



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

Position	Capability Manager (Land, Air, Maritime. Enables, Information and Operations)
Position number	Various
Unit	Capability Finance, Finance Branch
Location	Defence House, Wellington
Reports to	Director, Finance Service Delivery
Direct reports	6-8
Grade	SM1
Security clearance	SV
Date completed	July 2025

About the New Zealand Defence Force

The New Zealand Defence Force's central mission is to contribute 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 aviators 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 1 our internal colleagues and external partners to produce excellent results. We communicate openly to ensure the efficient flow of information and knowledge.



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.

Position Purpose

The Capability Manager is responsible for leading a team of Senior Management Accountants, Management Accountants, and Project Analysts who deliver strategic financial advice and insights to support Capability Leaders in making timely and well-informed decisions. This role ensures the team operates as a trusted and effective partner, providing high-quality financial analysis, reporting, and guidance.

As the leader of a Capability team, the Capability Manager fosters a culture of collaboration, innovation, and excellence. They work closely with other Capability Managers to maintain the integrity of financial information, ensuring it is timely, accurate, and integrated across functions. The role is instrumental in driving the continued development and enhancement of the Capability service offering, supporting the team's learning and development, and promoting the sharing of best practices across the organisation.

The Capability Manager role is designed as a generic position, with the flexibility to be responsible for a specific Capability area:

- Maritime
- Land
- Air
- Enablers
- Information & Operations

To ensure future sustainability and reduce single points of failure, Capability Managers will periodically rotate between these areas. This approach allows for the development of broad organisational knowledge, fosters adaptability and strengthens the overall resilience of the finance function

Key Activities

Major Area of Work	Deliverables/Outcomes
Leadership and Team Development	• Lead, coach, and mentor team members to foster a positive, proactive, and high-performing culture. • Monitor and assess team performance, providing motivation, constructive feedback, and guidance to uphold high standards of performance and work quality. • Ensure adherence to NZDF values, emphasising professionalism, safety, and accountability. • Support professional growth by managing development plans, facilitating learning opportunities, and ensuring compliance with the PDP framework. • Champion a culture of CARE (Collaboration, Accountability, Respect and Evolving)
Service Excellence and Strategic Support	• Ensure Capability Leaders are equipped with high-quality advice and insights to make well informed decisions by effectively leading and collaborating with the Senior Management Accountants, Management Accountants, and Project Analysts. • Provide leadership to team members working closely with project and programme managers, delivering financial support for potential military



	capability initiatives, upgrade or disposal scenarios and reporting on the financial aspects of the Capability Management Plans. • Support the development of business cases and Cabinet Papers by providing robust financial analysis and insights, ensuring alignment with strategic objectives and government requirements. • Understand and address customer needs by consulting, challenging and advising on strategic financial decision-making to drive organisational success. • Facilitate integrated financial decision making across organisational functions, outputs, and capital expenditure areas to promote a unified and strategic approach. • Lead the delivery of accurate top-down forecasting across the Capability to inform in year financial management and decision making. • Lead and actively participate in and contribute to strategic budgeting and future year planning processes to positively influence the organisations long term planning process to effectively forecast future funding requirements and support financial sustainability. • Drive the continuous improvement of financial processes, tools, and frameworks, ensuring the service offering remains relevant and valuable. • Ensure resources are allocated and optimised effectively to meet the team's objectives, deliver on programs and projects, and realise anticipated benefits.
Collaboration and Integration	• Partner with other Capability Managers to ensure financial information is accurate, timely, and integrated across the organisation. • Promote cross-team collaboration to enhance the sharing of best practices and ensure consistency in advice and insights provided.
Operational Oversight	• Lead the team in initiating, developing, and implementing improvements to enhance service delivery and operational effectiveness. • Ensure the team delivers on agreed outcomes, programs, and projects, meeting required timelines and quality standards. • Manage the effective performance of staff, addressing issues as they arise and reinforcing a culture of accountability and excellence.

Key Working Relationships

Internal	• Defence Force key Governance Boards. • NZDF Commanders, managers and staff. • CFO • Other Finance Senior Leadership team members. • Single Service and Portfolios specific capability areas.
External	• Office of the Minister of Defence (as required). • The Ministry of Defence. • The Treasury (as required). • Audit New Zealand. • Key vendors and strategic sourcing partners. • Other Government Departments.

Financial Delegations

- \$25,000

Decision Making Authority



- Civilian Staff Management Delegations as per DFO 3

Health and Safety Responsibilities

- You are responsible for actively contributing to a safe and healthy workplace by complying with all applicable health and safety legislation, NZDF policies, procedures, and reasonable instructions. This includes taking reasonable care of your own health and safety, and that of others who may be affected by their actions or omissions. You are expected to identify hazards and risks, follow safe work practices, and promptly report hazards, incidents, injuries, and near misses through established reporting processes. Serious, significant, or unresolved risks must be escalated to the appropriate manager and/or health and safety representative. You are also expected to participate in risk assessments, training, and continuous improvement activities, and to support a positive safety culture through cooperation, accountability, and proactive communication.

Personal Specifications

To succeed in the position you must have the following:

Knowledge and Skills	Machinery of Government • Has extensive knowledge of the machinery of government, including all financial components and timeframes. • Confidently explains the rationale behind taking appropriate financial actions, including the impact of those actions on the wider public sector. • Leads and/or participates in the financial components / documents / processes that are required for the financial cycles within government. • Coaches / mentors others to grow their knowledge. • Has extensive knowledge of finance legislation and regulation, advising senior management of legislative requirements, and helping to ensure compliance. Financial Process and Reporting: • Has extensive knowledge of best-practice finance process methodologies, and understands the systems, governance structures and stakeholders necessary in creating and maintaining effective financial processes. • Looks for continuous improvement opportunities, including outside of their own team, or business unit. Is an early adopter of technology which aids process improvement and can positively influence others to adopt new ways of working. • Understands the difference between change for development's sake, and change for change's sake, and makes sound decisions based on this. • Engages widely, including internal/external audit functions, the wider finance team, and the business, to proactively ensure proper controls operate effectively within processes. Financial Concepts and Standards: • Has extensive knowledge of accounting concepts including those specific to the New Zealand Government. • Leads and contributes their knowledge to public sector (i.e., intra- or inter-agency) initiatives. • Proactively grows their technical knowledge through research, shared learning, and application
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Policy and Compliance:

- Has extensive knowledge of all financial policies and related internal controls and recognises how to address issues of non-compliance across the organisation.
- Trains and coaches others, providing direction on interpreting and applying financial policies.
- Prevents errors from occurring by ensuring good processes and training are in place.
- Contributes to the drafting, development implementation and monitoring of financial policies, seeking answers actively and objectively.
- Demonstrates core ethical principles, courage and honest curiosity in questioning the status quo when required.

Data Analysis and Insight

- Considers how data is organised and categorised to enable advanced and sophisticated analysis, and strategic decision making. Demonstrates excellent analytical thinking to bring clarity to a range of financial data. Sense checks the data and its analysis, integrates the human perspective, and is aware of the limitations of data and analytics.
- Coaches and mentors others and empowers coaches and mentees to make quality data decisions. Uses financial analysis tools, techniques, and algorithms to analyse complex data and visualise results in multiple formats as required, and tailors presentations to their audience.
- Investigates, interprets, and constructs complex financial data models.

Judgement and Advice

- Utilises developed critical thinking to solve complex problems quickly. Collects and synthesises complex financial and non-financial data. Considers and analyses multiple options, to identify the best solution to meet the problem facing the organisation.
- Makes strategically sound decisions, and provides coherent advice to Capability Leaders, and key stakeholders.

Risk Management

- Has excellent knowledge of risk management processes and frameworks. Develops and carries out ongoing improvements to financial risk management practices/frameworks.
- Ensures strong financial risk management measures are monitored and evaluated regularly. Prioritises risks across teams and projects/programmes.

Stakeholder Management and Communication

- Establishes external relationships and leverages internal and external relationships. Communicates a range of straight forward to complex information effectively.
- Interprets verbal and non-verbal communication cues effectively and tailors their own communication accordingly.
- Keeps in mind the 'What's-in-it-for-me' for customers and stakeholders, across all cultures, genders, ages, ethnicities and disabilities.
- Participates in projects, initiatives and attracts strategically and operationally important relationships through personal and professional networks.
- Navigates conflict effectively and has a positive influence on people.
- Coaches and mentors others, to grow into effective communicators using a variety of technology and media.



	- Makes difficult workload priority trade-off decisions and communicates the outcomes to all stakeholders. Developing a positive culture - Creates and sustains a positive culture using the CARE principles. Collaborate: - Fosters teamwork, integration, and shared ownership across all teams and functions Accountable: - Take pride in ownership, responsibility, and delivering on commitments Respect - Build an inclusive environment that values diverse perspectives, professionalism, and mutual trust. Evolving - Commit to continuous improvement, adaptability, and growth as individuals and as an organisation - Coaches/mentors others in mitigating unconscious biases and demonstrating culturally sensitive behaviour. Leads by example in creating or contributing to a positive, inclusive and culturally safe working environment. - Applies the Te Tiriti o Waitangi Articles and principles in their own/their team's work and to guide others to the appropriate learning and resources. Leadership and Development - Makes sound and defensible decisions in complex and ambiguous situations. - Considers diverse perspectives and demonstrates flexibility of thought in navigating complexity. - Prioritises work effectively to deliver sustainable and integrated outcomes. Makes plans and takes actions to reflect their long-term focus without compromising on short-term outputs. - Clearly communicates the purpose of necessary change and the required outcomes, explaining the benefits for the team and organisation. - Builds and contributes to an effective team. - Clearly articulates the roles, financial responsibilities, and indicators of success for themselves and others
Experience Level	7-10 years leadership experience (public or private sector)
Qualifications and Courses	Must be a Chartered Accountant or equivalent international standard.
Specific Job Requirements	- Ability to obtain and maintain the required level of security clearance. - Ability to travel within New Zealand as required.

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 | **Live the Ethos and Values**



	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: • Model the NZDF Ethos and Values 24/7. • Model Self Awareness and Self Control. • Respond with Courage and Integrity to Ethically Challenging Environments.
	Leadership 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. 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. Leaders at this level fulfil an important symbolic role, developing the morale and wellbeing of the NZDF, rewarding high standards and discouraging mediocrity.
	Professional Expertise 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.
Live the Ethos and Values	• 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	Think Smart • 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. • 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.



Leadership	Influence Others - 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.
	- 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.
	Develop Teams - 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.
	Develop Positive Culture - 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.
	Mission Focus - 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	At this level SM1-2 members are expected to have mastered the following competencies: 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. 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. 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.
Professional Expertise	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: 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: - Displays a range of performance management skills. <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. <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. <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> 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 <i>Business Acumen</i> can be demonstrated as follows: - Conducts robust business planning.



	○ <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>
	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: • 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: ▪ <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	• Demonstrates understanding of the Strategic and Reporting Framework and acceptable public service practices with regard to: ○ 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____