Finance strategic objectives
Business Governance	<ul style="list-style-type: none"> ● Drive the provision of financial information and reporting to enable strategic insights and management across NZDF; ● Provide specialist input pertaining to financial risk matters and liaise with wider finance function; ● Understand inherent risk implications of portfolio accounting and the associated accounting implications thereof.
Other responsibilities	<ul style="list-style-type: none"> ● Represent the NZDF/Finance on relevant internal and external forums/committees as required; ● Identify opportunities for, initiate and lead, or participate in business improvement projects; ● Coach and/or mentor other team members; ● Provide finance led and supported responses to Parliamentary Questions and other Official Information requests in a timely fashion; ● Coordinate and manage input and review of finance led and supported FADTC, OIA, Parliamentary Questions and similar processes and requirements as required and in a timely fashion; ● Other tasks as skilled and/or qualified to perform.

Key Working Relationships

Internal	<ul style="list-style-type: none"> ● Finance ● Portfolio customers and staff ● Senior commanders, managers and staff ● NZDF governance committees and forums ● NZDF Communications Information Systems Branch managers ● NZDF People Capability managers
External	<ul style="list-style-type: none"> ● External consultants ● Vendor Support Groups ● Audit New Zealand ● The Treasury ● Ministers Office ● Ministry of Defence ● Other government departments and agencies

Financial Delegations

- Relevant financial delegations as provided by the CFO.

Decision Making Authority

Key decisions able to be made within your delegated authorities:

- Civilian staff management delegations as per DFO 3.

Personal Specifications

To succeed in the position you must have the following:

<p>Knowledge and Skills</p>	<ul style="list-style-type: none"> • Extensive knowledge and understanding of best practices in information systems administration and management. • Highly developed and in depth knowledge of financial management in a complex Public Sector or Corporate environment • Strong leadership skills with a proven ability to influence and persuade others outside of formal reporting lines • Strong business & commercial acumen and good understanding of modern business management and financial analysis techniques • Strong skills and understanding of governance practices • Excellent communication skills, both written and oral, to suit experts and non-financial audiences. • Proven ability to pitch information at the appropriate level to facilitate efficient decision-making • High level of intellectual and analytical ability with experience in applying analytical methods to complex issues • Highly effective planning and organisational skills, including time management and prioritising work in a complex work environment • Knowledge of financial public sector structures, processes and the legislative and regulatory environment • Comprehensive understanding of the NZDF organisation, its business, its roles, structures and command chains, and the political, social, cultural and economic environment it operates in. • Extensive knowledge and understanding of management accounting and financial management principles and practices. • High level of computer literacy with spread sheets, word processing and data management software including Microsoft suite of products (Excel, Word, PowerPoint) and an ERP package.
<p>Experience Level</p>	<ul style="list-style-type: none"> • Extensive practical experience in a leadership finance/accounting role in a large organisation, requiring regular interaction with senior management, with supervisory experience essential (at least 10 years indicated) • Experience in leading and influencing organisational change management • Proven experience at developing and maintaining successful and productive relationships at executive management level and across a broad range of stakeholders • Extensive and comprehensive experience in, and knowledge of, financial reporting and systems • Experience in management of finance/accounting teams and associated portfolios of work.
<p>Qualifications and Courses</p>	<ul style="list-style-type: none"> • Qualified to Chartered Accountant or an equivalent international standard.
<p>Specific Job Requirements</p>	<ul style="list-style-type: none"> • Ability to obtain and maintain the required level of security clearance. • Ability to travel at least monthly, including overnight.

NZDF Defence Professional Development Framework (DPDF) – the over-arching holistic framework for the progressive and ongoing development of successful personnel.

The following Behavioural Competencies are required to be exhibited at Civilian Grades SM1-2 (Lead Integrated Capability):

DPDF Foundation Components	<p>Live the Ethos and Values</p> <p>The NZDF values are at the heart of what the NZDF does. Strong values are prioritised, defended and something individuals least want to sacrifice. Values influence goals and form the touchstone for decision making. Internalising these values, modelling them, and instilling them in the everyday lives of the people within the workplace is a core responsibility of NZDF members. There are three key components within Live the Ethos and Values:</p> <ul style="list-style-type: none"> • Model the NZDF Ethos and Values 24/7. • Model Self Awareness and Self Control. • Respond with Courage and Integrity to Ethically Challenging Environments.
	<p>Leadership</p> <p>Leaders at this level succeed by letting go of running ‘one business’ to now succeed indirectly by managing and developing integrated capabilities and systems. They manage the inherent ambiguity, complexity and uncertainty of achievement. They are also skilled at evaluating strategy in order to allocate assets for the longer term, while at the same time developing capability to ensure sustainability.</p> <p>Leaders at this level develop their Lead Capability leaders to think long term and work effectively with the conflicts inherent at their level. They also work cooperatively with peers in senior leadership teams, and establish and leverage networks across government, wider national and international communities. They balance competing demands and facilitate collaboration between stakeholders within and outside of the NZDF.</p> <p>Leaders at this level fulfil an important symbolic role, developing the morale and wellbeing of the NZDF, rewarding high standards and discouraging mediocrity.</p>
	<p>Professional Expertise</p> <p>The third component making up the DPDF foundation is Professional Expertise - the ongoing development of NZDF personnel to enable them to become effective, adaptable, innovative and knowledgeable in an ever changing global environment. Professional Expertise is achieved through training, education, practical ‘on-the-job’ experience, coaching and mentoring, assessment and self-development.</p>
Live the Ethos and Values	<ul style="list-style-type: none"> • Promotes the NZDF Ethos and Values in the wider society and monitors the behaviour of NZDF personnel to ensure they are being consistently applied. • Takes action when Government policy or the national or international context is, or has the potential to, compromise NZDF ethos and values. • Actively seeks and listens to unvarnished feedback from those below about current capability and morale. • Provides honest, balanced organisational status reports upwards. • Debriefs organisational errors to ensure that the NZDF ethos and values are embedded in the frameworks that underpin organisational decision-making processes and reviews of organisational issues.
Leadership	<p>Think Smart</p> <ul style="list-style-type: none"> • Effectively lays out the threads of ambiguous and complex situations in a manner that creates insight and synchronises organisational systems and decisions. • Initiates and drives scenario discussions and planning that shapes the NZDF’s future operating concept (15 and 20 years out). • Reviews problems using multiple perspectives, appropriate conceptual modelling skills and knowledge of how human bias can manipulate information.

	<ul style="list-style-type: none"> • Makes prompt decisions in context of the whole NZDF, taking into account potential future impact (10-20 years out) and impact on the environment in which it operates (political and social). • Balances focus on current operational commitments with actions to build future, long-term capability. • Has a realistic situational awareness that reflects an appreciation across and down through the NZDF, and of the national and international context. <p>Influence Others</p> <ul style="list-style-type: none"> • Proactively models and encourages collaboration amongst peer leaders across the NZDF. • Initiates and maintains a broad range of relationships with key agencies and influencers outside of, but relevant to, the NZDF. • Regularly seeks out, listens to and integrates feedback from relevant parties about the 'real' state of systems under their leadership, particularly when they are under pressure. • Realistically manages expectations with regard to the commitments NZDF can make at the national and international level. • Uses networks and relationships to good effect, influencing and shaping perceptions to support NZDF strategic goals and positioning NZDF as a valued relationship partner.
	<ul style="list-style-type: none"> • Participates in relevant professional networks, bringing insight and knowledge gained to bear on relevant NZDF issues. • Effectively manages competing interests to synchronise and focus efforts on NZDF strategic goals. <p>Develop Teams</p> <ul style="list-style-type: none"> • Articulates and remains committed to a clear sense of purpose and measures of success that are aligned with the NZDF strategic plan and goals. • Aligns the focus and outputs of teams under their leadership with NZDF strategic intent and goals. • Role models effective relationships, collaboration, division of tasks and responsibilities and shared accountability within their leadership team. • Demonstrates an understanding of the opportunities and the problems subordinate leaders and teams face in the performance of their mission. • Creates opportunities for subordinate leaders to experience the environment and challenges faced at the Lead Integrated Systems level. • Dedicates time and capitalises on opportunities to develop as a team, actively reviewing and refining team performance.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Leadership</p>	<p>Develop Positive Culture</p> <ul style="list-style-type: none"> • Role models and coaches transformational leadership and draws on inspirational leaders around them. • Prioritises strategic succession planning by identifying, actively coaching, and providing developmental opportunities for talented future leaders. • Ensures that systems to monitor risk are understood and used. Ensures the context and political appetite for risk taking is well understood by those reporting to them. • Manages multiple cultures, identifies cultural obstacles, and develops strategies to remove them. • Talks to the heart of the issues that affect personnel at ground level. • Energises morale through strong identification with, and active promotion of, the NZDF culture, values and mission. • Projects confidence in the world-class nature of NZDF members and outputs. • Fronts criticism and complaints about change by deeply considering and taking personal responsibility for the need for change. Provides the organisational context that explains what must change and why. • Swift and decisive in implementing any changes and ensuring those changes are tightly aligned to NZDF's future purpose. • Makes sure subordinates understand and can identify when to take calculated risks, and accepts accountability for the risks they take. • Actively monitors and manages culture, taking action to address counter-cultural behaviours, decision-making and systems.

	<p>Mission Focus</p> <ul style="list-style-type: none"> • Contributes to and demonstrates a deep understanding of NZDF’s strategic goals, vision and how they will be achieved. • Translates strategic goals into a compelling and inspiring vision and achievable objectives and spends time communicating the vision across the organisation. • Creates the environment and aligns the infrastructure to support the implementation and achievement of the NZDF vision and goals. • Develops and demonstrates a strong awareness of NZDF’s place in NZ and internationally through reading widely and engaging with a diverse group of people and agencies. • Works to develop and focus their team’s thinking toward the long -term future. • Works to ensure subordinate leaders understand their accountabilities and are empowered to take initiative and make decisions.
Professional Expertise	<p>At this level SM1-2 members are expected to have mastered the following competencies:</p> <p>Organisational Awareness - Displays a sound understanding of the NZDF vision, goals, mission and outputs, and work to position the NZDF as a “Force for New Zealand”. They demonstrate an awareness of governance structures, systems and practices, and show an appreciation for the cultural diversity of the organisation through their interaction with others. Organisational Awareness is equally applicable in both operational and non-operational contexts.</p> <p>Resource Management - Demonstrates logical planning skills to maximise resources and efficiencies, and minimise risk. They effectively and efficiently manage work flow, maintain work standards, and use delegation to enhance individual and organisational performance.</p> <p>Personal Communication – Communicates with impact. They are articulate, displaying well-developed listening skills, questioning techniques, written communication, public speaking ability and presentation skills. They are media savvy, and communicate with dignity and diplomacy to inspire and build confidence in others.</p>
Professional Expertise	<p>In addition to displaying the above competencies and the competency expectations of lower grades, to succeed in the position SM1-2 members must also display the following competencies:</p> <p>Performance Management – Proactively manages the performance of their subordinates, setting realistic performance objectives, and remaining informed about progress towards achieving them. <i>Performance Management</i> at this level can be demonstrated as follows:</p> <ul style="list-style-type: none"> • Displays a range of performance management skills. <ul style="list-style-type: none"> ○ <i>Displays an understanding of performance reporting systems and mechanisms.</i> ○ <i>Uses SMART goal setting.</i> ○ <i>Works with direct reports to establish development plans.</i> ○ <i>Sets clear expectations of performance and encourages questions to ensure understanding.</i> • Proactively manages the performance of their subordinates. <ul style="list-style-type: none"> ○ <i>Works with immediate subordinates to set meaningful performance objectives and identify SMART measures for evaluating achievement.</i> ○ <i>Provides specific, honest and ongoing feedback on performance.</i> ○ <i>Tracks performance against skill attainment and objective achievement.</i> ○ <i>Holds regular formal discussions with direct reports to discuss progress towards objectives and evaluate performance.</i> • Addresses performance concerns. <ul style="list-style-type: none"> ○ <i>Promptly and directly addresses poor performance.</i> ○ <i>Manages performance concerns through to resolution.</i> ○ <i>Uses formal performance improvement processes when necessary.</i> <p>Business Acumen - Displays sound business management skills. They demonstrate an understanding of business methodologies, including fiscal drivers and budgetary processes. They act to mitigate financial risk, make effective use of information technology, and utilise best-practice business models to evaluate</p>

	<p>business performance. They understand and apply business ethics. At this level <i>Business Acumen</i> can be demonstrated as follows:</p> <ul style="list-style-type: none"> • Conducts robust business planning. <ul style="list-style-type: none"> ○ <i>Develops and implements business plans aligned with single Service/NZDF strategy.</i> ○ <i>Utilises a comprehensive understanding of pan-NZDF business needs and relationships to achieve NZDF goals.</i> ○ <i>Makes business decisions based on cost benefit analyses and/or return of investment, and on consideration of organisational constraints and resources.</i> ○ <i>Acts to mitigate financial risk by keeping costs to an optimum while limiting potential negative consequences.</i>
	<p>Political Awareness – Demonstrates political awareness and agility. They possess an understanding of the machinery of Government, are able to operate within the political/governmental environment, and represent the NZDF as a key agency within the New Zealand state sector. They also display an understanding of the key factors affecting international relations, domestic and foreign policy, and whole of government strategies. At this level, <i>Political Awareness</i> can be demonstrated as follows:</p> <ul style="list-style-type: none"> • Demonstrates an understanding of the machinery of government. <ul style="list-style-type: none"> ○ Demonstrates an understanding of the principles and conventions of government and the constitutional, legal and politically neutral ‘whole of government’ basis on which the Public Service operates. ○ Uses to best advantage the political, legislative and regulatory process of government in achieving objectives. ○ Appropriately applies technical knowledge about governmental systems; for example: <ul style="list-style-type: none"> ▪ <i>Structure and process of government MMP, parties, and House of Representatives.</i> ▪ <i>Cabinet Office and Cabinet Office manual.</i> ▪ <i>Prime Minister, ministers and Public Service.</i> ▪ <i>Ministers’ advisors and officers.</i> ▪ <i>The legislative process (executive, legislature and judiciary).</i> ▪ <i>Constitutional power – Crown and Treaty.</i> ▪ <i>Parliamentary, Select and Cabinet Committees.</i> ▪ <i>Rules of the political system – the process of decision making and the process by which decisions are implemented, government and civil society.</i> ▪ <i>Roles, relationships and accountabilities of crown companies/entities to deliver government priorities.</i> ▪ <i>Implementing government decisions.</i> ▪ <i>Reviewing and reporting.</i>
Professional Expertise	<ul style="list-style-type: none"> • Demonstrates understanding of the Strategic and Reporting Framework and acceptable public service practices with regard to: <ul style="list-style-type: none"> ○ Government’s key priorities. ○ Political environment, whole of government context. ○ Coalition Agendas/agreements. ○ Policy platforms of own agency and other key stakeholders. ○ Serving the minister and government of the day. ○ Managing for outcomes. ○ Leaking and whistle blowing. ○ Ethics and values of the Public Service.

Signatures

Position Holder’s Name		
Signature		Date: ___ / ___ / 20___