**NEW ZEALAND DEFENCE FORCE**

**Position Description – Manager**

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| **Position** | **Manager Capability and Strategic Projects** | | |
| **Paraline** | **HQNZDF 00996** | | |
| **Unit** | **Strategy and Modelling, NZDF Finance** | | |
| **Location** | **HQ NZDF, Wellington** | | |
| **Reports to** | **Director Financial Strategy & Modelling** | | |
| **Direct reports** | **5** | | |
| **Grade** |  | | |
| **Security clearance** | **SV** | | |
| **Date Completed** | **August 2014** | | |
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| **About the New Zealand Defence Force** | | | |
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| The New Zealand Defence Force is charged with the defence of the nation, the security of its interests, and the protection of its fundamental values and institutions. New Zealand has a reputation as a good international citizen, and the NZDF is often responsible for maintaining and enhancing this status throughout the world. The NZDF’s vision is: ***“Three Services as one Force, being the best in everything we do”.***This vision stresses that all members of the NZDF - military and civilian - must give of their best. By being “three Services as one Force” we are more agile, efficient and effective. Our combined strength enables us to be the modern defence force that New Zealand requires. | | | |
| **Unit Purpose** | | | |
| The Strategy and Modelling Unit is a team within NZDF Finance. This team is the centre of excellence for scenario and whole of life costing and is responsible for setting and monitoring of a Finance Strategy that will enable deliver of the NZDF Strategy. The team is primarily is responsible for:   * The provision of costing Military Capability, Military Plans and Activities; and * Whole of Life Costing and Capability Business cases.   In addition, the Unit provides assistance to NZDF with costing at many levels including output, product, process and functional levels, as well as the provision of costing models to address strategic issues and support regular planning activities.  The unit comprises two 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 Capability & Strategic Project Team works closely with the Organisational Modelling and Costing team, who’s focus in on long term planning. The Capability & Strategic Project Team will provide insight and analysis related to NZDF capability spend, capital portfolio management and utilisation to support strategic capability decisions. This team is the centre of excellence for whole of life costing. This includes costing of Military Capability, Military Plan and Activities, Whole of Life Costing, sustainable capital portfolio management and Capability Business cases. * The Organisational Modelling and Costing team is responsible for the long-term planning for NZDF Finance and ensures alignment between the underpinning assumptions and resulting financials, from short to long term planning horizons (4 to 35 year planning horizons) and for major strategic initiatives. This team is the centre of excellence for scenario costing. | | | |
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| **Position Purpose** | | | |
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| The Manager Capability and Strategic Projects reports to the Director Financial Strategy & Modelling and is responsible for leading the Capability and Strategic projects team as the centre of excellence for scenario and whole of life within NZDF.  As part of the wider NZDF finance team, the focus of this role is on the review and critical evaluation of outputs prepared within the the Capability and Strategic projects team, prioritisation and driving delivery of those core deliverables from a team of specialist financial capability analysts. Deliverables include Whole of Life Costing and Capability Business cases.  The Manager Capability and Strategic Projects is a key influencer of a range of internal and external stakeholders. In addition the job holder must have demonstrated ability to build effective working relationships within the team and across business to achieve desired outcomes, including the ability to lead mentor and develop others. | | | |
| **Key Activities** | | |
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| **Major Area of Work** | | **Deliverables/Outcomes** |
| **Decision Support** | | * Manage and be accountable for the delivery of subject matter expert analysis and advice for business cases, investment cases, capability projects, change initiatives, and strategic financing decisions, including review and critical analysis of information prepared. * Support the Director Strategy & Modelling in the provision of information for internal capital funding allocation * Manage and be accountable for capital portfolio management providing subject matter analysis and advice to support sustainable asset portfolio management |
| **Financial Accountability, Management, and Process Execution** | | * Work with the Director Strategy & Modelling to develop and deliver capability planning and forecasting (including through life operating cost impacts) in accordance with NZDF requirements in order to determine the optimum balance between investment and funding available * Provide all required information to other areas of Finance to complete the Monthly Close process in a timely fashion, and drive two way communication to support Monthly Close * Drive strong data management practices by being able to structure the analytical approaches to be used to support NZDF; direct team to sources of information both internal / external to the business that may be essential to financial analysis; consider a range of issues when determining accuracy and relevance of data and reconcile contradictory analysis * Ensure strong financial risk management including identification, estimation and advice on management and mitigation * Ensure the timeliness, accuracy and integrity of NZDF Finance’s outputs, including;   - NZDF external and internal Defence Leadership Board reporting from a capital perspective,  -proactive investigation and resolution of potential errors  -impacts of process change   * Manage and implement processes developed by with the Director Strategy & Modelling for evaluating financial return and/or project performance across the NZDF’s capital investments * Maintain life cycle costing policy, processes and models for all capabilities in accordance with NZDF policy * Provide guidance to the team on complex accounting issues |
| **Business Partnering** | | * Develop and sustain an agreed customer engagement process that ensures internal customer relationships are maintained effectively and provide the appropriate level of awareness and support on financial matters to the customer * Work with the Director Strategy and Modelling to deliver transformational change and continuous improvement within the Finance area. * Provide financial support for strategic procurement/financing negotiations and on-going support for resulting business partnerships |
| **Business Leadership** | | * Finance Leadership * Ensure economic and financial trends are understood and reflected in decision making * Manage and implement Strategy team performance measures * Encourage full use of NZDF Finance resources including the Strategy team and individual subject matter experts * Be a civilian role model within the organisation * Provide leadership and direction to NZDF Finance and act as a change agent * Develop organisational capacity through the active development and management of Finance team members, including compliance with NZDF’s Plan Develop Perform (PDP) framework |
| **Strategic financial modelling** | | * Support long-term strategic initiatives and investments through whole-of-life scenario modelling to identify the cost/benefit of options. * Use rigorous financial modelling techniques to assess the financial viability (including pay-back period, ROI, cost efficiencies) of initiatives or options. * Responding to ad hoc requests to support the decision making process and clarification of financial submissions. * Ensuring alignment between the underpinning assumptions and resulting financials from long term planning horizons, e.g. 35 year plan * Support to the sustainable capital portfolio management including capital portfolio reporting and prioritisation process |
| **Other** | | * Ensure provision and quality assurance of advice to Ministers and other official information requests * Carry out other functions skilled and/or qualified to perform as directed. |
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| **Key Working Relationships** | | |
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| **Internal** | | * NZDF Finance * NZDF Capability Branch staff * Capability Management Board (CMB) * NZDF Office of Strategy Management (OSM) * Communications and Information Systems (CIS) * NZDF Defence Property Group * Other HQ commanders, managers and staff * Base/Camp commanders, managers and staff |
| **External** | | * Audit New Zealand * The Ministry of Defence (MOD) * Office of the Minister * The Treasury (New Infrastructure Unit) * External Consultants |
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| **Personal Specifications** | | |
| *To succeed in the position you must have the following:* | | |
| **Knowledge and Skills** | | * Proven quantitative and qualitative analytical and evaluative skills, incorporating problem solving, decision-making and creative thinking. * Knowledge and understanding of management accounting and financial management principles and practices. * High level of computer literacy with spread sheets, word processing and data management software including Microsoft suite of products (Excel, Word, PowerPoint); experience with an ERP package is desirable * Proven research and learning skills, including ability to identify best practice and apply in practice * Demonstrated sound work management practices including structured approach to task/project management, ability to operate to deadlines * Excellent communication skills, both written and oral, to suit experts and non-financial audiences * Demonstrated ability to build effective working relationships within team and across business to achieve desired outcomes including the ability to mentor and develop others * Experience of sustainable portfolio capital management and whole of life costing is preferable put not required * A successful candidate will preferably hold knowledge or at least an awareness of relevant internal and external standards, principles, policies, systems and processes, procedures, guidelines, practice and regulations including: * NZ Government Business Case Gateways and Capital Asset Management processes * Public Finance Act -1989 * Financial Reporting Act-1993 * Defence Act-1990 (awareness) * NZ and international accounting and reporting standards (including audit and risk management) * Generally Accepted Accounting Principles (GAAP). |
| **Experience Level** | | * Practical experience (10 years) in a finance/accounting or similar role in a large capital-intensive organisation, professional services, commercial or public sector. * A minimum of 5 years of senior management experience. * Leadership of a team through a significant change programme within the last five years |
| **Qualifications and Courses** | | * Professional accounting/finance qualification equivalent to CA level, or international equivalent. * Postgraduate business qualification desirable. |
| **Specific Job Requirements** | | * Ability to attain and maintain the required level of security clearance. * No impediment to travel within New Zealand as required. |

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| **Success Factors** |
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| **Lead Financial Strategy**   * Fulfills a strategic leadership role in financial strategy and policy setting in consultation with other senior Finance managers * Proactively monitors and evaluates effectiveness * Continually strives for financial optimisation of strategic decisions * Contributes to the development of NZDF and single service overall strategic direction |
| **Represent Financial Planning**   * Directs NZDF financial planning processes * Leads the preparation of annual and longer-term resource plans * Approves, produces and explains statutory and internal financial plans and reports to internal and Government executives | |
| **Assess Financial Performance**   * Directs the development of performance measurement and oversees performance monitoring * Establishes financial management and reporting frameworks * Approves consolidated performance reports * Assesses and advises on the strategic and operational ramifications of performance results | |
| **Integral Business Partnering**   * Provides financial acumen, technical advice, and valued decision support to internal and external parties on a full range of financial matters * Directs the NZDF financial management training programmes for non-finance managers | |
| **Oversee Risk and Assurance Management**   * Oversees implementation and management of the NZDF Risk Management Framework * Develops plans and programmes to implement financial risk management systems to support the integrity of financial and non-financial information * Ensures the implementation of and adherence to all statutory requirements and the safeguarding of assets, property and resources | |
| **Assurance over Management Information Systems**   * Ensures the integrity, relevance and responsiveness of the information produced by the financial management systems * Involved in the governance of systems development/ enhancements to meet business needs | |
| **Business Acumen -** *Achieves results by understanding NZDF business needs, outcomes and relationships*   * Displays well developed analysis and critical thinking skills * Utilises a comprehensive understanding of pan NZDF business needs and relationships to achieve NZDF goals * Seeks broad perspectives and expertise from other areas of NZDF, other organisations, the commercial sector and other Defence Forces * Champions NZDF objectives even when disadvantageous in own area or sphere * Manages effective business planning, financial and budgetary systems and alignment to strategy * Considers the impact of the legislative and regulatory process of Government on the NZDF * Searches for and acts on opportunities to improve Service or NZDF’s performance * Measures and takes steps to improve the effectiveness and efficiency of Service or NZDF’s performance | |
| **Championing Change -** *Leads organisational change*   * Takes personal responsibility to initiate and champion the need for change, advocating the need for a better way * Identifies priorities for change, and initiates strategies to meet the organisations changing environment * Has the courage to demonstrate where the proposed change is not meeting the required objective * Involves all stakeholders in continuous improvement actions and alternatives * Readily investigates and addresses implemented approaches that are not working * Seeks out new and challenging experiences and operates outside their comfort zone * Explains the context, reasoning and benefits behind the change * Distinguishes between change that adds value and that which places proven processes at risk | |
| **Continuous Improvement Leadership -** *Leading systems and process improvement*   * Understands organisational processes and identifies and acts upon opportunities for improvement, synergy and integration * Looks to improve own Service/ NZDF’s performance by identifying the right systems, resources and structures to achieve future outcomes * Leads the review of critical work systems and processes to make continuous improvements * Develops and implements systems and processes to optimise the efficient use of Service/NZDF’s resources and assets | |
| **Drive for Strategic Results -** *Perseveres to deliver NZDF outcomes*   * Sets the context and establishes direction and expectations for future results * Models a high level of drive and ownership for achieving challenging organisational goals * Champions NZDF decisions and values in a positive way * Creates a culture of commitment and accountability * Confronts challenges and perseveres despite setbacks to deliver on strategic objectives and outcomes * Manages work pressures effectively by maintaining personal well-being and work efficiency, building reserves that allow for heavy work-load management | |
| **External Stakeholder Focus -** *Focused on meeting the needs and expectations of key external stakeholders*   * Seeks success through co-operative strategic alliances and collaborative efforts that benefit NZDF * Identifies key external NZDF stakeholders and their potential impact on NZDF’s success and develops strategies for stakeholder engagement * Actively builds rapport and trust with key external NZDF stakeholders, including the broad security arena, commercial sector, whole of government and multi-agency context * Establishes and maintains a positive relationship with the media * Clarifies shared and different stakeholder priorities * Maintains collegiality and mutual respect with politicians and civilian colleagues appreciating and conveying their contribution to the nation and the important roles they play in peace, order and good government * Understands and engages with the issues of principle associated with the Treaty of Waitangi | |
| **Future Focus -** *Considers the wider and future impact of issues on the NZDF*   * Discusses multiple aspects and impacts of issues and projects them into the future * Anticipates the future impact and implication of actions on other NZDF units, other government agencies or Defence Forces * Ensures that NZDF can meet the demands of today, whilst preparing for the future * Anticipates future strategic consequences and trends accurately using their broad knowledge and perspective * Understands the current and future potential of the NZDF and its interface with its operational environment, business and community * Balances current operational commitments with actions to build future capability | |
| **Government Savvy -** *Understands the Machinery of Government*   * Anticipates the consequences of their actions in both the political and public sector environment * Uses a rigorous process for making judgements including the assessment of potential risk to government * Conducts interactions diplomatically and with integrity to maintain credibility and confidence of government and parliament * Is aware of NZDF and public sector wide priorities and focuses on understanding changes, shared responsibilities and overlapping and competing priorities * Demonstrates an awareness of the potential impact of NZDF outcomes and strategy on other agencies and how other agencies may impact on the achievement of these * Demonstrates a deep 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 * Promotes the role of the military in a constitutional democracy within the national, public and international domains | |
| **Leading Organisations with Integrity -** *Models the highest standards of personal and professional behaviour*   * Behaves consistently in an honest, ethical and professional manner * Communicates openly and explicitly about their reasons for taking controversial courses of action * Displays personal values that are aligned with the public sector – spirit of service to the government and the people of New Zealand * Serves the government of the day, implementing their policies and programmes irrespective of personal preferences * Stays steady through crises involving ethical dilemmas * Promotes a sense of pride in the Profession of Arms, what it stands for and what it believes in * Maintains and sustains the value system contained in the military ethos | |
| **Promoting Innovation -** *Encourages and promotes ideas and innovation to further Service/NZDF strategic outcomes*   * Sources new ideas internally and externally, often without precedent, to positively affect NZDF outcomes * Learns quickly in new situations and agilely integrates and applies new information and learning * Proactively looks for new insights, experimenting with concepts, data and ideas to discover new combinations that can be applied to business thinking * Generates and considers innovative strategies or actions to achieve long range goals or vision whilst maintaining current activities * Encourages creative thinking in the face of challenge and is bold in employing new solutions * Uses a wide perspective to create new concepts or approaches not obvious to others * Sees connections among previously unrelated notions and comes up with new and unique ideas | |
| **Strategic Courage -** *Charts courageous direction and challenges assumptions*   * Takes and stands by difficult decisions * Challenges perceived wisdom from wherever it emerges and prepared to voice an opposing view * Acts in the best interests of their Service / NZDF and the people they are leading without unduly being influenced by personal advancement considerations * Shows courage in the face of opposition and is able to take tough criticism * Speaks out in difficult situations when it is easier to say nothing * Acts appropriately according to the situation and is seen as considered and balanced (e.g. delivers tough messages in a compassionate way) | |
| **Strategic Decision Quality -** *Makes quality decisions in a complex environment that are enduring*   * Formulates clear decision criteria; evaluates options by considering implications and consequences on strategic and practical plans * Deals with concepts and complexity comfortably, making connections between different facets * Considers the opportunities and risks associated with various long-range options, and selects the course of action with the highest probability of success * Strategic decisions last beyond the tenure of their appointment or career * Copes with ambiguity by evaluating options against the known, most likely or similar experiences * Looks forward, takes a broad perspective and examines the implications of situations in terms of the wider organisational and sector context * Aware of the impact of proposed strategies on their own team and the NZDF and when the need arises makes trade-offs and strategic choices | |
| **Visionary Leadership -** *Communicates and drives the organisation’s vision and values*   * Communicates and drives NZDF vision, goals and objectives, aligns them with government priorities and outcomes * Communicates persuasively the unique nature of the profession of arms and how it serves to advance values of interest and importance to New Zealanders * Communicates a breadth of vision and looks at the whole not the part * Creates a compelling vision and inspires others to act to support that vision * Articulately paints credible, compelling pictures, stories and visions of future opportunities * Helps others see the links between the organisation’s vision, values, systems and processes | |

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| **Signatures** | | | |
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| **Supervisor’s Name** | |  | |
| **Signature** | |  | **Date: \_\_\_ / \_\_\_ / 20\_\_\_** |
|  | | | |
| **Position Holder’s Name** |  | | |
| **Signature** |  | | **Date: \_\_\_ / \_\_\_ / 20\_\_\_** |