

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

<b>Position</b>	<b>Director Financial Service Delivery</b>
<b>Unit</b>	<b>NZDF Finance</b>
<b>Location</b>	<b>Wellington Headquarters</b>
<b>Reports to</b>	<b>Chief Financial Officer (CFO)</b>
<b>Direct reports</b>	<b>5</b>
<b>Grade</b>	<b>SM2</b>

### 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 Purpose

The purpose of NZDF Finance is to assist the Government and NZDF 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 Finance Service Delivery Team

The Financial Service Delivery team provides financial advice and business decision support to budget holders, Portfolio leaders and committees/forums with financial governance responsibilities. We are organised into Capability streams work together to provide finance business partnering, performance analysis, management reporting, budgeting and forecasting support, 'deep dive' financial assessment and strategic financial input to NZDF through the following capability work streams:

- Capability - Army
- Capability - Air
- Capability - Maritime
- Capability – Information and Operations
- Capability - Enablers

The Services Capability streams are responsible for generating the military capability required of them by the New Zealand Government. The commanders look to Finance Service Delivery for assurance that they are making the best use of available funds to generate their outputs both now and into the future.

The enabling and Information and Operations streams exist to support military operations; Finance Service Delivery supports military operations by enabling these portfolios to deliver their key resources to the "front-end" military organisation in the most effective and efficient manner. This means that all capability streams work together closely to produce optimised delivery of resources (from ammunition or aircraft or ships, through to trained personnel).

## Position Purpose

The Director Financial Service Delivery (DFSD) position reports directly to the CFO and leads the delivery of integrated, strategic, and operational financial management across all Services, Joint Forces, and Enabling Portfolios within the NZDF. The role ensures that financial advice and support are embedded across all levels of the organisation, enabling commanders and portfolio leaders to make informed, value-for-money decisions in support of Defence outcomes.

This position plays a critical role in capability management, providing financial oversight across the full lifecycle of assets and services—from concept and design through acquisition, sustainment, and disposal. The Director ensures that end-to-end costs, including operating, personnel, maintenance, and capital expenditure, are fully understood and reflected in business cases, investment proposals, and ongoing management decisions.

Working in close partnership with military and enabling leaders, the Director ensures that financial planning, budgeting, and forecasting activities are integrated into operational decision-making and support the delivery of both immediate outputs and long-term Defence capability. The role also provides assurance that funding is being used effectively and efficiently, and that NZDF's financial management practices are robust, transparent, and aligned with enterprise expectations.

As a counterpart to the Director Enterprise Finance, the Director of Financial Service Delivery ensures enterprise financial strategies are translated into action at the front line. The role builds financial capability within the organisation, fosters trusted advisor relationships, and contributes to the ongoing transformation of NZDF's finance function.

### Key Activities

Key Areas of Work	Deliverables/Outcomes
Leadership of Finance through Capability Managers	<ul style="list-style-type: none"> <li>• Lead and support a network of Finance Capability Managers embedded across Services, Joint Forces, and Enabling Portfolios.</li> <li>• Ensure Capability Managers provide strategic and operational financial advice that supports the delivery of Defence outputs and long-term capability goals.</li> <li>• Build a strong community of practice among Capability Managers to promote consistency, collaboration, and shared accountability.</li> <li>• Drive two-way communication between the team and the wider Finance group; ensure coordination of budgeting and forecasting information with significant financial activities such as costing.</li> <li>• Achieve a good working relationship with senior customers.</li> <li>• Lead the team to work together, support each other's learning and development, and share best practices.</li> <li>• Drive consistency and accuracy and a fit for purpose approach, standards, formats, reports, etc. across the team.</li> </ul>
Capability Management and Whole-of-Life Costing	<ul style="list-style-type: none"> <li>• Provide financial leadership across the entire capability lifecycle, from concept and business case development through acquisition, sustainment, and disposal.</li> <li>• Ensure end-to-end financial visibility and costing across all capability investments, including capital, operating, personnel, training, and sustainment costs.</li> <li>• Promote financial disciplines that support sustainable and affordable capability decisions.</li> </ul>
Budgeting, Forecasting and Portfolio Financial Management	<ul style="list-style-type: none"> <li>• Oversee budgeting, forecasting, and financial performance across operational and enabling portfolios, ensuring alignment with strategic priorities and enterprise financial frameworks.</li> <li>• Ensure Capability Managers deliver credible forecasts and identify financial risks, pressures, and trade-offs in a timely manner.</li> <li>• Drive the team's work to provide appropriate budgeting and forecasting templates and reports for NZDF budget holders and project/programme managers.</li> <li>• Consolidate and review critical budgeting and forecasting assumptions.</li> <li>• Ensure the integration of financial processes by advising relevant members of the wider NZDF Finance team of implications to their portfolios arising from choices made by customers.</li> <li>• Drive the budgeting and forecast process design to deliver continuous improvement in processes, policies and systems.</li> <li>• Support resource optimisation within and across portfolios to deliver value for money.</li> </ul>



<p>Business Case Support and Investment Decision-making</p>	<ul style="list-style-type: none"> <li>• Lead financial input into business cases, funding proposals, and investment submissions across supported portfolios.</li> <li>• Ensure financial modelling, cost-benefit analysis, and whole-of-life costings meet required standards and inform decision-making.</li> <li>• Work with Capability Managers to support investment governance processes and external engagement with Treasury and central agencies as required.</li> </ul>
<p>Integration with Enterprise Finance and Financial Transformation</p>	<ul style="list-style-type: none"> <li>• Collaborate with the Director Enterprise Finance to ensure alignment between front-line finance practice and enterprise systems, policies, and strategy.</li> <li>• Support the implementation of the finance operating model that enables consistency, integration, and effective service delivery across NZDF.</li> <li>• Contribute to system and process improvements that enable high-quality, timely, and trusted financial insights.</li> </ul>
<p>Financial Assurance and Governance</p>	<ul style="list-style-type: none"> <li>• Provide assurance that financial resources across Services and Portfolios are used effectively, in compliance with delegated authorities and aligned with organisational priorities.</li> <li>• Provide authoritative financial advice to NZDF's governance forums, ensuring financial implications are well understood.</li> <li>• Maintain strong relationships with key internal and external stakeholders, including NZDF leadership, central agencies, auditors, and valuers.</li> <li>• Support internal controls, audits, and value-for-money reviews to drive financial accountability and performance.</li> <li>• Guide Capability Managers in applying financial governance principles, including clear roles, reporting, and decision rights.</li> </ul>
<p>Leadership, Development, and Collaboration</p>	<ul style="list-style-type: none"> <li>• Lead and develop the Capability Manager cohort as a core delivery mechanism of NZDF's finance function.</li> <li>• Promote collaboration between Capability Managers, Service leaders, and Enabling Portfolios to ensure shared understanding of financial expectations and impacts.</li> <li>• Foster a strong finance culture grounded in transparency, customer focus, and continuous improvement.</li> </ul>
<p>Other responsibilities</p>	<ul style="list-style-type: none"> <li>• Represent the NZDF/Finance on relevant internal and external forums/committees as required.</li> <li>• Identify opportunities for, initiate and lead, or participate in business improvement projects.</li> <li>• Coach and/or mentor other senior managers.</li> <li>• Finance led and supported responses to Parliamentary Questions and other Official Information requests in a timely fashion.</li> <li>• Input and review of finance led and supported FADTC, OIA, Parliamentary Questions and similar processes and requirements as required and in a timely fashion.</li> <li>• Other tasks as skilled and/or qualified to perform in support of NZDF priorities.</li> </ul>

### Key Working Relationships

Internal	<ul style="list-style-type: none"> <li>• CFO &amp; Finance SLT</li> <li>• NZDF Finance</li> <li>• Capability Portfolio customers and staff</li> <li>• Senior commanders, managers and staff</li> <li>• NZDF governance committees and forums</li> <li>• NZDF Communications Information Systems Branch managers</li> <li>• NZDF People Capability managers</li> </ul>
External	<ul style="list-style-type: none"> <li>• The Treasury</li> <li>• Minister’s Office – Defence and Veterans’ Affairs</li> <li>• Ministry of Defence</li> <li>• External consultants</li> <li>• Vendor Support Groups</li> <li>• Audit New Zealand</li> <li>• Other government departments and agencies</li> </ul>

### Financial Delegations

- Relevant financial delegation as provided by the Chief Financial Officer

### Decision Making Authority

- Relevant civilian staff management delegations as per Defence Force Orders

### Personal Specifications

To succeed in the position you must have the following:

Knowledge and Skills	<ul style="list-style-type: none"> <li>• Highly developed technical accounting skills and a strong grasp of risk management/audit skills.</li> <li>• Specialist knowledge of relevant internal and external standards, principles, policies, systems and processes, procedures, guidelines, practice and regulations including:             <ul style="list-style-type: none"> <li>○ Public Finance Act -1989 (sound understanding)</li> <li>○ Financial Reporting Act-1993 (sound understanding)</li> <li>○ Defence Act-1990 (awareness)</li> <li>○ NZ and international accounting and reporting standards (including audit and risk management)</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"><li>○ Generally Accepted Accounting Principles (GAAP).</li><li>● High understanding of the NZDF organisation, its business, its roles, structures and command chains, and the political, social, cultural and economic environment it operates in.</li><li>● Extensive knowledge and understanding of management accounting and financial management principles and practices.</li><li>● High level of computer literacy with spreadsheets, word processing and data management software including Microsoft suite of products (Excel, Word, PowerPoint); experience with an ERP package is desirable.</li><li>● Proven quantitative and qualitative analytical and evaluative skills, incorporating problem solving, decision-making and creative thinking at a senior level.</li><li>● Proven research and learning skills, including ability to identify best practice and apply in practice.</li><li>● Demonstrated sound work management practices including structured approach to task/project management, ability to operate to deadlines.</li><li>● Excellent communication skills, both written and oral, to suit experts and non-financial audiences.</li><li>● Demonstrated experience in programme management and supporting transformation change programmes, including the ability to mentor and develop others.</li><li>● Demonstrated ability to build effective working relationships within team and across business to achieve desired outcomes.</li></ul>
Experience Level	<ul style="list-style-type: none"><li>● Extensive and successful experience at a leadership level in finance/accounting with a minimum of 10 years' post CA or more practical experience in a finance/accounting role in a similar organisation.</li><li>● Comprehensive experience and strong knowledge of financial reporting and technical expertise in finance systems improvement, approaches and technologies.</li><li>● Extensive experience in management of finance/accounting teams and associated portfolios of work.</li><li>● Strong proven experience at developing and maintaining successful and productive relationships at executive management level and across a broad range of stakeholders minimum 10 years senior management experience requiring regular interaction with Senior Executives.</li><li>● Extensive experience in leading and influencing organisational change management.</li><li>● Experience in promoting and representing an organisation to external audiences.</li></ul>



Qualifications and Courses	<ul style="list-style-type: none"><li>• Professional accounting/finance qualification equivalent to CA level, or in exceptional circumstances, ACA level or equivalent.</li><li>• Postgraduate business qualification desirable.</li></ul>
Specific Job Requirements	<ul style="list-style-type: none"><li>• Ability to attain and maintain the required level of security clearance.</li><li>• Ability to travel occasionally, including overnight.</li></ul>

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><b>Live the Ethos and Values</b></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"> <li>• Model the NZDF Ethos and Values 24/7.</li> <li>• Model Self Awareness and Self Control.</li> <li>• Respond with Courage and Integrity to Ethically Challenging Environments.</li> </ul>
	<p><b>Leadership</b></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><b>Professional Expertise</b></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"> <li>• Promotes the NZDF Ethos and Values in the wider society and monitors the behaviour of NZDF personnel to ensure they are being consistently applied.</li> <li>• Takes action when Government policy or the national or international context is, or has the potential to, compromise NZDF ethos and values.</li> <li>• Actively seeks and listens to unvarnished feedback from those below about current capability and morale.</li> <li>• Provides honest, balanced organisational status reports upwards.</li> <li>• 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.</li> </ul>



Leadership	<p>Think Smart</p> <ul style="list-style-type: none"><li>Effectively lays out the threads of ambiguous and complex situations in a manner that creates insight and synchronises organisational systems and decisions.</li><li>Initiates and drives scenario discussions and planning that shapes the NZDF's future operating concept (15 and 20 years out).</li><li>Reviews problems using multiple perspectives, appropriate conceptual modelling skills and knowledge of how human bias can manipulate information.</li><li>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).</li><li>Balances focus on current operational commitments with actions to build future, long-term capability.</li><li>Has a realistic situational awareness that reflects an appreciation across and down through the NZDF, and of the national and international context.</li></ul>
	<p>Influence Others</p> <ul style="list-style-type: none"><li>Proactively models and encourages collaboration amongst peer leaders across the NZDF.</li><li>Initiates and maintains a broad range of relationships with key agencies and influencers outside of, but relevant to, the NZDF.</li><li>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.</li><li>Realistically manages expectations with regard to the commitments NZDF can make at the national and international level.</li><li>Uses networks and relationships to good effect, influencing and shaping perceptions to support NZDF strategic goals and positioning NZDF as a valued relationship partner.</li></ul>
Leadership	<ul style="list-style-type: none"><li>Participates in relevant professional networks, bringing insight and knowledge gained to bear on relevant NZDF issues.</li><li>Effectively manages competing interests to synchronise and focus efforts on NZDF strategic goals.</li></ul>
	<p>Develop Teams</p> <ul style="list-style-type: none"><li>Articulates and remains committed to a clear sense of purpose and measures of success that are aligned with the NZDF strategic plan and goals.</li><li>Aligns the focus and outputs of teams under their leadership with NZDF strategic intent and goals.</li><li>Role models effective relationships, collaboration, division of tasks and responsibilities and shared accountability within their leadership team.</li><li>Demonstrates an understanding of the opportunities and the problems subordinate leaders and teams face in the performance of their mission.</li><li>Creates opportunities for subordinate leaders to experience the environment and challenges faced at the Lead Integrated Systems level.</li><li>Dedicates time and capitalises on opportunities to develop as a team, actively reviewing and refining team performance.</li></ul>
	<p>Develop Positive Culture</p> <ul style="list-style-type: none"><li>Role models and coaches transformational leadership and draws on inspirational leaders around them.</li><li>Prioritises strategic succession planning by identifying, actively coaching, and providing developmental opportunities for talented future leaders.</li></ul>



	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Manages multiple cultures, identifies cultural obstacles, and develops strategies to remove them.</li> <li>• Talks to the heart of the issues that affect personnel at ground level.</li> <li>• Energises morale through strong identification with, and active promotion of, the NZDF culture, values and mission.</li> <li>• Projects confidence in the world-class nature of NZDF members and outputs.</li> <li>• 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.</li> <li>• Swift and decisive in implementing any changes and ensuring those changes are tightly aligned to NZDF’s future purpose.</li> <li>• Makes sure subordinates understand and can identify when to take calculated risks, and accepts accountability for the risks they take.</li> <li>• Actively monitors and manages culture, taking action to address counter-cultural behaviours, decision-making and systems.</li> </ul> <p>Mission Focus</p> <ul style="list-style-type: none"> <li>• Contributes to and demonstrates a deep understanding of NZDF’s strategic goals, vision and how they will be achieved.</li> <li>• Translates strategic goals into a compelling and inspiring vision and achievable objectives and spends time communicating the vision across the organisation.</li> <li>• Creates the environment and aligns the infrastructure to support the implementation and achievement of the NZDF vision and goals.</li> <li>• 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.</li> <li>• Works to develop and focus their team’s thinking toward the long -term future.</li> <li>• Works to ensure subordinate leaders understand their accountabilities and are empowered to take initiative and make decisions.</li> </ul>
<p>Professional Expertise</p>	<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>
<p>Profession</p>	<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>



Performance Management – Proactively manages the performance of their subordinates, setting realistic performance objectives, and remaining informed about progress towards achieving them. Performance Management at this level can be demonstrated as follows:

- Displays a range of performance management skills.
  - Displays an understanding of performance reporting systems and mechanisms.
  - Uses SMART goal setting.
  - Works with direct reports to establish development plans.
  - Sets clear expectations of performance and encourages questions to ensure understanding.
- Proactively manages the performance of their subordinates.
  - Works with immediate subordinates to set meaningful performance objectives and identify SMART measures for evaluating achievement.
  - Provides specific, honest and ongoing feedback on performance.
  - Tracks performance against skill attainment and objective achievement.
  - Holds regular formal discussions with direct reports to discuss progress towards objectives and evaluate performance.
- Addresses performance concerns.
  - Promptly and directly addresses poor performance.
  - Manages performance concerns through to resolution.
  - Uses formal performance improvement processes when necessary.

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 business performance. They understand and apply business ethics. At this level Business Acumen can be demonstrated as follows:

- Conducts robust business planning.
  - Develops and implements business plans aligned with single Service/NZDF strategy.
  - Utilises a comprehensive understanding of pan-NZDF business needs and relationships to achieve NZDF goals.
  - Makes business decisions based on cost benefit analyses and/or return of investment, and on consideration of organisational constraints and resources.
  - Acts to mitigate financial risk by keeping costs to an optimum while limiting potential negative consequences.

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, Political Awareness can be demonstrated as follows:

- Demonstrates an understanding of the machinery of government.
  - 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:
    - Structure and process of government MMP, parties, and House of Representatives.



	<ul style="list-style-type: none"> <li>▪ Cabinet Office and Cabinet Office manual.</li> <li>▪ Prime Minister, ministers and Public Service.</li> <li>▪ Ministers’ advisors and officers.</li> <li>▪ The legislative process (executive, legislature and judiciary).</li> <li>▪ Constitutional power – Crown and Treaty.</li> <li>▪ Parliamentary, Select and Cabinet Committees.</li> <li>▪ Rules of the political system – the process of decision making and the process by which decisions are implemented, government and civil society.</li> <li>▪ Roles, relationships and accountabilities of crown companies/entities to deliver government priorities.</li> <li>▪ Implementing government decisions.</li> <li>▪ Reviewing and reporting.</li> </ul>
Professional Expertise	<ul style="list-style-type: none"> <li>• Demonstrates understanding of the Strategic and Reporting Framework and acceptable public service practices with regard to:             <ul style="list-style-type: none"> <li>○ Government’s key priorities.</li> <li>○ Political environment, whole of government context.</li> <li>○ Coalition Agendas/agreements.</li> <li>○ Policy platforms of own agency and other key stakeholders.</li> <li>○ Serving the minister and government of the day.</li> <li>○ Managing for outcomes.</li> <li>○ Leaking and whistle blowing.</li> <li>○ Ethics and values of the Public Service.</li> </ul> </li> </ul>

Signature

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