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

| | |
|---|---|
| **Position** | **Director Enterprise Finance** |
| **Position number** | **118137** |
| **Unit** | **Chief Finance Office** |
| **Location** | **Wellington** |
| **Reports to** | **Chief Finance Officer** |
| **Direct reports** | **Up to 4** |
| **Grade** | **SM2** |
| **Security clearance** | **Top Secret** |
| **Date completed** | **September 2026** |

## 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 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 ls achieved through financlal 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 NZ0F 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 transistion

The team comprises four key functions each of which plays a vital role in the NZDF's overall corporate governance structure and the successful achievement of NZDF financial objectives:

- The Enterprise Consolidation Team (ECT) is responsible for the long-term financial planning for the NZDF to ensure alignment between the underpinning assumptions and resulting financials, from short to long term planning horizons, and to ensure the development of the funding needs for major strategic initiatives and operational decision making. The ECT leads the consolidated insights of the NZDFs financial performance through its reporting to Portfolios and NZDF Governance committees, to ensure the NZDF's financial position is accurately consolidated and monitored, with a particular focus ensuring NZDF has a sustainable funding pathand visibility of the financial risks and pressures the NZDF is facing. The ECT is also the centre of excellence for scenario costing and WOL costing, for the external and internal budget and foreasting processes, for data analysis, and business Intelligence across the NZDF. The ECT achieves this through its collaboration with Finance Service Delivery and Financial Control teams.
- The Financial Systems and Reporting Team (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 ls key to driving forward initiatives critical to the delivery of the NZDF Finance Strategy.
- The Business Change and Capability Team (BCCT) provides the insight and resource to drive finance business and capability change with a continuous improvement focus. The BCCT is responsible for providing systems and tools that support the business change and finance transformation programme. The BCCT also supports the drive for standardisation across finance to support finance capacity and the capability operating model.

- The NZDF Insurance team is responsible for the in-house leadership and subject matter expertise on all insurance and related matters for the NZDF Leadership, Management and other personnel. The team leads the relationship with the NZDF brokers and underwriters and monitors the programme of work for the annual NZDF's insurance renewal programme and the NZDF's insurance management policies, processes and systems

## Position Purpose

The Director Enterprise Finance reports directly to the CFO and is responsible for providing strategic financial leadership across the New Zealand Defence Force (NZDF), ensuring that Enterprise Finance drives long-term financial outcomes, Informs investment decisions, and supports the organisation's strategic direction.

As the senior leader of the Enterprise Finance Directorate, the Director Enterprise Finance is accountable for the consolidation of NZDF's financial position and for ensuring enterprise-wide capital and operating budgets, forecasts, and investments are prioritised in alignment with strategic goals. This includes guiding top-down resource allocation and supporting informed trade-off decisions to ensure fiscal sustainability over the short (1·4), medium (4-10 years) and long term (10-35 years).

The Director Enterprise Finance leads the Enterprise Finance Directorate comprising the the Enterprise Consolidation function, the Financial Systems and Reporting team, (including systems and analytics roles), the NZDF Insurance team, and the Business Change & Capability team. These functions collectively enable enterprise-level financial visibility, standardisation, and strategic insight.

Through consolidated performance monitoring, scenario modelling, and advanced analytics, the Director Enterprise Finance ensures Finance delivers consistent, accurate insights that support enterprise decision-making. The role also ensures NZDF's financial systems and tools enable a coordinated and standardised approach to financial management.

The Director Enterprise Finance is responsible for leading finance's change and transformation programme, including managing operational risks related to organisational change. Through the Business Change & Capability team, the role ensures the successful implementation of the new finance operating model.

The role leads the NZDF insurance function, leading and managing the NZDF's risk based insurance policies; annual insurance renewal programme and consultation with NZDF's insurance brokers and advisors.

## Key Activities

| Major Area of Work | Deliverables/Outcomes |
|---|---|
| **Enterprise Financial Strategy and Leadership** | • Provide strategic financial leadership across NZDF, reinforcing Enterprise Finance's role to enable the delivery of financlal outcomes aligned to organisational goals.<br>• Lead the top-down resource allocationand supportprioritisation, and trade-off decisions, ensuring funding aligns with NZDF's long-term strategy and fiscal parameters.<br>• Partner with the CFO, Director Finance Servke Delivery, and NZDF senior leadership to shape financial policies, frameworks, and investment principles that guide enterprise-wide financial decision-making. |
| **Financial Planning, Consolidation and Performance Monitoring** | • Oversee the development and integration of enterprise-level financial planning, budgeting, forecasting, and performance reporting.<br>• Ensure NZDF's financial position is accurately consolidated and monitored, with a particular focus on long-term sustainability (10-35 year horizon) and visibility of financial risks and pressures.<br>• Drive standardisation and consistency in financial analytics, reporting, and scenario modelling across the organisation. |

| | |
|---|---|
| **Systems, Tools and Financial Data Integrity** | • Lead the Financial Systems and Reporting function to ensure financial systems are optimised to deliver accurate, timely, and integrated reporting and decision support.<br>• Oversee the development and maintenance of standardised data definitions, models, and reporting templates to support consistent and trusted financial insights across NZDF.<br>• Ensure system and tool enhancements align with organisational requirements and support both centralised and decentralised financial functions. |
| **Business Change and Finance Transformation** | • Lead the Finance transformation programme across NZDF, including the implementation of a new capability service model and finance operating model.<br>• Manage the Business Change and Capability team to deliver structured change management, staff engagement, and capability uplift across all finance functions.<br>• Proactively identify and mitigate operational and change risks, ensuring service continuity, role clarity, and smooth transitions across impacted teams. |
| **Govemance, Investment Advice, and Stakeholder Engagement** | • Provide authoritative financial advice to NZ0F's governance forums, ensuring financial implications are well understood.<br>• Represent Enterprise Finance in Defence Reviews, Strategic Assessments, and other long-term planning processes.<br>• Maintain strong relationships with key internal and external stakeholders, including NZDF leadership, central agencies, auditors, and valuers. |
| **Lead NZOF Insurance** | • Lead the delivery of the NZ0F Insurance function.<br>• Lead and develop risk based asset and liability insurance policies and programmes - in consultation with NZDF's Risk Advisors and Brokers -to<br>• provide suitable cover for NZDF's assets and liabilities.<br>• Lead and monitor the programme of work associated with the NZDF's annual insurance renewal programme inter-facing with the NZDF's<br>• Insurance Broker.<br>• Take a lead role with NZ0F's Insurance Brokers and Insurance Advisers.<br>• Develop and continually update NZDF's insurance management policies, processes and systems.<br>• Advise CFO and senior NZDF leadership on all matters associated with insurance placements, or proposed placements and insurance risks. |
| **Leadership and People Management** | • Lead and develop a multidisciplinary team encompassing financial planning, performance reporting, financial systems, analytics, and business change functions.<br>• Build a high-performing, future-focused team culture aligned with NZDF's values and Enterprise Finance objectives.<br>• Drive cross-functional collaboration with Service Delivery Finance and other directorates to ensure seamless financial operations and support. |
| **Other** | • Ensure provision and quality assurance of advice to Ministers and other official information requests.<br>• Provide appropriate support to Official Information Act (OIA) and other official questions as required.<br>• Deputise for the CFO as required. |

## Key Working Relationships

| | |
|---|---|
| **Internal** | • Defence Force key Governance Boards.<br>• NZDF Commanders, managers and staff.<br>• CFO<br>• Director Finance Service Delivery<br>• Other Finance Senior Leadership team members.<br>• Capability Branch.<br>• Defence Strategy Management.<br>• Defence Digital Group (DOG).<br>• Defence Estate & Infrastructure. |
| **External** | • Office of the Minister of Defence.<br>• The Ministry of Defence.<br>• The Treasury.<br>• Audit New Zealand.<br>• Insurance Brokers/Advisers/Underwriters.<br>• International Emergency Assistance Providers.<br>• Other Government Departments.<br>• External Consultants. |

## Financial Delegations

- As delegated

## Decision Making Authority

- As delegated

## 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** | • Specialist knowledge of relevant internal and external standards, principles, policies, systems and processes, procedures, guidelines, practice and regulations including:<br>  ○ NZ Government Business Case Gateways and Capital Asset Management processes.<br>  ○ Public Finance Act-1989.<br>  ○ Financial Reporting Act-1993.<br>  ○ Defence Act-1990 (awareness).<br>  ○ NZ and international accounting and reporting standards (including audit and risk management).<br>  ○ Generally Accepted Accounting Principles (GAAP).<br>  ○ DFOs.<br>• 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.<br>• Extensive knowledge and understanding of management accounting and financial management principles and practices.<br>• High level of computer literacy with spread sheets, word processing and data management software including Microsoft suite of products (Excel, Word, PowerPoint); experience with an ERP package is desirable<br>• Proven quantitative and qualitative analytical and evaluative skills, incorporating problem solving, decision-making and creative thinking at a senior level.<br>• Proven research and learning skills, including ability to identify best practice and apply in practice.<br>• Demonstrated sound work management practices including structured approach to task/project management, ability to operate to deadlines.<br>• Excellent communication skills, both written and oral, to suit experts and non-financial audiences.<br>• Demonstrated experience in programme management and supporting transformational change programmes, including the ability to mentor and develop others.<br>• Demonstrated ability to build effective working relationships within team and across business to achieve desired outcomes. |
| **Experience Level** | • Extensive practical experience (10) years in a finance/accounting or similar role in a large capital-intensive organisation, with a minimum of<br>• 5 years of senior management experience. |
| **Qualifications and Courses** | • Professional accounting/finance qualification equivalent to CA level, or international equivalent.<br>• Postgraduate business qualification desirable. |
| **Specific Job Requirements** | • Ability to obtain and maintain the required level of security clearance.<br>• No impediment to travel within New Zealand or internationally 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 Foundation Components** | **Live the Ethos and Values**<br><br>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:<br><br>• Model the NZDF Ethos and Values 24/7.<br>• Model Self Awareness and Self Control.<br>• Respond with Courage and Integrity to Ethically Challenging Environments. |
| | **Leadership**<br><br>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.<br><br>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.<br><br>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**<br><br>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.<br>• Takes action when Government policy or the national or international context is, or has the potential to, compromise NZDF ethos and values.<br>• Actively seeks and listens to unvarnished feedback from those below about current capability and morale.<br>• Provides honest, balanced organisational status reports upwards.<br>• 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**<br><br>• Effectively lays out the threads of ambiguous and complex situations in a manner that creates insight and synchronises organisational systems and decisions.<br>• Initiates and drives scenario discussions and planning that shapes the NZDF's future operating concept (15 and 20 years out).<br>• Reviews problems using multiple perspectives, appropriate conceptual modelling skills and knowledge of how human bias can manipulate information.<br>• 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).<br>• Balances focus on current operational commitments with actions to build future, long-term capability.<br>• Has a realistic situational awareness that reflects an appreciation across and down through the NZDF, |

| | |
|---|---|
| | and of the national and international context. |
| | **Influence Others**<br>• Proactively models and encourages collaboration amongst peer leaders across the NZDF.<br>• Initiates and maintains a broad range of relationships with key agencies and influencers outside of, but relevant to, the NZDF.<br>• 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.<br>• Realistically manages expectations with regard to the commitments NZDF can make at the national and international level.<br>• Uses networks and relationships to good effect, influencing and shaping perceptions to support NZDF strategic goals and positioning NZDF as a valued relationship partner. |
| **Leadership** | • Participates in relevant professional networks, bringing insight and knowledge gained to bear on relevant NZDF issues.<br>• Effectively manages competing interests to synchronise and focus efforts on NZDF strategic goals. |
| | **Develop Teams**<br>• Articulates and remains committed to a clear sense of purpose and measures of success that are aligned with the NZDF strategic plan and goals.<br>• Aligns the focus and outputs of teams under their leadership with NZDF strategic intent and goals.<br>• Role models effective relationships, collaboration, division of tasks and responsibilities and shared accountability within their leadership team.<br>• Demonstrates an understanding of the opportunities and the problems subordinate leaders and teams face in the performance of their mission.<br>• Creates opportunities for subordinate leaders to experience the environment and challenges faced at the Lead Integrated Systems level.<br>• Dedicates time and capitalises on opportunities to develop as a team, actively reviewing and refining team performance. |
| | **Develop Positive Culture**<br>• Role models and coaches transformational leadership and draws on inspirational leaders around them.<br>• Prioritises strategic succession planning by identifying, actively coaching, and providing developmental opportunities for talented future leaders.<br>• 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.<br>• Manages multiple cultures, identifies cultural obstacles, and develops strategies to remove them.<br>• Talks to the heart of the issues that affect personnel at ground level.<br>• Energises morale through strong identification with, and active promotion of, the NZDF culture, values and mission.<br>• Projects confidence in the world-class nature of NZDF members and outputs.<br>• 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.<br>• Swift and decisive in implementing any changes and ensuring those changes are tightly aligned to NZDF's future purpose.<br>• Makes sure subordinates understand and can identify when to take calculated risks, and accepts accountability for the risks they take.<br>• Actively monitors and manages culture, taking action to address counter-cultural behaviours, decision-making and systems. |
| | **Mission Focus**<br>• 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.<br>• Creates the environment and aligns the infrastructure to support the implementation and achievement of the NZDF vision and goals.<br>• 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.<br>• Works to develop and focus their team's thinking toward the long -term future.<br>• 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.<br><br>**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.<br><br>**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. *Performance Management* at this level can be demonstrated as follows:<br><br>• Displays a range of performance management skills.<br>    o *Displays an understanding of performance reporting systems and mechanisms.*<br>    o *Uses SMART goal setting.*<br>    o *Works with direct reports to establish development plans.*<br>    o *Sets clear expectations of performance and encourages questions to ensure understanding.*<br><br>• Proactively manages the performance of their subordinates.<br>    o *Works with immediate subordinates to set meaningful performance objectives and identify SMART measures for evaluating achievement.*<br>    o *Provides specific, honest and ongoing feedback on performance.*<br>    o *Tracks performance against skill attainment and objective achievement.*<br>    o *Holds regular formal discussions with direct reports to discuss progress towards objectives and evaluate performance.*<br><br>• Addresses performance concerns.<br>    o *Promptly and directly addresses poor performance.*<br>    o *Manages performance concerns through to resolution.*<br>    o *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 |

<table>
<tr><td rowspan="3">Professional Expertise</td><td>demonstrated as follows:
<ul>
<li>Conducts robust business planning.
<ul>
<li>Develops and implements business plans aligned with single Service/NZDF strategy.</li>
<li>Utilises a comprehensive understanding of pan-NZDF business needs and relationships to achieve NZDF goals.</li>
<li>Makes business decisions based on cost benefit analyses and/or return of investment, and on consideration of organisational constraints and resources.</li>
<li>Acts to mitigate financial risk by keeping costs to an optimum while limiting potential negative consequences.</li>
</ul></li>
</ul></td></tr>
<tr><td>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:
<ul>
<li>Demonstrates an understanding of the machinery of government.
<ul>
<li>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.</li>
<li>Uses to best advantage the political, legislative and regulatory process of government in achieving objectives.</li>
<li>Appropriately applies technical knowledge about governmental systems; for example:
<ul>
<li>Structure and process of government MMP, parties, and House of Representatives.</li>
<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></li>
</ul></li>
</ul></td></tr>
<tr><td><ul>
<li>Demonstrates understanding of the Strategic and Reporting Framework and acceptable public service practices with regard to:
<ul>
<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></td></tr>
</table>

## Signatures

| | | |
|---|---|---|
| **Position Holder’s Name** | | |
| **Signature** | | **Date: ___ / ___ / 20___** |