



ARMY25

CHIEF OF ARMY'S BRIEF



**A FORCE FOR
NEW ZEALAND**

Ko Ruapehu te maunga
 Ko Hautapu te awa
 Ko Rongomaraeroa o ngā hau e whā te marae
 Ko Tū taua a Tūmatauenga te wharenui
 Ko Ngāti Tūmatauenga te iwi
 Ko au te Rangatira o Ngāti Tūmatauenga
 Tihei mauri ora
 Ko wai ra? Nga toa o Ngāti Tūmatauenga!

Ruapehu is the mountain
 Hautapu is the river
 Rongomaraeroa o ngā hau e whā is the marae
 Te whare tu taua a Tūmatauenga is the meeting house
 I am the Chief Of Ngāti Tūmatauenga
 Who are we?
 We are the Warriors of Ngāti Tūmatauenga

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CHIEF OF ARMY FOREWORD



In late 2018 as the incoming Chief of Army, I outlined my vision and the direction I will take our Army over the next three years. The headquarters team has worked hard to fully develop that strategic guidance into Army's strategic plan, and it is important I take this opportunity to describe the key elements of **ARMY25** to you.

A handwritten signature in black ink, appearing to read 'John Boswell'.

Major General John Boswell, DSD
Chief of Army

Why this matters

The Government has made it very clear what is required of us: "The core task of the Defence Force is to conduct military operations, in particular combat operations."

To meet the demands placed on us by government and remain operationally effective, we must become a modern, agile, highly adaptive, light combat force. ARMY25 will shape our future, and enable us to be a world-class Army with mana, meeting not only the demands of the current operating environment, but those of the future fight.

There is no question that achieving my vision of a modern, agile, highly adaptive, light combat force while simultaneously continuing to generate capability and commit to operations will challenge us. It will require our total workforce - regulars, reserves, civilians - to be agile of both thought and action.

It will need us all to support this strategy, and collectively work towards achieving the ARMY25 end-state. This document outlines Army's future pathway, so that we can all play our part in achieving the NZDF vision of an Integrated Defence Force 2025.

Your role

Understand my intent, review the ARMY25 projects and initiatives, and get to know the plan. Determine how you are likely to be affected, and ask yourself what do I need to do to prepare for the future - how do I make the most of this opportunity? Understand your role in helping Army achieve its 2025 goals, and when you spot an opportunity to help ARMY25 succeed, take it.

WHO WE ARE



E Tū Tika - Stand Tall
E Tū Kaha - Stand Strong
E Tū Nga Toa! - Stand United as Warriors
Taiaha Taiaha ha!

I am excited by what lies ahead for our Army, our people, and their whānau. The Chief of Army has anchored his vision and plan, **ARMY25**, on our people. People are the key building block of the 'light combat force'; and the modern operational environment needs us all to be 'agile of both thought and action'.

Warrant Officer Class One Clive Douglas
Sergeant Major of the Army

I firmly believe 'The Way of the New Zealand Warrior' encapsulates the ethos and values that underpin service in the modern profession of arms, so my message to you is one of alignment and balance.

Alignment means each of us living our ethos and values, and understanding our part in the Chief's vision, mission and end-state. We need to align so that we can invest in our people; deliver every opportunity for professional development; create the right structure and skill sets we need to sustain operations. In short, alignment means we can be the best Army we can be – world-class.

Balance is required for our wellbeing and personal development. Service to the nation and its people is challenging and demands many sacrifices, not only from just ourselves but also our whānau. Balance is vital to fully leverage the services and benefits available from being part of Ngāti Tūmatauenga.

Our Army has a long and proud history, proven repeatedly on the battlefield. However, we need to be prepared to cope with the demands of the modern operating environment. Our ability to fight, lead and operate must be world-class; how we act must be in a way that maintains the mana of Ngāti Tūmatauenga. Everything we do will be remembered; our ethos continues to define the character of the modern New Zealand warrior, and our values underpin our service to Ngāti Tūmatauenga, our whānau and our nation.

Serving New Zealand loyally and honourably through the profession of arms requires each of us to maintain the highest standards of behaviour, both in war and peace. This is why I connect 'The Way of the New Zealand Warrior'. It describes our ethos, our values, our origins, our role, our story and our expected behaviours: The characteristics that are the modern New Zealand Warrior.

I am excited by what ARMY25 seeks to deliver for our people and their whānau. I require each of you to understand ARMY25, and the part you have to play in achieving the Chief's vision. We must each be 'agile of both thought and action'. Our continued success depends on how we act and behave, and how, as Ngāti Tūmatauenga, we operate together.

Kia kaha – Be Strong

Kia maia – Be Brave

Kia Manawanui – Be Steadfast

Ngā mihi

Where we are

The New Zealand Army is one of our nation's oldest and most respected institutions. The achievements of those who served before us were critical in crafting our national identity and our nation's story. I treasure this connection and we should all take great pride in the service we provide our communities, our nation and the world.

Our people support our communities in cities and regional centres from approximately 21 hubs across Aotearoa. These Hubs are an integral part of Army's contribution to both our social fabric and our nation's resiliency – through community engagement, emergency response and support to other Government agencies.

We are there for our nation when disaster strikes our communities and our shores, offering unwavering professional support and reassurances to our whānau and extended whānau that we care, and are there to help when they need us as a Force for New Zealand.



Our Culture – Our Competitive Advantage

ARMY25 positions the New Zealand Army to serve our nation loyally and honourably in the future operating environment, and it calls on the Courage - Tū Kaha, Commitment - Tū Tika, Comradeship - Tū Tira, and Integrity - Tū Māia of us all to both support the plan's change agenda, and optimise the outcomes being sought.

ARMY25 is strongly aligned to the culture of Ngāti Tūmataunga. Culture is the ideas, customs and social behaviour required of all of us to maintain the highest personal standards, both in war and peace.

The New Zealand Army's culture also blends the traditions of the Māori warrior and the British soldier - our history, heritage and experience of war - and the characteristics of our wider society. It is the lifeblood of our Army, it conveys our sense of identity, and it shapes our attitudes and behaviours.

ARMY25 requires that we embrace the characteristics of the New Zealand soldier captured in 'The Way of the New Zealand Warrior' and that we are an Army where every opportunity is afforded our soldiers to be the best that they can be - to be world-class. It is competency and character, above all else, that matters.

Our people must live our core values, and a culture of inclusiveness must exist with our diversity being celebrated. Valuing and seeking diversity will both better position Army to prosecute population-based operations and ensure that we are not restricting who we recruit; rather, we are giving ourselves every opportunity to attract, retain and maximise the best talent available amongst our soldiers. All of us are responsible for bringing our values to life every day and ensuring the Army has positive, safe and inclusive workplaces; workplaces where there is no place for those who disrespect, bully or harm others – behaviours that attack the very essence of our core values, and our own personal mana.

Our people are at the heart of our culture, and it is the culture of Ngāti Tūmataunga that has been, and always will be, our competitive advantage.



Our Vision: To be a world-class Army with Mana

Our vision is enduring. It is founded in our ethos and values, and it is what we all must aspire to be at all times. It is us. To be world-class, we must be amongst the best in the world at everything we do - we must be masters of our profession.

Mana incorporates prestige, respect, pride and high status. It is earned and given, and never assumed, taken or afforded by right.



Our Mission: To provide world-class combat ready land forces that are trained, led and equipped to win as part of an Integrated Defence Force

Chief of Defence Force's (CDF's) intent is to deliver an 'Integrated Defence Force' by 2025. For Army to achieve our part in CDF's plan, and remain operationally relevant, we must be a modern, agile, highly adaptive, light combat force.

It is essential that we remain both combat ready and continue to provide conventional and special operations forces able to operate in all environments and across the spectrum of conflict.

World-class is as much a mind-set as it is a standard and is the responsibility of us all. To be world-class in the eyes of New Zealanders, our allies and partners, and even our adversaries, we must all strive for excellence in everything we do.

MY INTENT

MODERN

- Network Enabled Army
- Protected Mobility Capability Project
- Soldier Modernisation
- Enhanced urban warfighting capability
- Integrated: Joint, multinational, with other government agencies

We will need to remain future focused, while continuously improving and evolving our combat capabilities in order to meet the challenges of technological change, well concealed highly capable adversaries and an increasingly complex and urbanised operating environment.

AGILE

OF THOUGHT:

- Think smart, fight smart
- Enhanced decision-making ability

OF ACTION:

- Mission command
- Across the spectrum of operations

We must be agile – of both thought and action. We must, at all levels and at all times, think smart and fight smart. We must all be prepared to cope with the speed and vast quantities of information that will be prevalent in the future operating environment. All Commanders, regardless of rank or appointment, must be able to lead effectively in rapidly evolving environments – mission command will only become more important.

HIGHLY ADAPTIVE

- Flexible, scalable, expeditionary
- Mission-specific Task Force approach

One of our strengths must become our 'plug and play' mentality using the capability bricks and mission-specific task force approach to operations. We must be flexible, rapidly scalable, and able to adapt to a situation in order to both understand it and generate the desired effects. We will retain our current structure based around 1 (NZ) Brigade, however we must be able to rapidly task-organise ourselves, as often as needed, to achieve mission success.

LIGHT COMBAT FORCE

- Light infantry, armour and artillery, along with the Special Operations Forces (SOF) provide Army's core combat capability
- Supported by agile and responsive support and sustainment forces – well prepared, technologically advanced, capable of operating in an austere environment
- A manoeuvrist approach to war-fighting

The Multi-Role Battalion Group, and the Special Operations Task Group, are Army's benchmark for generating operational forces. Together they provide government with light combat forces that can effectively respond to the demands required of us.

BY 2025:

A WORLD-CLASS, NETWORKED, LIGHT COMBAT FORCE, DELIVERING OPERATIONAL EXCELLENCE AS PART OF NEW ZEALAND'S INTEGRATED DEFENCE FORCE.

THE NEW ZEALAND ARMY IS, AND ALWAYS WILL BE, A LIGHT COMBAT FORCE. OUR ABILITY TO PROSECUTE LAND COMBAT OPERATIONS IS NON-NEGOTIABLE.



ARMY25: OUR PATHWAY TO AN INTEGRATED DEFENCE FORCE

What is ARMY25?

ARMY25 is our change strategy for the period 2019 to 2025. Its objective is to meet my vision of a modern, agile, highly adaptive, light combat force. The plan is divided into four themes – People, Information, Relationships and Capability Enhancement. Each aims to deliver different parts of the plan.

In order to achieve our mission and end-state, approved projects and initiatives are run under each theme to produce the change our Army needs. Projects cover a range of new capabilities we are looking to introduce into service such as Remotely Piloted Aircraft Systems (RPAS or drones), through to ensuring Army personnel are provided with the learning opportunities to succeed on the future battlefield.

But the fact remains, we cannot do everything all at once. This means we must be ruthless in our prioritisation, and pragmatic with our resources.

People

This theme looks to ensure that by 2025 our Army will have increased in strength to 5150 personnel and be better positioned to meet the outputs directed to us by government. We must grow a future force that is resilient; has the attitude, skills and knowledge to be agile and adaptive in the execution of its duties; and lives our ethos and values.

Information

For the NZ Army to be a modern and effective light combat force, we must all be skilled in operating in an information-rich environment. Transforming information into knowledge and then into actions through timely, accurate and informed decisions will be critical to mission success in the future operating environment.

Relationships

We are a people organisation which operates in the human terrain – relationships are vital to everything we do. We must be viewed as credible and trusted by our community, nation, allies and partners.

Capability Enhancement

To be a modern Army, we must be a networked and interoperable land combat force, resourced and equipped to operate both domestically and in a complex, integrated expeditionary environment.

ARMY25 – PEOPLE



GOAL:

Ngāti Tūmataunga encapsulates the culture we aspire to as an Army. We are an Army that values diversity and invests in developing its people through a modern and innovated training system. Our force is balanced to meet the complex and demanding requirements of the current and future operating environments.

People are our most valuable asset, our single biggest investment, and they provide the key building block of all combat operations. It is my role to ensure that the Army supports you and your families, while delivering every opportunity for you to reach your full potential. For your part, you must commit to our ethos and values, and through your actions and behaviours enhance our mana. In the future, there will be a growing tension between the need for specialists and our ability to field an adaptable generalist force. Striking this balance will require careful management by commanders and staff alike. What will remain unchanged however, is that our warfighting success will continue to be founded on the professionalism and courage of young New Zealanders, from all walks of life, who are committed to the service of others and our nation.



Our People

Ensuring our culture continues to reflect who we are as an Army and that we are mentally and physically ready to live our ethos and values in order to not only serve our nation with distinction, but honour the memory of those who served before us.

Balanced Force

Ensuring Army has the right structure and skill sets in order to deliver sustained operational outputs. The 'Force Design Project' and 'Army Sporting and Recruiting Ambassadors' will deliver these outcomes.

Smart Soldier

Investing in our people to ensure they have both the mental agility to succeed in the future operating environment and can realise their full potential. Ensuring our soldiers, as our greatest strength, are ready to optimise evolving operational concepts and technologies through the 'Land Professional Military Education (LPME)' and 'Army Officer Cadet Residential Tertiary Education' projects.

Training System

Transforming our training systems to recruit, train and develop our people to succeed on operations through the 'Army Individual Training Evolution' project.

Diverse Force

A diverse, respected and balanced workforce optimised to enhance our operational effectiveness by developing an 'Army Diversity map'.

Reserve Force Integration

An enhanced Reserve Force providing the trades and specialist skills needed to sustain the delivery of Army's outputs.

ARMY25 – INFORMATION



GOAL:

We are an information-enabled Army that leverages technology in order to enhance our decision-making.

We need to change how we think about and use information on the battlefield. It is no longer the sole purview of the information specialists. The ability to 'fight' information is now vital to the success of all military operations; it is everyone's responsibility. Instead of relying primarily on physical actions, we must each be comfortable with the merging of the physical and virtual worlds. We must view information as integral to all our operations.

Information led Command & Control

It is important that we are all skilled, both as individuals and teams, at receiving, managing and analysing large quantities of digital information quickly in order to make timely, accurate and informed decisions.

We need to better understand how to 'fight information' in the future operating environment. The Mission Command Training Facility (MCTF) project will initially allow us to achieve this, and will aim to deliver a purpose-built centre to train and prepare our people to operate in a digital command and control environment.

Continuous Improvement

To be truly world-class, we must all ensure that we get better at doing our job every day. We must all challenge poor performance and strive to be the best we can be through innovation and new continuous improvement tools and processes.

Technology to create effectiveness & efficiency

I am seeking to invest in technology to better enable you in your day-to-day work. I require your support and patience as we look to rectify key infrastructure and information shortfalls.

ARMY25 – RELATIONSHIPS



GOAL:

We are an Army that is viewed as credible and trusted by our community, nation, allies and partners.

Land operations are fundamentally human interactions. We must be able to seamlessly network with, and integrate into, joint and multi-national forces. We also need to understand how we will, in the future, operate alongside the many other government and non-government agencies that occupy the battle space. To reflect the different approaches that we need to take, the types of environments within which we are called upon to operate, our engagement strategy is captured in three parts.

Community

We live and work in our communities. We have been trusted with the defence of our people. With this responsibility comes the expectation that we must, at all times, remain responsive to the needs of our communities and maintain the highest of standards in everything that we do.

Nation

As part of the joint force, and alongside other government agencies, our work is vital to promoting a safe, secure and resilient New Zealand. We must all ensure that our ability to operate with the many other government and non-government agencies is not only well established, but becomes second nature.

World

We must each continue to improve how we operate alongside our military allies and partners – our interoperability. The capabilities we contribute to the coalition must always add value, and never detract from that effort. The impression that each of us make when we exercise, deploy or even just visit contributes to the trust and credibility our military allies place in us. A world-class Army with mana.

ARMY25 – CAPABILITY ENHANCEMENT



GOAL:

We are an Army resourced with the capabilities to prosecute land combat operations in a complex, integrated and austere environment.

Capability Enhancement will ensure that we remain relevant in the future. As projects, such as Network Enabled Army, Protected Mobility and Soldier Modernisation gain momentum, we will continue to ensure that the NZ Army is equipped for the future fight. These capabilities will be fit for purpose within both New Zealand and the Pacific region, whilst having utility globally.

Transform

Ensuring capability programmes and projects transform how Army prosecutes future land combat operations through the 'Network Enabled Army (NEA)' and the 'Protected Mobility Capability Project (PMCP)'.

Maintain

Ensuring programmes and projects maintain Army's ability to prosecute land combat operations.

Enhance

Ensuring programmes and projects enhance Army's ability to prosecute land combat operations through the development of future urban operating information warfare concepts, and in place projects such as the 'Consolidated Logistics Project (CLP)', 'Soldier Modernisation' and the 'Range and Training Area Management System and Automated Ranges' projects.

Infrastructure

Ensuring Defence Estate infrastructure investments continue to deliver against Army's needs through the 'Mission Command Training Facility (MCTF)' and 'Plan MERE' project.

A MODERN, AGILE, HIGHLY ADAPTIVE, LIGHT COMBAT FORCE



Future Outlook FLOC 35 – Army's long-term direction

Complexity will continue to define the future land operating environment. Rapid population growth, urbanisation, climate change, technological advances, and the merging of the physical and information domains are all contributing factors. However, what we cannot know for certain is the speed with which this complexity will increase.

This is why we must be agile – of both thought and action. We must ensure that we provide our people, at all levels, with the attributes required to think smart and fight smart. This will require us to think differently, have the courage to take calculated risks, and be responsive to rapid changes within the environment. It will require our leaders to create a command environment of trust, and to embrace mission command. As an organisation, we must remain prepared, and plan accordingly to ensure that we are not only heading in the right direction but have the confidence to adjust our trajectory as needed.

2019–25 Fight Tonight

A Networked Land Combat Force

- Grow and shape the Force of 5150
- Networked Land Combat Force enabled by information
- A trusted and credible partner
- Enhanced mobility and training facilities

2025–30 Fight Tomorrow

An Information Age Land Combat Force

- Enhance personnel performance
- Fight Information
- Land combat capabilities focused on complex expeditionary operations

2030–35 Future Fight

The future Land Combat Force

- Enhance performance through human machine learning
- Operate concurrently and effectively across the future physical and information domains
- Trusted partner of choice
- Integrate robotic, autonomous and artificial intelligence capabilities

Army Innovation

ARMY25 focuses on being modern, agile in thought, and ensuring continuous improvement through innovation. Innovation is not only about looking for an idea that will create a step change (that is, a change that makes a significant difference to our processes, outputs or structures), but also about those little efficiencies and novel approaches to the way we do things, that, when combined, improve how we operate, deliver value for money and provide opportunities to reinvest elsewhere in Army.

Innovation is now an imperative for organisations to succeed. Within Army this is no exception. Innovation must be part of our culture and of our long-term strategy for continuous improvement. Innovation contributes to and demonstrates our value of Tū Kaha – Courage and Tū Tika – Commitment. We are innovative already, it's in our DNA – there are some great ideas out there.

The Army Innovation Scheme is all about capturing your good ideas, implementing them, looking at ways we can share or celebrate them, and consider the value they bring to our Army.

Army Innovation challenges you to support CA's vision of a modern, agile, highly adaptive, light combat force by:

- Delivering continuous improvement through the use of technology to create effectiveness and efficiency, smarter soldiers and enhance current capability.
- Ensuring we play our part in protecting our precious environment, our taonga, for future generations by reducing the Army's environmental impact when deployed both domestically and internationally.

Got an idea?

Think we could do something better?

Submit your idea through the Army Innovation Portal on the Army Intranet Command Post, or email the team:

ArmyInnovation@NZDF.mil.nz

Bibliography – Recommended Reading

- NZDF Future Operating Environment out to 2050
- Defence White Paper 2016
- Strategic Defence Policy Statement 2018
- NZDF Output Plan FY 2019/20
- NZDF Strategic Plan 2019–2025 Operationalising STRATEGY25
- NZDF Statement of Intent 2018/19–2021/22
- Treasury's Living Standards Framework
- Future Land Operating Concept 2035 – Integrated Land Missions
- CA Command Directive (annual document)
- The Way of the New Zealand Warrior (updated version)
- The New Zealand Army
- Army News Articles:
 - October 2019: DCA message on Reputation and Relationships
 - September 2019: CA message on Joint Support Component Command
 - August 2019: CA message on discipline
 - July 2019: CA message on Defence Capability Plan
 - June 2019: SMA message on family readiness
 - May 2019: SMA message on Routine Basics and Reading List Recommendations
 - April 2019: CA message on 'Agile of Thought. Agile of Action'
 - March 2019: SMA message on character 'Its our Ethos'
 - October 2018: CA message on 'My Vision – Modern, Agile, Highly Adaptive, Light Combat Force'
- F4NZ – Force for NZ Magazine June 2019
- The Climate Crisis: Defence Readiness and Responsibilities

Want to know more?

For more detailed information on ARMY25 and its roadmap, plan, projects and initiatives, visit the ARMY25 Intranet Site through the Army Intranet Command Post.

**ARMY25**

“To achieve my vision of a world-class Army with mana we must become a Modern, Agile, Highly Adaptive, Light Combat Force while also reinforcing and living our ethos and values 24/7.”

Major General John Boswell, DSD
Chief of Army

