



Headquarters  
New Zealand Defence Force  
Defence House  
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Lower Hutt 5045  
New Zealand

OIA-2024-5107

29 August 2024

[Redacted]  
[Redacted]

Dear [Redacted]

I refer to your email of 6 August 2024 requesting the following information under the Official Information Act 1982 (OIA):

*I'd appreciate being provided with a copy of DFI 5.1 (the publication pertaining to Defence standards for writing), pursuant to the Official Information Act 1992, please.*

A copy of Defence Force Instruction 5.1 Defence Force Writing is enclosed.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or Freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

**AJ WOODS**

Air Commodore  
Chief of Staff HQNZDF

**Enclosure:**

1. Defence Force Instruction 5.1 Defence Force Writing



**Defence Force  
Instruction 5.1  
Defence Force Writing**  
Executive Series

*Releasable to the public pursuant to s 22 of the Official Information Act 1982.*

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## Authority Order

### DFI 5.1 Defence Force Writing

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Issued by the Chief of Staff Headquarters New Zealand Defence Force

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#### Authority

1. DFI 5.1 *Defence Force Writing* is issued and promulgated under the delegated authority of the Chief of Defence Force to the Chief of Staff, Headquarters New Zealand Defence Force.

#### Conflict

2. Nothing in this publication is to be construed as prevailing over any relevant Act of Parliament or regulations made under it, or Defence Force Orders and Directives issued and promulgated by the Chief of Defence Force.
3. Any conflict between the mandatory requirements stated in this publication and any other policy, order, rule or procedure issued within the New Zealand Defence Force is to be reported to the Custodian without delay.

*Signed on original*

**AJ WOODS**

Air Commodore

Chief of Staff, Headquarters New Zealand Defence Force

29 February 2020

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**END MATTER. . . . .1**

Record of Change. . . . . 1

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## Preliminary Provisions

### Purpose of DFI 5.1

1. This order sets out the writing practices to be applied throughout the New Zealand Defence Force (NZDF).
2. DFI 5.1 *Defence Force Writing* directs conventions and standards to be used when preparing correspondence, administrative and operational documents, and orders, directions and instructions.
3. The rules, standards and conventions described in this publication are those the NZDF considers to be the most important in all matters of writing in the NZDF.

### Application

4. This is a general order to all members of the Armed Forces for the purposes of s 39(b) of the [Armed Forces Discipline Act 1971](#) and instructions to members of the Civil Staff as expressed in the NZDF [Civil Staff Code of Conduct](#).
5. The standards and conventions promulgated in this order are to be applied throughout the NZDF for the drafting of orders, directions and instructions, correspondence, and the preparation and presentation of administrative and operational documents.
6. Except where a departure from prescribed requirements is permitted<sup>1</sup> all members of the NZDF must comply with the directions and instructions stipulated in this order.
7. The instructions in DFI 5.1 apply equally to persons seconded to the NZDF from external employers/agencies, contractors, sub-contractors and their respective employees engaged for NZDF purposes when drafting correspondence and NZDF publications. It is the responsibility of the member of the NZDF managing any contractor, consultant or other person not a member of the NZDF to make them aware of this requirement.
8. Non-compliance with these instructions may result in disciplinary action being taken in accordance with the [Armed Forces Discipline Act 1971](#) or may result in possible sanctions in accordance with the NZDF [Civil Staff Code of Conduct](#).

### Commencement date

9. The commencement date of DFI 5.1 is 29 February 2020.
10. Amendments to this publication are documented in the [Record of Change](#) in the end matter.

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<sup>1</sup> Chief of Staff, Headquarters New Zealand Defence Force for all publications issued by the Chief of Defence and under a delegated authority.



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## Repeal

11. ADFP 102 *Defence Writing Standards* and the New Zealand Supplement to ADFP 102 are withdrawn from use in the NZDF.
12. The following orders, directions and instructions have been repealed—
  - a. DFO 1 *New Zealand Defence Force Publications*, Chapter 5;
  - b. DFO 01/2002 *New Zealand Defence Force Service Writing Standards*;
  - c. CDF Directive 15/2008 *Formal Waiver to DFO 1*, Chapter 5; and
  - d. DFI 0.102 *Defence Force Writing*.

## Approving Authority

13. The Approving Authority for DFI 5.1 is the Executive Officer Headquarters New Zealand Defence Force (XO HQNZDF).

## Custodian

14. The Custodian for DFI 5.1 is the Staff Officer Support to the Chief of Defence Force (SO SPT to CDF).

## Meanings of terms

15. Terms used in DFI 5.1 and not explained or stated in the authorised references are defined in [Annex A](#) to these preliminary provisions.

## Authoritative version of DFI 5.1

16. The online copy of DFI 5.1 promulgated in the [NZDF Publications Centre](#) (accessed through the Intranet) is the authoritative version. Any printed copy or other electronic copy is deemed uncontrolled and is to be used for guidance only.

## Related publications

[Cabinet Manual](#)

[The Chicago Manual of Style](#) by The University of Chicago Press Editorial Staff

[Grammar Monster: Free Grammar Lessons and Exercises](#)

*Smashing Grammar: A Guide to Improving Your Writing Skills and Avoiding Common Mistakes* by Craig Shives

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## Annex A

### Meanings of Terms

1. Words and phrases are to be given their ordinary grammatical or military meaning as described in relevant legislation, military glossaries and authorised dictionaries.
2. Meanings of terms used in this publication and not explained in authorised reference documents or that are in common use are—

Term	Meaning
Defence Information Environment (DIE)	The DIE includes a system that provides a digital repository for the management and storage of all NZDF correspondence, orders, directions and instructions, including NZDF Internet and Intranet sites.
Colours (RGB)	Note: Green (128) Caution: Red (227), Green (108), Blue (10) Warning: Red (192) Hyperlink: Blue (255)

Acronym/Abbreviation	Meaning
AC SCE	Assistant Chief Strategic Commitments and Engagements
AFGO	Air Force General Order
AI	Administrative Instruction
BCS	Business Classification Schema
BPT	be prepared to
CA	Chief of Army
CAF	Chief of Air Force
CDF	Chief of Defence Force
CFO	Chief Financial Officer
CJDS	Chief Joint Defence Services
CN	Chief of Navy
CO	commanding officer
COMJFNZ	Commander Joint Forces
cont.	continued
CoS	Chief of Staff
COS	Chiefs of Service
DAR	Defence Aviation Rule
DDLS	Director Defence Legal Services
DDMS	Defence Document Management System
DFI	Defence Force Instruction
DFO	Defence Force Order
DHR	Defence Health Rule
DIA	Department of Internal Affairs
DIRLAUTH	direct liaison authorities

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<b>Acronym/Abbreviation</b>	<b>Meaning</b>
DIXS	Defence Information Exchange System
DLS	Defence Legal Services
DM	Defence Manual
DMR	Defence Maritime Rule
DPB	dot-point brief
DSSG	Defence Shared Services Group
DSWT	Defence Service writing template
HQ JFNZ	Headquarters Joint Forces New Zealand
eg	for example
etc	et cetera
FRAGO	Fragmentary Order
HQNZDF	Headquarters Defence Force New Zealand
ie	specifically
ILP	Intranet Launch Pad
IM	information management
JM	Joint Manual
JP	Joint Publication
MMHS	Military Message Handling System
MoD	Ministry of Defence
MOU	memoranda of understanding
MP	Member of Parliament
MS	Microsoft
NATO	North Atlantic Treaty Organization
NZAP	New Zealand Air Publication (Air Force)
NZBR	New Zealand Books of Reference (Navy)
NZDC	New Zealand Defence College
NZDDP	New Zealand Defence Doctrine Publication
NZDF	New Zealand Defence Force
NZP	New Zealand Pamphlets (Army)
OCDF	Office of Chief of Defence
OPINST	Operation Instruction
OPORD	Operation Order
PAR	post activity report
pdf	portable document format
PGI	paragraph grading indicator
PIDS	Publications, Information and Drawing Support
PM	Prime Minister
PSR	Protective Security Requirements
RO	Routine Order
(rtd)	retired
SCE	Strategic Commitments and Engagement
SME	subject matter expert
SO	Standing Order

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<b>Acronym/Abbreviation</b>	<b>Meaning</b>
VCDF	Vice Chief of Defence Force

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## PART 1 - FUNDAMENTALS OF DEFENCE FORCE WRITING

### Chapter 1 - Introduction

#### *Section 1 - Writing standards and conventions*

##### **1.1.1 General provisions**

- a. The Chief of Defence Force (CDF) expects the New Zealand Defence Force (NZDF) to function as a single organisation. One of the key elements to meet this expectation is a single centralised and coherent policy for correspondence and publications that directs writing standards and conventions to be applied consistently across the NZDF.
- b. DFI 5.1 *Defence Force Writing* provides uniform conventions and standards for writing. These are to be applied throughout the NZDF for the preparation of correspondence and most NZDF publications.
- c. This publication prescribes the approved Defence Force writing standards and conventions that have been informed by a range of options, including contemporary military writing instructions and governmental guidelines.
- d. The Chief of Staff Headquarters New Zealand Defence Force (CoS HQNZDF) is responsible for setting Defence Force writing standards and conventions for—
  - (1) all formal correspondence and documentation for internal distribution;
  - (2) writing to and for Ministers;
  - (3) the formats and styles to be applied to correspondence and documentation sent to external addressees; and
  - (4) the processes, formats and rules governing the issue and promulgation of orders, directions and instructions contained in NZDF publications and authorised documentation.
- e. New Zealand Defence College (NZDC) is responsible for acting as the primary learning provider (sponsor) for Defence Force writing as set out in, and in accordance with, Parts 1 and [2](#) of this publication.
- f. To ensure consistent standards are applied, the approved templates for administrative and Ministerial correspondence, and orders, directions and instructions are available in the [NZDF Publications Centre](#) or in the NZDF\_DSMT folder inside the *Microsoft Word (MS Word)* custom templates area.
- g. When contractors and consultants are engaged to support the drafting of NZDF publications, their work must conform to the instructions in this publication and be checked accordingly.

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**1.1.2 Defence Force writing standards and conventions**

This publication (DFI 5.1) prescribes the approved Defence Force writing standards and conventions.

**1.1.3 Application of Defence Force writing standards and conventions**

- a. The Defence Force writing standards and conventions prescribed by DFI 5.1 are to be applied when creating the following types of documents—
- (1) Internal correspondence comprising—
    - (a) electronic mail (email);
    - (b) minutes; and
    - (c) letters to members of the NZDF.
  - (2) Letters to external addressees.
  - (3) Orders, directions and instructions comprising—
    - (a) Defence Force Orders (DFO);
    - (b) Defence Rules;
    - (c) Defence Force Instructions (DFI);
    - (d) Defence Manuals (DM);
    - (e) Chief of Defence Force Directives (CDF Directives);
    - (f) Chief of Defence Force Operational Directives (CDF Operational Directives);
    - (g) Directives issued by commanders and, when delegated, senior executives;
    - (h) Administrative Instructions (AIs);
    - (i) Operation Orders and Instructions (where specific formats are not stipulated); and
    - (j) Standing Orders (SOs) and Routine Orders (ROs).
  - (4) Administrative documentation comprising—
    - (a) delegations of functions, duties and powers;
    - (b) meeting documentation, including agendas and minutes;
    - (c) dot-point briefs (DPB);
    - (d) visit reports and post-activity reports (PAR);
    - (e) memoranda; and
    - (f) Memoranda of Understanding (MOU) (with external entities).

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- (5) Ministerial correspondence and reporting.
- b. Wherever practicable, General Orders and Directives issued by Chiefs of Service (COS) and respective commanders and managers should have a consistent format for publications and documents with a similar theme.
- c. All administrative documentation listed in paragraph 1.1.3 a.(4) must be consistent with the formats and styles prescribed in this publication.
- d. In applying Defence Force writing conventions, the following is to be observed—
  - (1) Electronic mail (email) is the primary means of passing information, seeking advice, and decision-making on day-to-day issues within the NZDF.
  - (2) All administrative correspondence within the NZDF is to be executed by minute where the content—
    - (a) seeks a decision related to finance or other resources;
    - (b) seeks a decision on complex issues; or
    - (c) presents a complex report on a particular issue.
  - (3) AIs for the coordination of NZDF-wide activities or undertakings may be issued by COS and commanders and, when delegated, senior NZDF executives.
  - (4) Memoranda may be issued by an authorised signatory to convey advisory information to a select group of persons within the same command, branch, division or portfolio.
  - (5) The official NZDF badge, Service and unit devices, crests and logos are not to be used in internal correspondence except for formal letters to members of the NZDF.
  - (6) Preprinted letterhead paper or the application of an authorised badge or crest is only to be used for CDF Directives, directives issued by the COS and Commander Joint Forces (COMJFNZ), letters to members of the NZDF, external correspondence and the title page of NZDF publications.
  - (7) Paper size for the preparation and distribution of internal and external correspondence and other documentation is limited to A4 or A3.
  - (8) Electronic transmission of the final version of correspondence should be in portable document format (pdf) wherever possible.<sup>2</sup> Security must be set on all pdf versions to prevent the text from being altered.
  - (9) The letterhead in letters and internal correspondence must conform to the originating command, unit or directorate consistent with the command and control function or organisational activity.

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2 Pdf ensures that the formatting of the document remains the same across different IT platforms.

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- e. It is important that the NZDF maintains consistency across all forms of Defence Force writing but there may be occasions when this is not practicable. COS and COMJFNZ may apply Service-specific styles to SOs, ROs, internal information circulars and other instructions as determined by individual Service or command circumstances.
- f. There is a range of informal documents distributed throughout the NZDF and made available to the public that are not specifically referred to or required to conform to the provisions of DFI 5.1. The authorised formats, styles and writer's guide for these documents is DFI 0.103 *NZDF Identity Standards*. The specifications for these particular documents are to be complied with by all members of the NZDF when creating and distributing such documents.

#### 1.1.4 Official New Zealand languages

English and Māori are the official written languages of New Zealand, however, NZDF correspondence and documentation is to be conducted primarily in English. In upholding *Te Tiriti o Waitangi*, the use of Māori terms, particularly those in common use, is encouraged and, in many cases, appropriate. The following rules are to be applied in Defence Force writing—

- (1) If a document references Māori issues or contains Māori text it is to be correct in respect of cultural issues and language (te reo Māori).
- (2) If writing in te reo Māori, the correct use of the Māori macron<sup>3</sup> is to be applied. The macron is available in the *Microsoft Office (MS Office)* suite of software applications (symbols).
- (3) In te reo Māori, the noun is unchanged in the plural. The article preceding it (te or nga) determines if singular or plural is intended.

#### 1.1.5 Dictionaries

The following dictionaries are to be used when drafting any document—

- (1) **English.** [\*The New Zealand Oxford Dictionary\*](#)<sup>4</sup> is the primary reference for spelling and linguistic reference in Defence Force writing, noting—
  - (a) Words of foreign origin that are fully referenced in *The New Zealand Oxford Dictionary* may be used in NZDF documents and publications.
  - (b) If there is a need for additional citation, the following references are approved for use—
    - (i) *The Shorter Oxford English Dictionary*; and
    - (ii) *The Collins English Thesaurus*.

3 The macron provides the distinction between long and short vowel sounds. The single horizontal dash is to be placed above upper and lower case vowels, Ā, ā, Ē, ē, Ī, ī, Ō, ō, Ū, ū in te reo Māori to denote a long vowel sound. Refer also to [Te Taura Whiri i te Reo Māori](#).

4 *The New Zealand Oxford Dictionary* (2005).



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- (2) **Māori.** The Māori dictionary for use in the NZDF is [Te Aka](#). The dictionary is available in print and online (applications are available for iPhone, iPod Touch, iPad and Android).

### 1.1.6 Terminology

- a. Different words can mean different things and intend different effects. For NZDF purposes, the absolute meaning of a term used in Defence Force writing is to be consistent with that published in authorised reference documents.
- b. Words and phrases are to be given their ordinary grammatical or military meaning promulgated in relevant legislation, military glossaries and authorised dictionaries. Unless the context otherwise requires, the meaning of a term must be consistent with—
- (1) New Zealand Acts of Parliament,<sup>5</sup> Imperial Acts, Regulations, International Treaties, or Conventions and Protocols ratified by the New Zealand Government, related to the purpose of the correspondence or order, direction or instruction;
  - (2) governmental policies and those set by Central Agencies;<sup>6</sup>
  - (3) [The New Zealand Oxford Dictionary](#);
  - (4) NZDF Doctrine [Glossary];
  - (5) [AAP-6](#) *NATO Glossary of Terms and Definitions* and the New Zealand Supplement;<sup>7</sup>
  - (6) NZDF approved English and Māori dictionaries; or
  - (7) foreign source publications available for NZDF informational use including, but not limited to—
    - (a) [AAP-15](#) *NATO Glossary of Abbreviations Used in NATO Documents and Publications*;
    - (b) [APP-6](#) *NATO Joint Military Symbolology*;
    - (c) [AMedP-13\(A\)](#) *NATO Glossary of Medical Terms and Definitions*;
    - (d) [JDP 0-01.1](#) *United Kingdom Supplement to the NATO Terminology Database*;
    - (e) [JP 1-02](#) *US Department of Defense Dictionary of Military and Associated Terms*; and
    - (f) [APP-7](#) *Joint Brevity Words Publication*.

5 For example, [Defence Act 1990](#), [Armed Forces Discipline Act 1971](#), [Defence Regulations 1990](#), [Health and Safety at Work Act 2015](#), [Public Service Act 2020](#), etc.

6 Central Agencies: Department of the Prime Minister and Cabinet, State Services Commission, Treasury and on occasion, the Auditor-General.

7 The New Zealand Supplement to AAP-6 should be consulted first. If a New Zealand definition is not defined in the New Zealand Supplement then default to the NATO definition in AAP-6.

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- c. These reference documents are available on the [NZDF Intranet Launch Pad](#) (ILP) and are the single authoritative references for the meanings of terms to be used in all correspondence and documentation generated by the NZDF.
- d. In Defence Force writing, authorised terminology is not to be substituted by another term unless it is intended to have a different meaning and the difference is proper and made clear in the text or referenced in the footnotes.
- e. Generally, the use of military terminology and expressions in Defence Force writing should be limited to circumstances where the reader is known to understand the meaning of the terms. In all other cases, and when writing to persons outside the NZDF, military expressions, terminology and jargon are to be avoided.
- f. When it is necessary to use a specialist or technical term that may not be in general use, the word or term should be referenced in the footnote. If used frequently and the word or term is not explained in the authorised references, the word or term should be placed in the 'meanings of terms'<sup>8</sup> for the relevant publication.

**1.1.7 Equity, inclusion and gender-neutral language**

- a. Language used within the NZDF is to reflect NZDF values. The NZDF places significant importance on creating an environment in which all members of the NZDF and visitors can feel valued and included, embracing different cultures, ethnicities, genders and sexual orientations. It is NZDF policy to use non-discriminatory and non-prejudicial language so far as practicable. The tone of any correspondence, order, direction or instruction must not have a disproportionate impact on gender, ethnicity, age, diversity or disabilities unless the expression is relevant to the subject of the discussion, the order, direction or instruction.
- b. Gender-neutral language must be used at all times unless a specific gender is intended or where it is impractical to change a term to be gender-neutral that has the same meaning as the original term. Techniques for converting gender-specific language into gender-neutral language include—
  - (1) omitting the pronoun;
  - (2) repeating the noun;
  - (3) rewriting the sentence into a plural form;
  - (4) converting the noun to a verb form;
  - (5) using a relative clause; and
  - (6) using a passive construction if appropriate.

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8 [Annex A](#) to the Preliminary Provisions.

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### 1.1.8 Supplementary references

The standards and conventions promulgated in this instruction are the principal reference for Defence Force writing. Exceptionally, if the direction in this publication does not satisfy a particular requirement, writers may refer to the following references—

- (1) [Cabinet Manual](#).
- (2) [The Chicago Manual of Style](#) by The University of Chicago Press Editorial Staff.
- (3) [Grammar Monster: Free Grammar Lessons and Exercises](#).
- (4) *Smashing Grammar: A Guide to Improving Your Writing Skills and Avoiding Common Mistakes* by Craig Shives.

## Section 2 - Official information

### 1.1.9 New Zealand Defence Force official information

- a. With very few exceptions all documentation, in written or digital form, created by members of the NZDF is official information.<sup>9</sup>
- b. The provisions of the [Official Information Act 1982](#) generally apply to all correspondence, documentation and publications created in print and digital formats, and can be released to the public on request.
- c. Both the NZDF as an organisation and individual members of the NZDF can be held accountable for their authorship of any written and audio-visual material, including email and text messages created while in the service of the Crown or employment in the NZDF.<sup>10</sup>
- d. Any member of the NZDF must not write anything, either collectively or as individuals, that cannot be defended in public or compromises the privacy of personal information.

### 1.1.10 Protective security requirements – information security

- a. To ensure the security of government business, the New Zealand Government has detailed several mandatory security requirements that the NZDF and other mandated government agencies must adhere to, these are known as the [Protective Security Requirements](#) (PSR).
- b. The New Zealand Government *Security Classification System*, as detailed in the [PSR](#), protects official information from disclosure or access that would be harmful to New Zealand and its citizens, the New Zealand Government, the NZDF and other government organisations.

<sup>9</sup> For more information see the [Official Information Act 1982](#) s 2(e)–2(k).

<sup>10</sup> [DFI 7.2 Official Information](#).

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- c. Within the *Security Classification System* there are three types of *protective markings*—
  - (1) security classifications;
  - (2) endorsement markings; and
  - (3) compartmented markings.<sup>11</sup>
- d. Whenever any of the above markings are applied to official information, the information is referred to as being ‘protectively marked’.
- e. **Security classification.** A security classification specifies how people must protect the information and equipment they handle.
- f. **Endorsement markings.** Endorsement markings warn people that information has special requirements, they are not used without an accompanying security classification. Endorsement markings may indicate—
  - (1) the specific nature of information;
  - (2) temporary sensitivities;
  - (3) limitations on availability; or
  - (4) how recipients should handle or disclose information.
- g. All correspondence, documentation and publications must be correctly handled according to their protective markings. Full information on the *Security Classification System* and how it is applied within the NZDF is published in DFO 51 *Defence Force Orders for Security Volume 1 Protective Security*. Further information and security advice published by Defence Security can be found in the [How to Keep Classified Information Secure](#) quick reference document.
- h. All correspondence, documentation and publications must meet the provisions of the [Privacy Act 2020](#). This Act promotes and protects individual privacy by providing a framework for protecting an individual’s right to privacy of personal information. Every person of the NZDF and other persons engaged for NZDF purposes are responsible for protecting personal information from unauthorised or inadvertent disclosure to non-entitled persons. This is an important consideration in working with, distributing and storing items of Defence Force writing.<sup>12</sup>

### 1.1.11 Copyright

Publications and documentation authored or written by members of the NZDF or by contractors and consultants engaged for NZDF purposes are the property of the NZDF. The text of publications and documents may be reproduced for use by members of the NZDF. The reproduction of any text for other purposes without approval is prohibited.

<sup>11</sup> Compartmented markings are not covered in DFI 5.1, more information can be found on the [Protective Security Requirements](#) website.

<sup>12</sup> Further guidance is available in [DFI 7.2 Official Information](#), Part 3.

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## Chapter 2 - Writing and Layout Conventions

### *Section 1 - Principles of writing*

#### **1.2.1 Plain English writing**

- a. Effective written communication is vital for doing business. When written in plain English, structure, content, language and presentation all work together to produce a document a reader can understand and act on from a single reading.
- b. Effective writing is largely about simplicity of expression, accuracy of content and brevity of style. Standard formats provide the structure to a document, ensuring key elements of information are not left out.

#### **1.2.2 Defence Force writing**

- a. Defence Force writing is a term describing standards and conventions for New Zealand Defence Force (NZDF) correspondence and other written documentation, including the creation and promulgation of orders, directions and instructions. These conventions seek clarity of writing to give consistency of presentation, direct the use of specific formats and, wherever possible, follow the rules of normal English use. The conventions are also to be applied when writing emails.
- b. The conventions derived for writing in the NZDF are primarily designed for use with the standard word-processing software application, *MS Word* and related *Microsoft Office (MS Office)* applications.

#### **1.2.3 Guidelines for writing and editing**

- a. The Defence Force guidelines for writing and editing are detailed in this chapter. Related publications provide additional guidance for punctuation and language usage.
- b. The effectiveness of the NZDF is portrayed by the quality and responsiveness of correspondence. Properly written correspondence clearly and succinctly establishes a position, correctly and completely answers questions, conveys the right message and aids in the effective command and management of the NZDF. All Defence Force writing must—
  - (1) be correctly formatted, error free, factual and grammatically correct;
  - (2) only contain information that is relevant to the subject;
  - (3) use common vocabulary;
  - (4) be constructed using well-defined and effective paragraphs and easy to read sentences; and
  - (5) be free of typographical errors and technically correct before it is signed.

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- c. When writing, consider the need, the reader or the audience and the best means of communicating the message.
- d. Always aim to be accurate and brief, and make the message clear. Structure all documents logically,<sup>13</sup> and make every effort to be effective, relevant and persuasive.
- e. Writers and editors are to use the appropriate templates and conform to the styles and conventions for Defence Force writing described in this publication.
- f. General points—
  - (1) **Get the message across.** The purpose in writing is to pass on information for well-informed decision-making.
  - (2) **Get the facts right.** Stating facts accurately is critical to maintaining confidence in the document, and a single fact may be critical to the acceptance of a submission. Any assumption or anecdotal evidence must be qualified.
  - (3) **Distinguish between fact and opinion.** Merging facts and opinions may draw a reader to the wrong conclusions. If it is necessary to provide an opinion, clearly state whose opinion it is so that the reader knows what authority to attach to that opinion.
  - (4) **Language.** Do not use evasive language (double-speak) or words that are intentionally ambiguous or misleading (weasel words) to deliberately conceal unpleasant facts.
  - (5) **Revise and rewrite.** Edit<sup>14</sup> the document and remove any wordiness that detracts from the substance of the message.
  - (6) **Proofread.** Proofread the document several times and check it carefully to ensure it has been correctly prepared. In particular, check the format and punctuation are correct before reading the content and checking the spelling.
- g. An unambiguous and concise writing style saves time and effort for the reader. Follow these guiding principles—
  - (1) **Be direct and courteous.** Stick to the subject. The main points should be obvious from the first reading.
  - (2) **Use plain, straightforward language.** The content should be convincing and not dressed up in impressive-sounding words and phrases.
  - (3) **Use acronyms sparingly.** Use acronyms, abbreviations and technical terms only where the reader will understand them.
  - (4) **Choose the right word.** Good communication demands that the best suited word, phrase or terminology is used. Writers need to be familiar with their audience and write accordingly.

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<sup>13</sup> *The Pyramid Principle: Logic in Writing and Thinking* by Barbara Minto.

<sup>14</sup> Most writers revise because few write a perfect first draft.

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- (5) **Use active verbs.** Active verbs make the writing clear; passive verbs can be read as impersonal and pretentious.
- (6) **Use short, punctuated sentences.** Vary the sentence length, aiming for an average sentence length of 20 words with only one main point in each sentence. This will help make the meaning clear.
- (7) **Break up the writing.** Use paragraphs and sub-paragraphs to produce a clear structure. Deal with one topic fully and break up the text on the page.
- (8) **Use information technology tools.** Use the tools provided in *MS Office* (such as spelling and grammar check, and thesaurus) and the formats and templates provided by the NZDF. When using a template, use the *MS Word* 'save as' function; not the 'open' function.
- (9) **Quality.** Always aim to produce work of the highest quality as poorly presented documentation does not inspire confidence.
- (10) **Avoid jargon.** Avoid using words or expressions from a particular profession or group that are difficult for others to understand.
- (11) **Avoid clichés.** Clichés are not appropriate in plain English writing—use an alternative means of expression.
- (12) **Avoid padding.** Padding adds nothing and clouds the content. Leave out unnecessary words; prune out verbose, superfluous and redundant expressions.
- (13) **Avoid euphemisms.** Writers should avoid expressions that are unnecessarily vague as a substitute for a disagreeable term. For example, use 'unintended victims' instead of 'collateral damage'.
- (14) **Avoid tautologies.** Writers should avoid tautologies such as 'in my opinion I think', or 'PIN number' (the N in PIN stands for number).
- (15) **Avoid foreign words.** NZDF correspondence is to be primarily conducted in English, however, the use of Māori terms, particularly those in common use, is encouraged and, in many cases, appropriate.
- (16) **Avoid fashionable words.** Many words and technical terms such as synergy, going forward, and focus have become fashionable; if they must be used, use them sparingly.

## *Section 2 - Writing conventions*

### **1.2.4 Conventions**

Conventions are a way of acting or doing things that are widely accepted and followed. When used consistently within documents, the following writing conventions enable the clear presentation of information. By avoiding ambiguity and misunderstanding, the task of both writer and reader is simplified.

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### 1.2.5 Spelling

- a. Correct spelling and clear language is to be used in all Defence Force writing.
- b. The language default option in the *MS Office* suite is to be set to English (New Zealand).
- c. The spelling of some commonly used words may be at variance with the spelling in *The New Zealand Oxford Dictionary*. Where variance occurs, the NZDF customised dictionary contained in the *MS Office* suite is the substantive reference.
  - (1) As a general rule—
    - (a) when the dictionary gives an alternative spelling, use the first form;
    - (b) use –is(e) rather than –iz(e) in words such as organisation, realise, recognise;
    - (c) use New Zealand spelling of words such as colour, labour, flavour, favourites, programme; not the American spelling (color, labor, flavor, favorites or program);
    - (d) for proper names, follow the spelling used by the organisation or publication (for example, World Health Organization, Australian Labor Party); and
    - (e) where a word has more than one option for a plural, use the first option in the dictionary.
  - (2) E-terminology is the invention of new words to reflect technological change. Generally, when an ‘e’ is inserted before a word to denote ‘electronic’, insert a hyphen after the ‘e’ (the exception is ‘email’). [The New Zealand Oxford Dictionary](#) should be referenced in the first instance.

### | 1.2.6 Direction, instruction and guidance

Implementing governmental and NZDF policies imposes a duty or obligation on members of the NZDF. This demands that Defence Force Orders (DFOs) and to a lesser extent, Defence Force Instructions (DFIs) and Service issued publications, where there is no discretion to act, must be prescribed in mandatory language. Other words and phrases are used to communicate intention or suggested action; these words and phrases must be used within the setting and purpose of the documentation. In Defence Force writing, terms commonly used to direct, instruct and suggest action are—

- (1) **Is to, are to, must and must not.** The phrases ‘is to’, ‘are to’, ‘must’, and ‘must not’ are imperative and are to be used where an action or duty is imposed and must be performed, or not. There is no alternative interpretation of these words. In the NZDF context, these phrases convey orders and are usually associated with DFO, Chief of Defence Force (CDF) Directives and other direction where there is no discretion.<sup>15</sup>

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15 It is governmental practice to use ‘must’ and ‘must not’ when drafting legislation.



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- (2) **May.** 'May' is permissive and should only be used where a power, permission, benefit or privilege given to a person may, or need not, be exercised; in these circumstances, action is discretionary.
- (3) **Shall and will.** The phrases 'shall' and 'will' are ambiguous because they can mean 'may', 'must', 'is entitled to' or 'is'. Although 'shall' and 'will' are used to impose a duty or prohibition, they also show that something will happen in the future. These words are to be used sparingly when drafting orders, directions and instructions. In legal contexts, there is a clear difference between 'shall' and 'will', so the meaning must be interpreted in context.
- (4) **Should.** In writing direction or instruction, the word 'should' expresses the requirement of a higher authority but leaves some discretion to the recipient/addressee.
- (5) **Intend.** 'Intend' identifies an action that will be carried out unless countermanded by a higher authority.<sup>16</sup>
- (6) **Propose.** 'Propose' suggests a course of action that will not be undertaken unless approved by a higher authority.
- (7) **Request.** 'Request', when used by a senior to a junior (or higher authority to a lower formation), is a polite way of giving direction and should be interpreted as such.

### 1.2.7 Punctuation usage

The following punctuation usage is applied in Defence Force writing—

- (1) Leave one space after a full stop or question mark and the start of the next sentence.
- (2) Exclamation marks are not to be used.
- (3) Do not use full stops between a person's initials or in honorific decorations, including within a signature block. A comma may be used to separate each honorific decoration.
- (4) Use a comma after each term in a list except the last item in the sentence, for example, 'the people at the event consisted of the general, his wife, the catering staff, the corporal and the corporal's daughter'. Only use an Oxford (serial) comma when it helps to clarify the intended meaning of a sentence, for example, 'Michael is a husband, and father of three school-age children', which would read differently without the Oxford comma, 'Michael is a husband and father of three school-age children'.
- (5) Do not use punctuation within or after abbreviations or dates, except where it is part of the normal sentence structure.

<sup>16</sup> 'Command Intent' or 'CDF Intent' terminology is generally only used in operational directives directing military operations or missions. It may also be used in Directives and Administrative Instructions where applicable.

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- (6) Abbreviations in common use are not punctuated, such as ‘for example’ (eg) ‘etcetera’ (etc), ‘9 millimetre’ (9mm) and ‘annual leave’ (AL).
- (7) A colon may be used to introduce important information and in titles where a natural break is required. Leave one space after a colon.
- (8) A semicolon may be used to separate major sentence elements that are closely related and may be used in some vertical list formats. Leave one space after a semicolon.
- (9) The em dash (—) is limited to the drafting of DFOs and DFIs and otherwise where legislative writing style guidelines must be followed.
  - (a) Em dashes are primarily used within NZDF publications to introduce single-sentence and multi-sentence lists. There is no space before an em dash.<sup>17</sup>
  - (b) The em dash is not used in NZDF correspondence and administrative documentation.
- (10) The en dash (without spaces) is used to represent a span of numbers, dates or time. It may be used to show numerical ranges (for example, 10–12 items) or separate proper nouns of equal value (for example, ‘the New Zealand–Australia group’). An en dash is shorter than an em dash.
- (11) Hyphens (without spaces) are used to clarify the meaning of compound words.
  - (a) [\*The New Zealand Oxford Dictionary\*](#) lists hyphenated and non-hyphenated compounds (for example, night vision, night-owl, nightmare). Hyphens are also used to make sure the meaning is clear (for example, six year old children could mean children who are all aged six or six children aged one year old; whereas six-year-old children means children who are all aged six).
  - (b) The auto-hyphen feature in *MS Word* that hyphenates words that exceed the page width must be disabled.
- (12) Forward slashes are used to show alternatives; there is no space before/after the slash.
- (13) The citing of references is normally shown in footnotes—
  - (a) Footnotes are to be placed outside of any punctuation except hyphens, en and em dashes, and when the information referenced appears within parentheses for example (Official Defence publications include Defence Force Orders,<sup>1</sup> Defence Force Instructions,<sup>2</sup> Defence Manuals,<sup>3</sup> etc).
  - (b) Footnote citations are to be presented in 9 pt Calibri.

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<sup>17</sup> The em dash is a form of punctuation that takes the place of colons and semi-colons in legislative drafting. In *MS Word* it is inserted using Ctrl+Alt+Minus (on the numerical keypad).

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- (c) Occasionally, specific information not essential to the meaning of the text may need to be inserted at a particular point. Square brackets are used to indicate that—
  - (i) The writer (or editor) has inserted information in another’s work; for example, ‘The parade was reviewed by CA [MGEN I Go-now] to mark his retirement’.
  - (ii) The writer has provided a comment such as advice to the reader that there is an error in a quotation by inserting [sic].
  - (iii) The writer has emphasised a portion of a quotation from another source by underlining [emphasis added].

### 1.2.8 Acronyms, abbreviations and initialisms

- a. An acronym is a word formed from initial or other letters that can be pronounced as a word (NATO). An initialism is also formed from initial or other letters, but is not pronounced as a word (FBI). An abbreviation is a shortened or contracted word or phrase (etc).
- b. Acronyms, abbreviations or initialisms may be used in orders subordinate to legislation (for example, DFIs and Defence Manuals (DMs)), either for the sake of brevity or because the acronym is the commonly used term for the subject. However, in Defence Force writing where text contains an order, direction or instruction requiring enforcement for compliance (for example, DFOs), the use of shortened words or phrases should be avoided wherever possible. Where it is necessary to use unique terminology in DFOs, the meaning of a term is to be explained in the relevant part of the secondary legislation in accordance with the instructions prescribed by the Chief Parliamentary Counsel.
- c. Where acronyms, initialisms or abbreviations are used in Defence Force writing, including reference to components of the NZDF, their meaning must be obvious or described in an authorised NZDF glossary or lexicon. The acronym should be shown in brackets after the first appearance of the term to which it applies and repeated for each chapter of a publication, in accordance with Defence Force writing conventions. Commonly used abbreviations include dates, ranks or grades, job titles, formations and units. Other abbreviations may be used only when they are well understood by the recipient.
- d. Abbreviations, initialisms and acronyms must not be used when the tone and purpose of the document makes them inappropriate, such as in a citation, laudatory letter or letter of condolence.
- e. Follow these guidelines for the use of acronyms, abbreviations and initialisms—
  - (1) The acronym ANZAC refers specifically to the Australian and New Zealand Army Corps and is used only when referring to the Corps. In all other circumstances where the acronym is used as a proper noun or refers to an event, it is written Anzac (for example, Anzac Day, Anzac biscuits and Anzac Avenue).<sup>18</sup>

18 [Flags, Emblems, and Names Protection Act 1981](#) s 17.

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- (2) Names of countries should always be written in full except when referring to currency or when used in a table.
- (3) Do not use an abbreviated form if it is to be used only once in the document.
- (4) Use abbreviated forms sparingly. Abbreviations such as eg, ie and etc may be used sparingly and without introduction.
- (5) Where an acronym, abbreviation or initialism is to be used throughout a document or is not widely known by the reader, it is to be shown in brackets after the term to which it applies on its first appearance. Use the abbreviated form consistently thereafter.
- (6) Abbreviated text does not require initial capitals in its original form (for example, 'commanding officers' becomes 'COs').
- (7) Full stops are not used with acronyms, abbreviations or initialisms in Defence Force writing. Abbreviations in common use are not punctuated, such as for example (eg), et cetera (etc), 9 millimetre (9mm), and annual leave (AL).
- (8) When referring to a former Service-person and where the address/salutation includes use of the former rank, the word retired is indicated by the use of the abbreviation (rtd) set in parenthesis and presented after any honourifics (for example, Captain AJ Gillespie DSD, MNZM, RNZN (rtd)).
- (9) Apostrophes are not used in plurals of abbreviated forms in Defence Force writing. Use a lower case 's' to indicate the plural form (for example, COs). An apostrophe is used only to show possession (for example, CDF's directives). See authorised references for additional guidance on the use of apostrophes.

### **1.2.9 Capitalisation**

Capitalisation in Defence Force writing is to be kept to a minimum. The basic rules for capitalisation are—

- (1) All proper nouns, place names and entries as presented in [\*The New Zealand Oxford Dictionary\*](#) must be capitalised.
- (2) All titles and honorifics, brand names, historical periods, languages, course names, names of institutions, building names, geographical names, collective nouns (where the collective noun is a proper noun) and names of associations, conferences and official policies must be capitalised.
- (3) Capitalise entire names of ships, operations and exercises (for example HMNZS TE MANA, Operation SOUTHERN WATCH, Exercise SOUTHERN KATIPO).
- (4) Capitalise abbreviated ranks and titles (MGEN, MR).<sup>19</sup>

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<sup>19</sup> Rank and title abbreviations are to be presented in capitals within signature blocks and the main body of internal correspondence, visual presentations and alike (for example, RA, MGEN, AVM, CDRE, AIRCDRE, BRIG, CAPT, SSGT, POET, LAC, MS, MR, MRS, MISS etc).

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- (5) All abbreviations and acronyms are to be capitalised, except where [The New Zealand Oxford Dictionary](#) or other authorised publication shows otherwise.
- (6) Present all subject headings, security classifications and endorsement markings in upper case.
- (7) Present all body text and end matter headings, including enclosures and annexes, in sentence case.

#### 1.2.10 Days, dates and times

- a. **Days.** Abbreviate the day of the week using the first three letters of the day (Tue); this format is used in correspondence (except formal letters) and administrative documentation. Spell the day out in full (Tuesday) in formal letters and orders, directions and instructions.
- b. **Dates.** Dates are written in the order of day, month, year. The date should be written as 2 September 2016<sup>20</sup> (used in formal letters and publications) or when abbreviated as 2 Sep 16 (used in internal correspondence, Directives, orders and administrative documentation). A period defined by two dates includes those dates over which it extends (for example 2–4 Sep 16). When there is a need to identify a particular document, the date of the document is to be inserted at the end of the file name in the format yymmdd (for example, 170324 representing 24 March 2017).
- c. **Times.** Within the NZDF, times are expressed in four figures using the 24-hour clock. Only use the suffix 'hrs' or a time zone suffix to avoid confusion with other figures in adjacent text. In correspondence to persons outside the NZDF, use the 12-hour clock system with the am or pm suffix as appropriate (for example 8:00am).
- d. **Combined.** When day, date and time are used in a single instance (in internal correspondence, directives, orders and administrative documentation) the following format is to be applied—day, date, time, month, year (for example Mon, 16 1300 Aug 21).

#### 1.2.11 Emphasis

Keep any form of emphasis to a minimum. Emphasis is only to be used in email correspondence, minutes, DFIs and DMs.

- (1) In the body text of a document, emphasis is indicated by the use of underlining, **bold type** or enclosing emphasised text within 'single quotation marks'. Do not use double quotations marks to emphasise text.
- (2) In a paragraph concluding recommendations, use bold type to indicate the action requested (for example, **note** the requirement to...).

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20 The day is handwritten when the document is signed.

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### 1.2.12 Italics

Italics may be used to highlight titles of full documents such as books, newspapers, magazines, journals, trademarked names, television shows, films and when using foreign or cliché words and phrases that are not in common use. Italics may be used when directly repeating quotations.

### 1.2.13 Numbers and symbols

In most circumstances, numbers are written in Arabic numerals. The following direction draws on recognised conventions and applies to all forms of Defence Force writing—

- (1) spell out all numbers below 10 and use numerals for all numbers 10 and above. Treat ordinal numbers (first, second, third) the same way as cardinal numbers (one, two, three). Do not use superscript in ordinal numbers; use 21st century, not 21<sup>st</sup> century.
- (2) if the figure 1 could be confused with letters, spell out the number 'one'. Similarly, use the word 'zero' instead of the Arabic numeral '0' to avoid confusion.
- (3) if a number is the first word of a sentence or refers to a quantitative amount of units, the number should be spelt out (ie, twelve).
- (4) write a decimal fraction by placing the decimal point on the base of the line (4.55). If the fraction is less than one, always place a zero before the decimal point (0.93).
- (5) to mark thousands' use commas to divide groups of three digits (4,000). When reporting financial data, commas may be used to separate groups of digits (NZ\$4,588).
- (6) when writing form numbers, part numbers, catalogue and identification numbers' use the original format.
- (7) external telephone numbers are written as (0n) nnn nnnn, or +64 (0)n nnn nnnn when used for overseas correspondence; internal numbers are written as DTelN (nnn) nnnn.
- (8) use the word 'per cent' in text and table column headings rather than the '%' symbol.
- (9) when writing a sum of money, use words with the figure amount in brackets; for example, twelve thousand dollars (\$12,000). Show millions of dollars as \$12 million or \$2.7 million, not \$12,000,000. Avoid starting a sentence with a sum of money.
- (10) when referring to currency, write the country abbreviation, the currency symbol, then the amount with no spaces between (ie NZD\$400 for the New Zealand dollar, IDRRp523 for the Indonesian rupiah, EUR€10,000 for the euro, etc). Use lower case when currency is a word (ie dollar, rupiah, euro).<sup>21</sup>

21 Refer to [Currencies of the World](#) for international currencies and symbols.

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- (11) use recognised symbols for units of measurement or spell the unit out in full. Some units of measurements remain unaltered in the plural (for example kg means kilogram or kilograms). Insert a non-breaking space between numerals and their unit of measurement (for example, 27.8 kg or 50 km/h).

#### 1.2.14 Quotations

- a. Where there is a need to quote a specific extract from a document or set off direct speech, it must be accurate and referenced in a footnote on the page where the text is quoted.
- b. Quotations are to be as short as possible; no greater than three lines and enclosed in single quotation marks. Double quotation marks are only used within a quotation (for example, the lawyer said, ‘we need to define “reasonable expectations” before we can proceed’. The quotation should be clear of other text by one line, indented, in one half point lower font, and may be in italics.

#### 1.2.15 Reference material

- a. Reference to documents or other detail is often required in internal correspondence to support a particular submission. References may also be required when writing to persons outside of the NZDF.
- b. Only key principal references should be provided at the start of the document and these must be referred to in the body text. Reference to all other documents or detail is to be shown in footnotes.
- c. Do not use endnotes or bibliography except in forms of writing such as academic essays where this is required.
- d. The formatting and content of references depends on the type of reference as detailed in [Table 1-1](#).

**Table 1-1** Reference Formatting Examples

Type	Formatting	Examples
Documents	Refer to the document subject (or file reference) and date.	HQ2 LFG 4500/1, 5 Apr 16 TAD 4640/1/3, 16 Jun 11
Signals	Refer to the signal by originator, signal indicator code and date-time group.	HQNZDF (NZVY) ZAA/ZAX 142359Z OCT17 HQ TRADOC (NZ) ZAU 09127Z SEP20
Extracts from documents	Refer to the principal document, page and paragraph number.	DFO 4, Chap 7, Sect 3, para 7.44 DFO (A) Vol 3, Chap 4, Annex A, Appendix 16, paragraph 3b
Maps	Refer to the map by series and sheet number, edition and scale.	NZMS 317, Sheet 1, WAIOURU, Edition 1, 1:50 000 NZTopo50-BN34, SHANNON, Edition 1.03, 1:50 000

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**Table 1-1** Reference Formatting Examples (cont.)

Type	Formatting	Examples
Charts	Refer to the chart by its full number, title and edition number.	NZ200023, South Pacific Ocean - New Zealand - North Island, Edition 4 NZ140653, Southern Ocean - Ross Sea to New Zealand - East, Edition 2
Orders, directions and instructions	Refer to the order, direction or instruction by its serial number and title.	FRAGO 002 to CDF Operational Directive 18/2020 Operation Project Minute 7.2019 JIX Implementation Directive
Telephone conversations and discussions	Refer to the title of the person and the date and time of the conversation or meeting.	Telecon SGT King/SSGT Mathis, 15 130 0 Jun 20 Conversation LTCOL Strict/MAJ Payne, 3 1100 Feb 21 Email WO2 James/SGT Tanui 16 1036 Nov 19
Hyperlinks	Hyperlinks and links to other documents may be used in emails but not be used in minutes or letters. Hyperlinks may be used in online NZDF publications.	<a href="#">Learning Tool Kit</a> <i>Writing Guides and Guidance</i>
Between publications	Refer to the principal document, part, chapter and section (not below section number).	DFI 5.1 part 1, chapter 2, section 2 AFGO chapter 4

*Section 3 - Standard Defence Force layout conventions*

**1.2.16 Standard Defence Force page setup**

The following general layout conventions are to be applied in Defence Force writing—<sup>22</sup>

- (1) **Paper size.** Paper size for publications, correspondence and other Defence Force documentation is limited to A4 or A3.
- (2) **Margins.** Using the *MS Word* 'normal' format, left and right margins are to be set at 2.5 cm for all documents except the right margin for briefs. The right margin for briefs may be set at 4 cm to allow room for handwritten notes. Top and bottom margins are to be set at 2.5 cm, with header and footer margins set at 1 cm from the top and bottom of the page to allow for protective markings and page numbers.
- (3) **Tabs.** Set the default tabs at 1 cm spacing. Hanging indents are not used in correspondence.<sup>23</sup>
- (4) **Font and size.** Black Calibri font is to be used for all Defence Force writing. Email is written using Calibri 11 pt font size. In all other Defence Force writing—

<sup>22</sup> CDF Directives and CDF Operational Directives generally conform to the standard layout conventions, with the exception of the formatting of paragraphs; refer to the layout for administrative documents.

<sup>23</sup> Hanging indents are used in Directives, Orders and Instructions.



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- (a) body text and headings are to be set at 12 pt;
  - (b) table headings are to be set at 11 pt;
  - (c) content of headers and footers are set at 12 pt;
  - (d) table contents are set at 10 pt;
  - (e) footnote citations are set at 9 pt and
  - (f) font size for headings in NZDF publications is determined by heading type and is specified in paragraph [4.4.11](#) of this publication.
- (5) **Security classification.** If the content of a document or any of its components require security classification markings,<sup>24</sup> they are to be placed as the first line of the header and the last line of the footer. Endorsement markings,<sup>25</sup> when used in conjunction with security classification markings, are to be placed inside any security classification markings. All security classification and endorsement markings are centred in upper case, bold Calibri 12 pt.
- (6) **Page numbers – unclassified documents and restricted documents.** Where appropriate, consecutive non-bold Arabic numerals are centred in the footer of each page in a main document. Page numbers are placed above any protective markings. The first page of a document (including the title page of a publication) is not numbered.
- (7) **Page numbers – classified documents.** The first page of all documents and publications holding a security classification above Restricted must indicate the total number of pages comprising the document, for example 'Page 1 of 25'. Page numbering is centred using roman sentence case in the footer immediately above the security classification and any other special handling requirements. In a classified document, the total number of pages is to include any supporting documents (annexes, appendices and enclosures), which are not independently numbered. Succeeding pages are to indicate the page number and total, for example 'Page 5 of 25'. Single pages are to be annotated 'Page 1 of 1'.
- (8) **Page numbers – publications.** Page numbering of NZDF publications is specified in paragraph [4.4.7](#) of this publication.
- (9) **Copy numbers.** All copies of a classified document requiring distribution control are to include an individual copy number. Individual copy numbers are to be placed on the first page of every copy. Copy numbers are to be right aligned in the header, on the line below any protective markings, in roman sentence case (eg, Copy 1 of 20). A copy distribution list is placed after any annexes or enclosures and distribution addressees. The distribution list, showing full distribution of all numbered copies, is introduced by **Copy Distribution**, presented in bold.
- (10) **Justification.** All text is to be left-aligned and ragged right.

24 If a document is unclassified and its content does not reference another document that is classified, the protective security marking 'Unclassified' is not required.

25 Privacy Markings are applied in the same manner as Endorsement Markings.

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- (11) **Line spacing.** Line spacing in documents and NZDF publications.
- (a) Part headings are spaced with 12 pt before and 12 pt after.
  - (b) Chapter headings are spaced with 12 pt before and 12 pt after.
  - (c) Section (cross) headings are spaced 12 pt before and 12 pt after.
  - (d) Subject, main and group headings are spaced with 12 pt before and 6 pt after.
  - (e) Paragraphs and sub-paragraphs are spaced with 6 pt before and 3 pt after.
  - (f) Single line spacing is used within paragraphs and sub-paragraphs.
  - (g) Notes, cautions and warnings use single line spacing with 6 pt before and 6 pt after.
  - (h) Headers and footers use single line spacing.
  - (i) Footnotes use single line spacing.

### 1.2.17 Headings

A heading does not form part of the text. The text in the body of a document must be grammatically complete in itself and not rely on the heading for context.

- (1) **Subject heading.** All documents, except letters to external addressees, are to have a subject heading that clearly identifies the topic under discussion. Use of a subject heading in a letter to an external addressee is discretionary. The subject heading aligns with the left margin and is presented in bold capitals. Documents must be readily found when using the Defence Document Management System (DDMS). The subject heading must be appropriate to the content to enable focused searching.
- (2) **Main heading.** A main heading introduces two or more paragraphs related to the same general topic. Use main headings only when the document is complex or lengthy. The main heading, in bold with primary words capitalised, is centred above the text.
- (3) **Group heading.** A group heading introduces one or more paragraphs relating to the same topic. It shows the content as far as the next group or main heading. A group heading is presented in bold sentence case, aligns with the left margin and is not numbered. Proper nouns in the heading are to have initial capital letters.
- (4) **Paragraph heading.** A paragraph heading indicates the content of its own paragraph and any sub-paragraphs. Paragraph headings may be used in sub-paragraphs where the heading indicates the content of its sub-paragraph. The heading presents in bold sentence case and is punctuated with a full stop. The heading is placed immediately before the opening words of the paragraph or sub-paragraph, at the tab stop appropriate to the paragraph or sub-paragraph in which it is contained. When used in sub-paragraphs, paragraph headings are to be applied to all sub-paragraphs under their introductory paragraph.

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### 1.2.18 Headers and footers

- a. Headers are to contain security classifications and endorsement markings. The header does not contain any official badge or identity logo. Where authorised, the badge is to be applied immediately below the header and in line with the address block.
- b. Footers are to contain page numbers and security classification and endorsement markings.
- c. Security classification and endorsement markings are to be centred in bold upper case as the first line of a header and last line of a footer.

Copy numbers are to be appended immediately below the header on the first page of every numbered copy.

### 1.2.19 References and footnotes

- a. **References.** By exception, key principal references may be cited immediately below the subject heading. Key principal references are introduced by the group heading **References**, presented in bold, with each reference numbered consecutively in upper case letters followed by a full stop. Other references are to be cited in the footnote of the page where mentioned.
- b. **Footnotes.** Footnotes are consecutively numbered throughout a document or publication, set in Calibri 10 pt font. Footnotes should clearly identify a reference with as much detail as possible to assist the reader.

### 1.2.20 Hyperlinks

Hyperlinks are to be presented in Calibri, underlined, RGB blue 255 (for example, [DFI 0.81 Risk Management Instructions](#)). Hyperlinks containing titles of full documents such as books, newspapers, magazines, journals, trademarked names, television shows and films are to be presented in Calibri, italic, underlined, RGB blue 255 (for example, [The Chicago Manual of Style](#)).

### 1.2.21 Signature block

- a. All forms of Defence Force writing are authorised by a signature; the signatory accepts responsibility for the document's contents and for any handling instructions.
- b. The signature block contains details of the signatory. When a person is authorised to sign for another, the person signing must write 'for' in lower case in the margin before the signature block.
- c. Never put a signature block on a page without text; always include at least two lines of text before a signature block, which is to be set six lines below the last line of text.

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**1.2.22 Draft documents**

Occasionally an initial draft of a document may need to be circulated for comment or consultation. In circulating the draft document the following applies—

- (1) The word 'DRAFT' is to be inserted diagonally across all pages using the *MS Word* 'watermark' function.
- (2) If sending the document electronically, single line spacing is to be used for all body text.
- (3) If sending the document in hard copy, double line spacing is to be used for all body text.
- (4) Use the signature block of the person who will sign the final version of the document.

**1.2.23 Vertical lists**

- a. Lists are regularly used in Defence Force writing to provide examples, offer alternatives or simply to list items.
- b. There are two types of lists used in Defence Force writing, single-sentence and multi-sentence; the difference lies in the form of punctuation—
  - (1) **Single-sentence list.** When writing a single sentence list, the list commences with a lead-in clause (stem) that all items have in common. Each list item makes a full sentence when read with the stem sentence, is numbered, does not begin with initial capitals, unless a proper noun is used as the first word, and completes with a semicolon, except for the last item that has a full stop. The second-to-last item includes 'and' or 'or' after the semicolon.

**1.1.1 Policy Objectives**

- a. DM 4.422 *Management of Class 2 Materiel: Clothing and Equipment* contains New Zealand Defence Force (NZDF) policy objectives, as well as—
  - (1) definitions applicable to clothing across the NZDF;
  - (2) NZDF Approving Authority for NZDF clothing policy; and
  - (3) that the Chiefs of Service (COS) remain the final arbiters regarding any proposed changes to style and custom or scales of issue that affect their Service.

**Figure 1-1** Single-sentence example

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**Recommendations**

b. I recommend that Ministers:

- (1) **note** that on 11 December 2017 the Departmental Panel delivered its report to me in accordance with the terms of reference agreed by Cabinet on 6 August 2016 [CAB Min (16) 33];
- (2) **note** that the report’s executive summary is attached in Annex A and a full list of the panel’s recommendations includes how the organisation can deliver cost effective operations given a sustainable level of funding;
- (3) **agree** that I publicly release the report; and
- (4) **note** that I will issue a media statement upon releasing the report.

**Figure 1-2** Minutes, Submissions and Cabinet Papers example

- (2) **Multi-sentence list.** When writing a multi-sentence list, the list is introduced by a complete sentence. Each item in the list is also a complete sentence, numbered, starts with a capital letter and completes with a full stop. Each item in a multi-sentence list may comprise one to three sentences.

a. Annexes and appendices are generally only used in correspondence to internal addressees and are rarely used in correspondence to the public.

- (1) Annexes are supplementary documents that amplify or explain the parent document. They are used when it would make it cumbersome to include all details in the parent document. They are lettered consecutively using Roman capital letters and in the order they are referenced in the parent document.
- (2) Appendices are supplementary documents that amplify or explain an annex. They are numbered consecutively with Arabic numerals in the order they are referenced in the parent annex.

**Figure 1-3** Multi-sentence example

- c. A vertical list in the text body is introduced with a main paragraph or clause and is followed by—
- (1) a colon in correspondence and administrative documentation; or
  - (2) an em dash in orders, instructions and manuals.
- d. Where a vertical list is hierarchical or ordered, each item must be numbered.

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- e. Lists must be grammatically correct where they comprise either—
  - (1) set of statements completing a lead-in clause;
  - (2) a set of complete sentences; or
  - (3) a single, punctuated sentence.
- f. All components of vertical lists used in publications that prescribe orders, directions and instructions must be numbered to enable referencing, particularly where compliance or enforcement is required.
- g. Bulleted lists must not be used in formal letters, orders, directions or instructions, but may be used in other forms of Defence Force writing.
  - (1) Bullets may be used for a vertical list that is not ordered, or where there is no requirement to refer back to a specific item in a document. First level bullets use a small dot aligned to the first tab (1 cm). Second level bullets use a small diamond aligned with the text of the first level bullet (second tab stop). Asterisks and other symbols are not to be used.
  - (2) Punctuate lists of questions with a question mark. Punctuation is not used except when presenting questions.
  - (3) Each item in a bulleted list does not begin with initial capitals unless a proper noun is used as the first word and completes with open punctuation.
  - (4) A list should contain no more than nine items and should avoid more than two levels of numbering.

#### 1.2.24 Annexes, appendices, enclosures and flags

Annexes, appendixes and enclosures are supplementary documents in Defence Force writing, which amplify or explain issues in the main document. Main documents should be concise and easy to read. This can be achieved by presenting complex and otherwise related information and detail in annexes, appendixes and enclosures. These supplementary documents are used to provide additional detail or to amplify information, which, if contained in the parent document, would interrupt the flow of the document, or make it cumbersome.

- (1) **Annexes.** Detailed information is best presented in an annex to keep the main document as short as possible. An annex provides supplementary detail to the main document; where the content of a supporting document (containing specifically selected or created information) becomes apparent only when the information is read in conjunction with its parent document, the supporting document is termed an annex. Annexes are to be introduced, sequentially, at a suitable point in the text of the main document to ensure that the recipient knows the argument is supported by details set out separately.
  - (a) Annexes are listed sequentially at the end of the parent document below the signature block or at the end of the part, chapter or section that they apply to. The list of annexes is not preceded by a page break.

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- (b) Each annex has a right-aligned identifying block in bold upper case at the top right of the first page. The identifying block details the individual annex alphabetical reference number and the supporting document or reference's unique identifier, eg

**ANNEX A**  
**Organisation Detail.**

- (c) When a supporting document has been formally authorised, the identifying block must also contain the authorisation date, eg

**Annex A**  
**CDF Directive 999/2021**  
**31 DEC 21.**

- (d) If the supporting document or reference does not possess a unique identifier, then the identifying block should only detail the alphabetical reference, eg **Annex G**.

- (e) Under the identifying block, an annex has its own subject heading, presented in bold upper case at the left-hand margin.

- (f) Multi-page annexes are page numbered, bottom centre above the protective marking, using the letter of the annex followed by the page number (A-1, A-2, and so on). For page numbering of documents classified above Restricted, refer to DFO 51 *New Zealand Defence Force Orders for Security* [Volume 1](#) *Protective Security*, Chapter 7 *Security of Documents*.

- (2) **Appendices.** An appendix is a complimentary stand alone document that forms part of the annex, containing supporting detail for an annex. Each appendix must be referred to in the annex.

- (a) Each appendix has an identifying block in bold upper case at the top right of the first page. The identifying block details the sequential number of the appendix and the annex that it supports, eg **APPENDIX 1 OF ANNEX A**.

- (b) Under the identifying block, an appendix has a separate subject heading, presented in bold upper case at the left-hand margin.

- (c) Multi-page appendices are numbered using the letter of the annex, followed by the appendix number and the page number (for example, A-1-1 represents Annex A, Appendix 1, page 1, and so on). For page numbering of documents classified above Restricted, see DFO 51 *New Zealand Defence Force Orders for Security* [Volume 1](#) *Protective Security*, Chapter 7 *Security of Documents*.

- (3) **Enclosures.** Enclosures are complete documents, or extracts from related manuscripts, sent with the main document. Enclosures are introduced in the text and listed sequentially at the end of the main document after the list of annexes. Enclosures are referenced by title and a date. Enclosures may be annotated with an identifying block, presented in bold upper case at the top right-hand of the first page.

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- (4) **Flags.** Flags and side flags may be added to briefs and dot-point briefs to draw attention to specific supporting material. Flags may also be used sparingly in minutes where it is necessary to identify a specific issue within an annex or enclosure. Use self-adhesive flags to mark the specific supporting material referenced within the document.
  - (a) Flags are identified alphabetically and introduced in the text using bold text (for example, ...is at **Flag A**). Primary flags are arranged along the top edge of the document.
  - (b) Side flags are used to identify specific sections within supporting material that has been marked by a primary flag. Side flags are introduced within the text and labelled using the primary flag identifier followed by a sequential number (for example, ...**Flag A1**). Side flags are arranged along the side edge of the document.
- (5) Conventions applying to the referencing of material located in supplementary documents—
  - (a) the list of participants is in (not 'at') Annex A.
  - (b) details reporting superannuation payments are in (not 'at') Enclosure 1.
  - (c) where a single document is enclosed, it may be referred to in the body text, for example the form entitled *Leave Application* is enclosed. A single enclosure is still listed at the end of the document under the heading 'Enclosure'.
- (6) In the final version of electronic documents, make all annexes, appendices and enclosures part of one *MS Word* file—not as separate files.

### 1.2.25 Figures and tables

- a. Table headings and figure captions must be referred to in the main body text of the relevant part of a publication by their sequential number and title. Align the text and figures so the information is presented in the most understandable way. Tables and figures are centred on the page and must not extend beyond the left and right margins.
- b. Table headings and figure captions are to be presented in 11 pt Calibri, with primary words capitalised. Titles are to be preceded by Arabic numerals identifying the part number (or if the publication is not divided into parts, the chapter number), a hyphen and then the sequential number, presented in bold and separated from the title with a tab space (for example, **Figure 1-4** Maritime Emergency or **Table 2-4** Format for Reporting Overseas Events). Table headings are placed above tables. Figure captions are placed below the figure.
- c. Table content is presented in 10 pt Calibri, with 3 pt spacing before and after. Table line weight should be set to 0.5 pt for all borders. When a table covers more than one page, headings must be placed on all succeeding pages, followed by the abbreviation (cont.), for example, **Table 2-4** Table Title (cont.). Use the *MS Word* command (layout, repeat header rows) to duplicate headings on the second and any succeeding pages.



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**Table 1-2** Table Title

<b>Table header: 11 pt centred</b>	<b>Definitions</b>
table: 10 pt centred	Joint Forces New Zealand
table: 10 pt right	SAP 001
table contents: 10 pt left	For busy tables
• Table bullet 1	• Set at 10 pt
◊ Table bullet 2	◊ Set at 10 pt

### 1.2.26 New Zealand Defence Force identity standards

The NZDF identity standards are published in DFI 0.103 *NZDF Identity Standards* for the application of the NZDF identity on material that is not orders, directions and instructions.

### 1.2.27 Use of New Zealand Defence Force identity

- a. The NZDF is to be visually represented by the consistent use of organisational identifiers. This instruction applies to all documentation purporting to be official and includes letters, ministerial briefings and media releases.
- b. The NZDF badge and logo are the primary identifiers for the NZDF. Service badges and logos are the primary identifiers for the single-Services. Examples of NZDF and single-Service badges and logos are shown in [Annex 1C](#).
- c. Official documents including minutes, briefings to the Minister or Cabinet, orders, instructions, contracts and formal correspondence with military partners are to use the NZDF or relevant Service badge.
- d. Correspondence from CDF or, from members of the executive committee, to members of the NZDF or to external parties may use the NZDF or relevant Service badge.
- e. CDF and their office may use the gold leaf badge on official documents and correspondence. No other variation to the badge is authorised.
- f. The NZDF or relevant Service logos are to be used on all other documents and correspondence including reports, media releases and email signature blocks. Where appropriate, the logo should be used in conjunction with the relevant Force For New Zealand logotype or word mark as specified in the [NZDF Visual Identity Standards](#).
- g. The assented NZDF badge and assented Service badges must be used on the covers of NZDF orders, ministerial briefings, instructions and manuals as follows—
  - (1) The official NZDF badge must be presented on all NZDF publications<sup>26</sup> directly issued and promulgated, and stipulated, by CDF.
  - (2) The official NZDF badge must be presented on all other NZDF orders and publications issued by CDF or under their delegated authority and those Service-arm publications that have an NZDF-wide application (such as Defence Rules comprising seaworthiness, airworthiness, landworthiness, etc).

26 DFOs, DFIs and DMs.

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- h. The NZDF logo or appropriate single-Service logos are to be used on all external communication including and, not limited to, media releases, email signature blocks, websites and letters.
- i. The official badge or logo of each individual Service may be used as directed by the respective Chief of Service (COS). The COS may also authorise the use of specific badges or logos for subordinate publications or correspondence. The Force for New Zealand logotype, when used in conjunction with the single-Service logo, represents that Service as being part of the wider-NZDF whānau.

*Annexes to Section 3*


- [1A](#) Notes on Standard New Zealand Defence Force Layout Conventions – non-letter format example
- [1B](#) New Zealand Defence Force Quality Assurance Form
- [1C](#) Official New Zealand Defence Force and Single-Service Badges and Logos

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ANNEX 1A

NOTES ON STANDARD NEW ZEALAND DEFENCE FORCE LAYOUT CONVENTIONS –  
NON-LETTER FORMAT EXAMPLE

SECURITY CLASSIFICATION *[Where required]*  
ENDORSEMENT MARKING *[Where required]*



*(Use of official crest or logo determined by document type) <sup>1</sup>*

*[Unit name]*  
*[Address]*  
*(Calibre 10)*

Copy 1 of *[n]*<sup>2</sup>  
File reference<sup>4</sup>

*[Date]*<sup>3</sup>

**Addressee or See Distribution List**

*[Title/rank, organisation/appointment]*

For Information

*[Title/rank, organisation/appointment]*

**[SUBJECT HEADING]**

**Reference/s:**

A. *[Document identifier/title and date]*

**Standard NZDF Page Setup** *[main heading]*

1. **Margins.** *[paragraph heading]* Left and right margins are set at 2.5cm for all documents except the right margin for briefs, which may be set at 4cm to allow for handwritten notes. Top and bottom margins are set at 2.5cm, with header and footer margins of 1.2cm allowing for protective markings and page numbers.
2. **Tabs.** Tabs are set at 1cm spacing. Hanging indents are not used.
3. **Font and size.** Calibri font is used for all Defence Force writing. Email is written using 11pt font size. In all other writing, body text and headings use 12pt font, table headings 11pt font, and 10pt font is used for footnotes and all table content.
4. **Justification.** All text is left aligned and ragged right.
5. **Line spacing.** Single line spacing is used in the body text of all documents, including draft documents sent electronically. Use double line spacing in the text body of a draft hard copy distributed for comment. Otherwise line spacing is:
  - a. Subject, main and group headings are spaced with 12pt before and 6pt after.

---

<sup>1</sup> Use of official crest or logo determined by document type  
<sup>2</sup> Only for use with documents classified above restricted  
<sup>3</sup> Determined by document type  
<sup>4</sup> If required and determined by document type

Page 1 of 3 *[Only for documents classified above restricted]*  
ENDORSEMENT MARKING *[Where required]*  
SECURITY CLASSIFICATION *[Where required]*

Figure 1-4 Notes on Standard Layout Convention – Non-Letter Format Example - Page 1 of 3

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## ANNEX 1A (CONT)

**SECURITY CLASSIFICATION** *[Where required]*  
**ENDORSEMENT MARKING** *[Where required]*

- b. Paragraphs and sub-paragraphs are spaced 6pt before and 3pt after.
- c. Single line spacing is used within paragraphs and sub-paragraphs.
- d. Headers and footers use single line spacing.
- e. Footnotes use single line spacing.

**Placement of paragraphing** *[group heading]*

6. **First level paragraph.** The identifying paragraph number is followed by a full stop and placed on the left-hand margin (2.5cm from the paper's edge). The first letter of text commences on a tab point 1cm from the margin. The second and subsequent lines of text start at the margin.
  - a. **Second level paragraph.** The identifying lower case letter (a,b,c and so on) is followed by a full stop and indented 1cm from the margin. The first letter of text commences on a tab stop 2cm from the margin, with second and subsequent lines immediately below the first line of text.
    - (1) **Third level paragraph.** The identifying number, in parentheses, is indented 2cm from the margin. The first letter of text commences on a tab indented 3cm from the margin, with the second and subsequent lines immediately below the first letter of text.
      - (a) **Fourth level paragraph.** The identifying letter, in parentheses, is indented 3cm from the margin. The first letter of the text commences 4cm from the margin, with second and subsequent lines immediately below the first letter of text.
7. **Bullets.** Bullets may be used in some forms of Defence Force writing:
  - First level bullets use a small dot aligned with the first tab stop.
    - ◊ Second level bullets use a small diamond aligned with the text of the first level bullet (second tab stop).
    - ◊ Asterisks and other symbols are not used.
8. **References and footnotes.** By exception, cite principal references immediately below the subject heading. Use footnotes to reference other documents or to provide detail.<sup>5</sup>
9. **Signature block.** Layout of the signature block depends on the document type. The signature block is to appear six lines below and is to be a minimum of two lines of text.

---

<sup>5</sup> Sentence case, 10pt font.

Page 2 of 3 *[Only for documents classified above restricted otherwise 2]*  
**ENDORSEMENT MARKING** *[Where required]*  
**SECURITY CLASSIFICATION** *[Where required]*

Figure 1-5 Notes on Standard Layout Convention – Non-Letter Format Example - Page 2 of 3

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**ANNEX 1A (CONT)**

**SECURITY CLASSIFICATION** *[Where required]*  
**ENDORSEMENT MARKING** *[Where required]*

**[Signature]**

**INITIALS and SURNAME**  
Rank  
Appointment

**Annex(es)** *[list below or remove if not required]*

A. Nominal role  
B. Health support measures

**Enclosure(s)**

1. *[Document identifier/title and date]*  
2. CA Directive 06/2021, 23 Aug 21

**Distribution**  
*[Title/rank, organisation/appointment]*  
COMD 1st (NZ) BDE  
CO 16 FD REGT  
IG (ARMY)

Page 3 of 3 *[Only for documents classified above restricted otherwise 3]*  
**ENDORSEMENT MARKING** *[Where required]*  
**SECURITY CLASSIFICATION** *[Where required]*

**Figure 1-6** Notes on Standard Layout Convention – Non-Letter Format Example - Page 3 of 3

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## ANNEX 1A (CONT)

### ANNEXES

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

ANNEX [ALPHABETICAL REFERENCE NUMBER]  
[UNIQUE IDENTIFIER]  
[DD MMM YY]

[ANNEX TITLE]

1. **Annex.** Where the context of a supporting document (containing specifically selected or created information) becomes apparent only when the information is read in conjunction with its parent document, the supporting document is termed an annex.
2. A single page annex is not numbered. All pages in a multipage or classified annex are numbered using the annex identifying letter, followed by the annex page number above any protective markings.

A-1  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 1-7 Notes on Standard NZDF Layout Conventions – Annexes Example

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## ANNEX 1A (CONT)

### APPENDICES

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

APPENDIX [IDENTIFYING NUMBER] TO ANNEX [ALPHABETICAL REFERENCE NUMBER]  
[UNIQUE IDENTIFIER]  
[DD MMM YY]

[APPENDIX TITLE]

1. **Appendix.** An appendix is a complementary stand-alone document that forms part of an annex.
2. A single page appendix is not numbered. All pages in a multipage or classified appendix are numbered using the annex identifying letter and number and appendix number, followed by the appendix page number.

A-1-1  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 1-8** Notes on Standard NZDF Layout Conventions – Appendices Example

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**ANNEX 1B**

**NEW ZEALAND DEFENCE FORCE QUALITY ASSURANCE FORM – TEMPLATE**

[SECURITY CLASSIFICATION (where required)]  
 [ENDORSEMENT MARKING (where required)]

**Headquarters New Zealand Defence Force**  
**Quality Assurance Form**

*The one-page Quality Assurance Form is to be completed for correspondence and documentation for submission to the Office of the Chief of Defence Force.*

<b>Title</b>	[CLEARLY IDENTIFY THE TITLE OF THE DOCUMENT]							
<b>Document</b>	Minute	<input type="checkbox"/>	Submission	<input type="checkbox"/>	Letter	<input type="checkbox"/>	CDF Operational Directive	<input type="checkbox"/>
	CDF Directive	<input type="checkbox"/>	Administrative Instruction	<input type="checkbox"/>	Brief	<input type="checkbox"/>	Meeting agenda or minutes	<input type="checkbox"/>
	Parliamentary question	<input type="checkbox"/>	Request for information	<input type="checkbox"/>	Cabinet Paper	<input type="checkbox"/>	Media inquiry	<input type="checkbox"/>
	Memorandum of Understanding	<input type="checkbox"/>	Cabinet submission	<input type="checkbox"/>	Note to Minister or Ministerial Letter	<input type="checkbox"/>	Weekly Report	<input type="checkbox"/>
	OIA/PA response	<input type="checkbox"/>						
<b>Purpose of the document</b>	[Click here to enter text]							
<b>Author</b>	[Name]	[Contact]					[Click to select a date]	
<b>Peer Review</b>	[Name]	[Contact]					[Click to select a date]	
<b>Branch Head/Manager</b>	[Name]	[Contact]					[Click to select a date]	
<b>Approval</b>	[Name]	[Contact]					[Click to select a date]	
<b>Finance Branch</b>	[Name]	[Contact]					[Click to select a date]	
<b>Defence Legal Services</b>	[Name]	[Contact]					[Click to select a date]	
<b>Consultation</b>	[Click here to enter text]							
<b>Ministerial Services</b>	[Click here to enter text]						[Click to select a date]	
<b>Chief of Staff HQNZDF</b>	[Click here to enter text]						[Click to select a date]	
<b>Chief of Defence Force</b>	[Click here to enter text]						[Click to select a date]	

[ENDORSEMENT MARKING (where required)]  
 [SECURITY CLASSIFICATION (where required)]





Figure 1-9 NZDF Quality Assurance Form – Template



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ANNEX 1C

OFFICIAL NEW ZEALAND DEFENCE FORCE AND SINGLE-SERVICE BADGES AND LOGOS

Badge	Logo
New Zealand Defence Force (NZDF)	
	
New Zealand Army (NZA)	
	
Royal New Zealand Air Force (RNZAF)	

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ANNEX 1C (CONT)



Royal New Zealand Navy (RNZN)



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## PART 2 - PRESENTATION OF DEFENCE FORCE WRITING

### Chapter 1 - Defence Force Correspondence

#### *Section 1 - Introduction to Defence Force correspondence*

##### **2.1.1 Defence Force correspondence standards**

The Defence Force correspondence standards defined in this publication are the minimum acceptable levels of quality, format and style for communicating information throughout the New Zealand Defence Force (NZDF) and to external addressees.

##### **2.1.2 Types of correspondence**

The following correspondence methods are endorsed for use by NZDF personnel in the course of their duties—

- (1) electronic mail (email);
- (2) *Microsoft Lync (MS Lync)* and *Skype for Business*;
- (3) minutes;
- (4) letters;
- (5) text messaging; and
- (6) signal messages.

##### **2.1.3 Standard correspondence layout conventions**

In addition to the standard NZDF page setup conventions, the following conventions are to be applied when creating emails, minutes and official correspondence—

- (1) **Service, Formation or Unit, or executive originating descriptor.** The authorised identifying descriptor is the first line of all minutes.
- (2) **File reference.** If a file reference or a unique identifier<sup>27</sup> is available it must be used and placed on the same line as the date, aligned against the right-hand margin.
- (3) **Paragraph numbers – internal correspondence.** When numbering is used, all paragraphs are to be numbered sequentially using Arabic numerals followed by a full stop. Paragraph numbers align with the left margin, and the heading or first line of text commences 2 cm from the left margin. Subsequent lines within the same paragraph align with the left margin. When a paragraph continues with sub-paragraphs, each sub-paragraph number (level) is indented 1 cm further in from the left margin, with all text left aligned one tab stop (1 cm) from the sub-paragraph number. If there is only one first level paragraph, it is not numbered.

27 For example, *NZDF 3300-0202*.

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- (4) **Paragraph numbers – external correspondence.** Paragraphs are not numbered in correspondence to persons or organisations external to the NZDF. All text aligns with the left margin.
- (5) **Paragraph spacing.** All paragraphs are to be set with 6 pt spacing before and 3 pt spacing after each paragraph.

#### 2.1.4 Submitting correspondence

Correspondence is to follow the chain of command or line management when corresponding on substantive matters such as command decisions, policy issues and recommendations on NZDF matters.

### *Section 2 - Email*

#### 2.1.5 Email correspondence

- a. Email is the normal form of internal correspondence in the NZDF where information can be made quickly available to enable the provision of advice and assist in decision making.
- b. Email is a speedy form of correspondence and while there are benefits, there are also challenges associated with its use. Emails can easily be forwarded, allowing sensitive information to be distributed to unauthorised persons or to become public knowledge.

**Note:** For examples and guidance on writing an email see the Defence Force Writing—Email Writing Guide that can be accessed from the Learning Toolkit [Defence Force Writing](#) page.

#### 2.1.6 Use of email

- a. Regardless of their informality, emails serve the same purpose and have the same status as any other type of NZDF documentation. If an email is the principal record of an order, instruction, advice or decision, the email must be filed in the Defence Document Management System (DDMS).
- b. As a form of official Defence Force correspondence, email must not be used as a vehicle for political or controversial issues, or the proliferation of inappropriate material such as junk mail, chain letters, personal advertising or any other form of mass mailing. NZDF email systems must not be used to send abusive, discriminatory, pornographic or offensive material.

**Note:** All emails archived in the Defence Information Environment (DIE) or held on NZDF equipment, whether official or personal, can be provided to the public if relevant to a request made under the [Official Information Act 1982](#). Permission of the originator or recipient is not required to release this information.

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- c. There are several ways to effectively use email to conform to the principles of ‘need to know’ and ‘need to share’, as follows—
- (1) An email should only be addressed to those recipients who are required to action the purpose of the email or who need to know the progress of a particular issue. Large email distribution or group lists must not be used as a catch-all address to disseminate information that should have a limited distribution.
  - (2) Defence Force correspondence, including email messages, is always addressed to a specific appointment within a command chain or line management in Headquarters New Zealand Defence Force (HQNZDF) and within the Services. The addressee will decide on action to be taken and if there should be any further distribution of the email.
  - (3) In certain circumstances, the Chief of Defence Force (CDF) and Chiefs of Service (COS) may use collective addressees to quickly disseminate important information via email.
  - (4) Only emails with unclassified or restricted content, or with an appropriate special handing marking (for example, IN-CONFIDENCE), are to be passed in the Defence Information Exchange System (DIXS). Such emails are to contain the correct classification protective security marking prior to transmission.
  - (5) Only emails with unclassified content are to be sent via the Internet. Emails with In-Confidence markings are not to be distributed via the Internet unless being transmitted using SEEMAIL.
  - (6) SEEMAIL is the governmental secure Internet application used to pass emails with a protective security classification of Restricted, or policy or privacy marking (for example, IN-CONFIDENCE), between some government departments.
  - (7) Higher-level classified emails are to be sent on secure information systems and must be consistent with the accreditation of the system used.
- Note:** When sending email messages to overseas military or defence addressees, any embedded hyperlink and pictures should be removed as the recipient’s ‘mail marshal’ may reject the message and the originator may not be advised.<sup>28</sup>
- d. Emails are the principal means of communicating administrative warning orders to Services, Commands and portfolios. Administrative warning orders are registered by the originating authority and have no specific format.
- e. Emails must be clear and concise, ensuring—
- (1) **Internal emails.** Emails to internal addressees may be drafted with text that is brief and may contain acronyms.
  - (2) **External emails.** When sending emails to external addressees’ avoid being too brief or informal and do not use acronyms, abbreviations, clichés or jargon.

---

<sup>28</sup> A message containing a hyperlink will usually be rejected and an embedded item (for example a picture) will also cause the rejection of a message if it is not recognised by the recipient’s email system (for example, hyperlinks and pictures in a signature block).

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- f. Paragraph numbering must be used in emails containing an order, direction or instruction. The use of paragraph numbering is optional in all other internal emails.
- g. An email must be easily found when using the search function in the Defence Information Environment (DIE). To meet [Official Information Act 1982](#) requirements the NZDF must be able to carry out searches for requested material. To enable focused searching, the subject line must be appropriate, brief and easily recognisable.
- h. Addressees and recipients must ensure that where an email seeks advice, it is responded to in an appropriate timeframe. Any decision-making as a result of that advice is to be clearly communicated to the person responsible for further action.
- i. Notes on the use of email are found in [Annex 2A](#).

### 2.1.7 Email address book

- a. Critical to the success of using email are the NZDF address lists in the electronic mail application, *Microsoft Outlook (MS Outlook)*. Responsibility for the correctness and appropriateness of addressees and address lists is vested in COS, commanders and senior executives with portfolio responsibilities.
- b. COS, commanders and senior executives with specified responsibilities must ensure—
  - (1) only eligible individual and collective email addresses are stored in the NZDF *MS Outlook* address book;
  - (2) each entry in the various address lists remains up-to-date;
  - (3) all required information<sup>29</sup> is annotated against each address,<sup>30</sup> and
  - (4) collective addressees are appropriate and essential to their function or activity, managed as circumstances change and are not used as a convenient means of distributing extraneous information to individuals.

### 2.1.8 Email layout conventions

In addition to the Defence Force correspondence standards outlined in this publication, the following conventions are to be applied when writing emails—

- (1) **Font.** The NZDF standard font for email is black Calibri 11 pt presented in sentence case.<sup>31</sup>
- (2) **Subject line.** The subject must be brief and clearly reflect the topic of the email.
- (3) **Protective security markings.** If an email or its attachment has a Restricted, Sensitive or In-Confidence classification, this must be written in the subject line and the first line of the email. All external emails are to include unclassified in the subject line using the format, 'UNCLASSIFIED Subject title'.

<sup>29</sup> The minimum information required is name, title, NZDF phone number, appointment (location) and department.

<sup>30</sup> Defence Shared Services Group (DSSG) ensures that changes to the NZDF email address book are applied, and undertakes periodic audits of the complete NZDF email address book, removing incorrect, inappropriate and irrelevant entries.

<sup>31</sup> For emphasis, the limited use of bold or coloured text or highlighting is acceptable.

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- (4) **Salutation.** Use of a salutation is not mandatory in emails. When a salutation is used—
  - (a) it may be informal when addressing peers and juniors;
  - (b) either sir or ma'am, or rank and surname are to be used when addressing more senior personnel; and
  - (c) appropriate titles are to be used when addressing Civil Staff or external addressees.
- (5) **Content.** The content must be accurate, brief and clear, and be drafted in plain English with minimal use of military terminology, acronyms, abbreviations, technical terms and clichés. Emails to external addresses are to contain only unclassified information.
- (6) **Photographs.** Photographs should be attached only if relevant to the subject of the email. Photographs are only to be in the jpeg (.jpeg or .jpg) or tiff (.tif or .tiff) formats.
- (7) **Signature.** The NZDF signature block is to be used without amendment by all NZDF personnel. No additional illustrations, slogans or mottos are to be applied to emails.

**Note:** The official email signature is a system generated signature block that can be accessed from the tool ribbon of a new email. In the Message tab go to Signature > NZDF Approved Signature.

### 2.1.9 Email etiquette

The rules of email etiquette are guidelines that help avoid misunderstandings and mistakes. The core rules of email etiquette help communicate better via email and are illustrated in [Annex 2B](#).

#### *Annexes to Section 2*

[2A](#) Notes on Email

[2B](#) Email Etiquette

## NOTES ON EMAIL

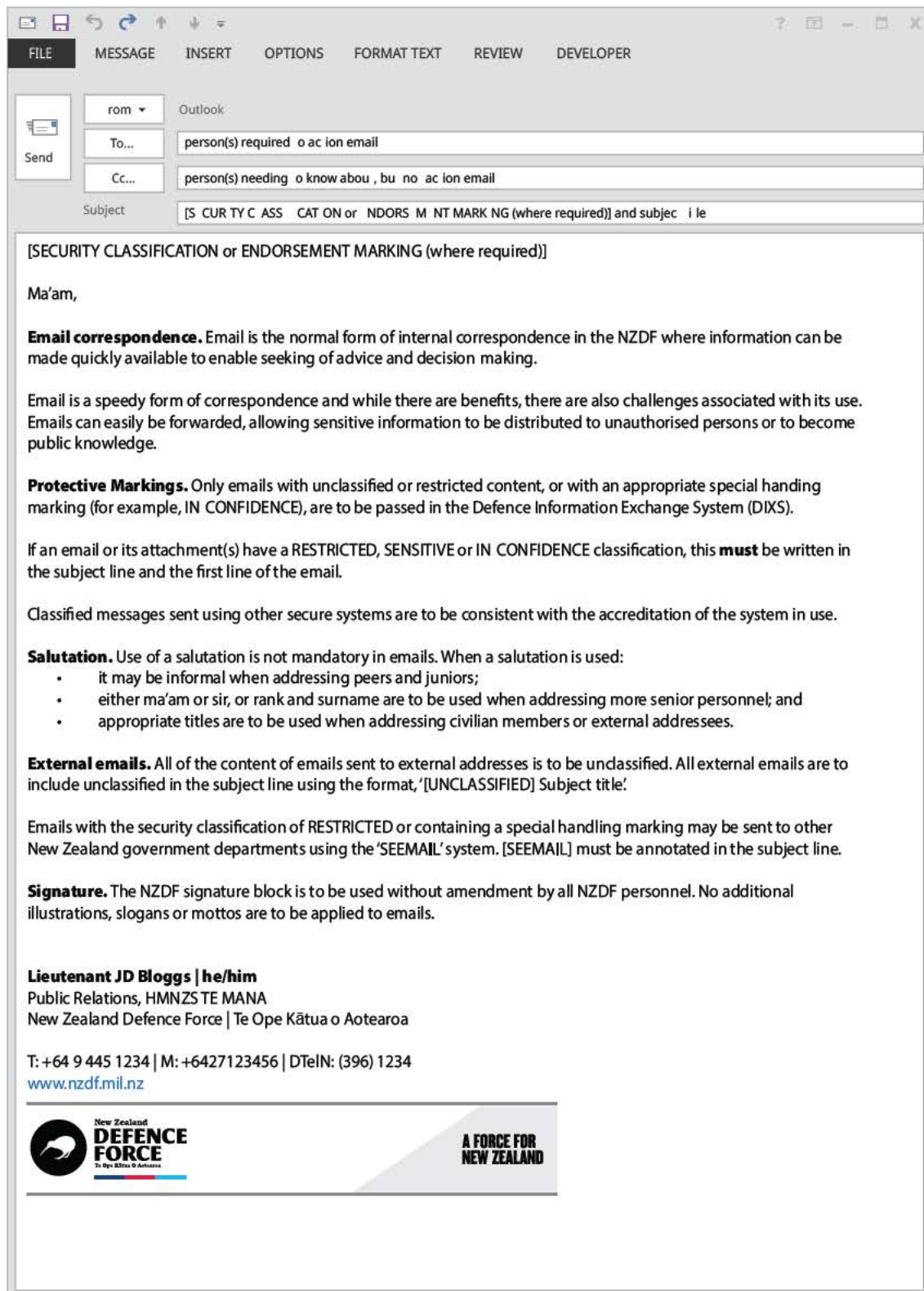


Figure 2-1 Notes on Email



## EMAIL ETIQUETTE

1. Email etiquette refers to the behaviour that should be used when writing or answering emails. Because email is less personal than a phone call or a face-to-face conversation, and can be quick to send, it is possible for the tone of an email to be misinterpreted. Writers should turn on 'auto-spelling check' to avoid unintentional spelling errors.
2. Before sending an email, consider the following—
  - a. Determine the intent of the email. If advice or a decision is not required, discuss the matter in person.
  - b. Before replying, determine if a response is required as many emails do not need one; for example, 'Thanks'.
  - c. Determine if the Reply All function is appropriate when responding to an email, as a response should be pertinent to all recipients. The 'Reply All' function should always be used with discretion.
  - d. Keep emails short. If the email is short and can be placed entirely in the subject area, it is appropriate to do so.
  - e. When replying to or forwarding an email, do not include the previous chain of emails unless these are relevant to the subject under discussion. If resending previous information is important, first check if the addressee received the initial emails.
  - f. When forwarding previous emails, delete any unnecessary text including caveats automatically inserted by email systems, for example—

**CONFIDENTIALITY NOTICE**

The information in this email is confidential to the agency, intended only for the addressee(s), and may also be legally privileged. If you are not an intended addressee:

- a. please immediately delete this email and notify the agency by return email or telephone;
- b. any use, dissemination or copying of this email is strictly prohibited and may be unlawful.

**Figure 2-2** Example of an Email Confidentiality Notice Caveat

- g. When drafting an email—
  - (1) use humour with caution;
  - (2) use professional salutations;
  - (3) proofread the message carefully;
  - (4) check for the correct recipients; and

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- (5) remove emotion, including the use of full capitalisation, inappropriate emphasis and exclamation marks.
- h. Private emails are not to be forwarded without the approval of the sender as doing so exposes an individual's personal email address to all email recipients.
- i. Avoid requesting delivery and read receipts on all emails. If receipt of an email is important, call and ask the addressee to confirm they have received the email.
- j. If an email is received in error, advise the sender immediately so the email can be re-directed to the correct person; do not leave it without a response.
- k. Apply Defence Force principles for writing and editing, including use of the tools provided in *Microsoft Office (MS Office)* (spell-check, grammar check and thesaurus). Always add addressees last to reduce the potential to send an email before it is completed or edited.
- l. Use of the blind carbon copy (BCC) field should be avoided as this may give rise to a privacy issue.
- m. Incorporate only one subject per email whenever possible.
- n. Attach files and documents to an email with caution as—
  - (1) not all recipients may require the information; and
  - (2) some large attachments can cause problems with the email system.
- o. When on-forwarding emails or attaching files and documents to an email, the author is to ensure copyright is not infringed.
- p. Set realistic priorities on out-going emails; use the 'high importance' feature appropriately and sparingly.
- q. Nothing is private; every electronic message leaves a trail so write accordingly.

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### *Section 3 - Minutes*

#### **2.1.10 Use of minutes**

- a. Minutes are the formal means of correspondence within the NZDF and are for internal use only. Individual Service and Command requirements will, at times, determine the freedoms and constraints in the use of email versus a formal minute. Minutes should be raised when—
- (1) there is a need to provide the recipient with accurate and timely information to facilitate well-informed decision-making on complex issues;
  - (2) there is a need to record an important decision;
  - (3) there is a requirement to account for expenditure or record a financial decision;<sup>32</sup>
  - (4) information or a decision needs to be passed to a wider audience; and
  - (5) the information is too detailed or complex to be delivered verbally, or the material needs to be studied carefully.
- b. Defence Force conventions expect that only COS, Commander Joint Forces (COMJFNZ) and senior executives with specific responsibilities (direct reports) will correspond directly with CDF.
- c. Every minute and related supporting material must be complete in itself. When filing minutes in the DIE, writers must ensure that all supplementary documents (for example, annexes, appendices and enclosures) are filed together and do not get isolated from the parent document. In some cases, this may mean that the complete document will need to be scanned and saved in a portable document format (pdf).

**Note:** For examples and guidance on writing an minute see the Defence Force Writing—Email Writing Guide that can be accessed from the Learning Toolkit [Defence Force Writing](#) page.

#### **2.1.11 Minute layout conventions**

In addition to the Defence Force correspondence standards outlined in this publication, the following conventions are to be applied when preparing a minute—

- (1) **Use of NZDF Identity.** Minutes are not to contain any graphic or electronic image of a crest, badge, device, picture or logo other than that which is relevant to the content in the main text.
- (2) **Date.** All minutes are to be dated using the abbreviated date format, dd Mmm yy. Where the day is a single digit, '0' is not to be included before the first digit. The day is to be handwritten when the signatory signs the minute.

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32 A minute seeking to account for expenditure or record a financial decision is commonly referred to as a submission.

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- (3) **Identifier.** A minute is to be identified by incorporating the word MINUTE and reference number (for example, 'CFO MINUTE nn/yyyy') immediately below the originator's descriptor. An abbreviated appointment and/or unit name may appear before the word 'minute' as directed by the parent unit or Command. The appointment and nn/yyyy fields allow for identification of a specific minute but may not be required for internal unit minutes or for personal and individual matters.
- (4) **File reference.** If a file reference is available, it is to be placed on the same line as the date, against the right-hand margin. Personal file references may be used when a minute relates to a personal matter. Usually this will be PF/ or UPF/ followed by the Service number.
- (5) **Addressees – standard minute.** Minutes are to have an action addressee, which may be 'through' an appointment. A maximum of six information addressees may be included in a minute. Use abbreviated appointment titles for addressees.<sup>33 34</sup>
- (6) **Addressees – submission minute.** There should be only one addressee (the decision-maker) in a minute seeking a decision. Include information addressees only if they are essential to the submission.
- (7) **Distribution lists.** When a minute has more than six addressees, a distribution list may be used in lieu of an address list. The words, '**See distribution**' are presented in bold in place of the addressees. Addressees, introduced by '**Distribution**', presented in bold and followed by a colon, are listed after any annex or enclosure.
- (8) **Subject heading.** Subject headings, including subject headings of annexes, appendices and enclosures, are presented in bold capital letters.
- (9) **References.** By exception, a principal reference may be cited immediately below the subject heading. A principal reference is introduced by '**Reference**', presented in bold without punctuation. Other references are to be cited in a footnote on the document page where mentioned.
- (10) **Content.** The main body of a document is not to contain information or refer to a document with a higher protective security marking than that applied to the minute. Where the content is in support of the topic, but may interrupt the reader's concentration, the text should be considered for placement in an annex. Annexes are to be introduced in the text using the annex's identification letter (for example, 'Annex A refers'). Attachments and enclosures are to be referenced in the text as sequentially numbered documents (for example, 'incorporated in Enclosure 2').
- (11) **Purpose.** It is often useful to include a purpose paragraph at the start of the minute as it frames the 'why' and sets the context for any required decision.

33 Internal correspondence (minutes) concerning policy, management decisions or other important matters may be addressed through a Service, or senior executive having knowledge over the subject matter, before it reaches the 'to' addressee. This keeps relevant parts of the command informed and allows them to comment or approve as necessary.

34 A 'through' addressee must forward official correspondence with an endorsement. The endorsement may be as simple as using the term 'forwarded' when no opinion or comment is necessary. A 'through' addressee may elect to take final action, divert the document or return the correspondence to the originator with an appropriate explanation.

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- (12) **Paragraph grading indicator (PGI).** A document is to possess the security classification that matches the highest security classification of its content. In instances where the content of individual paragraphs differ in security classification from the remainder of the document, the classification of those specific paragraphs may be identified by inserting the appropriate abbreviation after the paragraph number (for example, 2.(U) or 2.(C)).<sup>35</sup> This would not occur in normal use but may occur in instances where individual paragraphs may stand alone and be used separately from the key document. Writers should aim to provide information at the lowest possible security classification.
- (13) **Approvals.** For a more complex minute requiring several decisions, use a **Recommendation(s)** group heading. Under this heading, clearly and succinctly state what is being recommended, or whether a decision or action is being sought. Use **Note** to identify a summary of key information. Use **Agree** or **Approve** to identify where a decision is required. For a minute requesting a single approval, an **Approved** or **Not approved** statement placed above the signature block is appropriate.
- (14) **Footnotes.** Footnotes are to be used when citing references to other documents and material or to provide detail that would otherwise clutter the text.
- (15) **Signature.** The document must be signed by the originator over the signature block. Where the originator is not available to sign the document, an authorised signatory must sign over the originator's signature block. In this situation, the signatory is to handwrite the word 'for' to the left of the signature block. Signature blocks are not to be placed on a page without text; include at least two lines of text above the signature block.
- (16) **Supporting documents.** Annexes, appendices and enclosures are supporting documents to minutes. Supporting documents must be referred to and referenced in the main document. Annexes, appendices and enclosures must not have a protective security marking higher than the parent minute. Page numbering of supporting documents is to be in accordance with the standard NZDF page setup for Unclassified and Classified documents.
- (17) **Signature block.** The signature block for a minute is to contain the following—
- (a) First line: Initials without spaces or punctuation and surname in bold block capitals.
  - (b) Second line: Rank/Title and Service separated by a comma (capitalise abbreviated rank/title, eg MAJ).
  - (c) Third line: Position held/appointment.
- (18) **Page numbering.** Pages in an Unclassified or Restricted minute are numbered when there are two or more pages. Page numbering, for minutes that hold a security classification above Restricted, is to be applied in accordance with the instructions given in paragraph 1.2.16(7) and should follow standard Defence Force writing conventions.

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**2.1.12 Structure of a submission**

- a. A submission is a form of minute that is written to address a complex issue. The purpose is to seek a decision, or agreement to a proposed course of action, on a particular issue. Where there are financial or resource implications, the minute must contain all the relevant information. Any decision or agreement to a proposed course of action is based solely on the information provided in the proposal. In these circumstances, the minute is to include specific essential information. In exceptional circumstances, the format and content may be varied to suit the recipient and purpose.
- b. In presenting a submission, the structure must cover the following key elements—
  - (1) **Purpose.** Under the heading ‘Purpose’, three paragraphs entitled ‘Issue’, ‘Recommendation(s)’ and ‘Timing’ are recommended as a way to provide the main facts of the submission.
    - (a) **Issue.** Under the heading ‘Issue’, set out the issue to be addressed or that needs resolving in one or two short sentences.
    - (b) **Recommendation(s).** Under the heading ‘Recommendation(s)’, clearly and succinctly state what is being recommended or whether a decision or action is being sought. Use ‘note’ to identify a summary of key information. Use ‘agree’ to identify where a decision is required.
    - (c) **Timing.** Under the heading ‘Timing’, state when a decision is required by, the reason(s) for the timeline and any implications if the deadline were to be missed. Omit this section if timing has no bearing on the issue.
  - (2) **Context.** The remainder of the minute should be set out in the most appropriate way to address the issue and include only information essential to any decision-making requested of the addressee. In particular—
    - (a) The **content** of the main text depends on the complexity of the submission and the decision being sought.
    - (b) Where it is considered appropriate, the main text may be split into **sections** using appropriate group headings (for example, ‘background’ and ‘context’). Introduce the scope of the subject. Give only essential information and use clear, simple and direct expression. For clarity, use a logical progression of paragraphs with headings if necessary.
    - (c) Clearly set out the balanced **argument** leading to the recommendations. Include important counter-arguments or dissenting views to enable fully informed decision-making.
    - (d) Ensure all **implications** of the recommendations are clearly identified, particularly financial, timing, political or policy consequences and any follow-on **effects** of a decision on the issue.

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- (e) Brief details of any **consultation** are to be included. Consultation with those who have a direct interest in the issue is essential to ensure the minute clearly covers all aspects of the subject. When seeking a decision, the originator is to obtain Service or policy advice at the appropriate level. If there is a counter-argument or dissenting viewpoint, this must be explained in the minute to enable fully informed decision-making.
  - (f) The minute should state consequential changes to presentational issues such as advising the Minister, changes to publications, information published on the website and any other potential impact.
- (3) **Financial and resource implications.** The decision-maker must be made fully aware of the full financial and resource implications in the proposal. Therefore, all submissions must include specific text under a paragraph heading 'Financial and resource implications'. If there are no financial implications, this is to be clearly stated. Otherwise information on affordability, benefits and risks, budgetary impact, alignment to strategy/policy, operational impact, and other resource implications must be provided as appropriate.
- (4) **Summary.** A summary is optional. If the main text or financial considerations are particularly long and complicated, include a summary of the main factors to assist decision-making. Include only key points, in the order they appear in the main text. The summary is not to contain new information.
- (5) **Signature block.** The signature block for a submission is formatted the same as for a minute, as detailed in paragraph 2.1.11(17).
- (6) **Length.** Ideally, a minute making a submission should be no longer than four pages and should not require a summary, particularly where supporting information is presented in annexes.

*Annexes to Section 3*

- [2C](#) Minute – Example
- [2D](#) Minute – Template
- [2E](#) Submission – Example
- [2F](#) Submission – Template

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ANNEX 2C

MINUTE – EXAMPLE

SECURITY CLASSIFICATION *(where required)*  
ENDORSEMENT MARKING *(where required)*

**Headquarters Joint Forces New Zealand**  
**LCC MINUTE 01/202X**

Jun 2X *[file reference if appropriate]* NZDF 3300-0100

CA (through COMJFNZ)  
COMD 1 BDE NZ

For information  
CoS HQNZDF

**SUBJECT HEADING**

**Reference**

A. Principal references *(use only if appropriate, otherwise cite references in footnotes)*

**Purpose**

1. The purpose of this minute is to .....

**Main Heading *(If required)***

**Group heading**

2. **Page layout.** Standard Defence Force writing page layout conventions are to be adhered to for:

- a. paragraph and sub-paragraph formats; and
- b. use and format of bullets.

3. **References.** By exception, cite a principal reference below the subject heading.

4. **Footnotes.** Use footnotes to reference other documents or to provide detail that would otherwise clutter the text.<sup>1</sup>

5. **Supporting documents.** Annexes, appendices and enclosures are to be complete, stand-alone documents and must not have a protective security marking higher than the parent minute.

6. **Signature blocks.** Signature blocks are not to be placed on a page without text; include at least two lines of text above the signature block.

**Group heading**

7. ....

---

<sup>1</sup> Report 2/12 – page 23, paragraph 14.  
[1 of xx *(only if document is 'classified')*]

ENDORSEMENT MARKING *(where required)*  
SECURITY CLASSIFICATION *(where required)*

Figure 2-3 Minute – Example – Page 1 of 2



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**ANNEX 2C (CONT)**

**MINUTE – EXAMPLE**

**SECURITY CLASSIFICATION** *(where required)*  
**ENDORSEMENT MARKING** *(where required)*

**Recommendations**

8. It is recommend that CA:

- a. **note** that .....
- b. **note** the .....
- c. **agree** to .....; and
- d. **agree** that .....

**JO BLOGGS**  
BRIG  
LCC

DTelN (nnn) nnnn

**Annex(es)** *(list below or remove the block if not required)*

- A. Nominal Role for EX THREAT
- B. OTP Activities to Dec xx

**Enclosure(s)** *(list below or remove the block if not required)*

- 1. Report LMN 2/21 dated 15 Mar 21

**Distribution**  
CO TEK  
CO 5 Sqn

*When a minute has a large number of addresses, abbreviated appointments are listed under 'Distribution'. Replace 'Action addressee' at the start with 'See distribution'. A suggested number of addressees for a distribution list is seven or more.*

[2 or 2 of xx *(only if document is 'classified')*]  
**ENDORSEMENT MARKING** *(where required)*  
**SECURITY CLASSIFICATION** *(where required)*

**Figure 2-4** Minute – Example – Page 2 of 2

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ANNEX 2D

MINUTE – TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

[Originating Headquarters Branch/Portfolio, Service, Command,  
Unit/Sub Unit]

[Appointment] MINUTE [nn/yyyy]

[Select date] [File reference number (if required)]

[Action addressee] [through appointment]

For information  
[Addressees]

[SUBJECT HEADING]

Reference  
A. [Click to enter text]

Purpose  
1. [Click to enter text]

[Main Heading]

[Group heading]  
2. [Click to enter text]  
a. [Click to enter text]

Recommendations  
3. [Click to enter text]  
a. [Click to enter text]

[NAME]  
[Title/rank, Service]  
[Position held]

DTelN [(nnn) nnnn]

Annex(es)  
A. [Click to enter text]

[1 of xx (only if document is 'classified')]  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 2-5 Minute – Template – Page 1 of 2

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**ANNEX 2D (CONT)**

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**Enclosure(s)**  
1. [Click to enter text]

**Distribution:**  
[Click to enter text]

[2 or 2 of xx (only if document is 'classified')]  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 2-6** Minute – Template – Page 2 of 2

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ANNEX 2E

SUBMISSION – EXAMPLE

**SECURITY CLASSIFICATION** *(where required)*  
**ENDORSEMENT MARKING** *(where required)*

**HQ Joint Forces New Zealand**  
**MCC MINUTE 03/20yy**

Jun yy ABC 8000-0000

COMLOG (through LCM)

For information *(remove this block if not required)*  
COS DLC

**SUBJECT HEADING**

**Reference**

A. Principal references *(use if appropriate, otherwise cite references in footnotes)*

**Purpose**

1. **Issue.** Set out the issue in one or two short sentences.
2. **Recommendation(s).** Set out the essence of the recommendations. It is recommended that *[addressee appointment]*:
  - a. **note** that.....;
  - b. **note** the.....;
  - c. **agree** to.....; and
  - d. **agree** that.....
3. **Timing.** State when a decision is required by, the reason(s) for the timeline and any implications if the deadline were to be missed.

**Context**

4. The remainder of the submission conforms to the NZDF minute style and should be set out in the most appropriate way to address the issue. Include only information essential to any decision-making requested of the recipient. In particular:
  - a. **Content.** The content of the main text depends on the complexity of the submission and the decision being sought.
  - b. **Sections.** Where it is considered appropriate, the main text may be split into sections using appropriate group headings, for example:
    - (1) Background; and
    - (2) Context.
  - c. **Argument.** Clearly set out the balanced argument leading to the recommendations.
  - d. **Implications.** Ensure all implications of the recommendations are identified, particularly financial, timing political or policy consequences and any follow-on effects of a decision on the issue.

Page 1 of 2 *(for classified documents)*  
**ENDORSEMENT MARKING** *(where required)*  
**SECURITY CLASSIFICATION** *(where required)*

Figure 2-7 Submission – Example – Page 1 of 2

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## ANNEX 2E (CONT)

### SUBMISSION – EXAMPLE

**SECURITY CLASSIFICATION** *(where required)*  
**ENDORSEMENT MARKING** *(where required)*

e. **Effects.** Decision-makers need to appreciate the concerns and aspirations of those who are likely to be affected by a submission's recommendations. This includes both internal and external issues and the minute should state consequential changes to presentational issues such as advising the Minister, changes to publications, information published on the website and any other potential impact.

f. **Consultation.** Consultation with those who have a direct interest in the issue is essential to ensure the minute clearly covers all aspects of the subject. When seeking a decision, the originator is to obtain Service or policy advice at the appropriate level. If there is a counter-argument or dissenting viewpoint, this must be explained in the minute to enable fully informed decision-making.

**Summary**

5. A summary is optional. If the main text or financial considerations are particularly long and complicated, include a summary of the main factors to assist decision-making. Ideally, a minute making a submission should be no longer than four pages and should not require a summary, especially where supporting information can be presented in annexes. The summary is not to contain new information.

**JO BLOGGS**  
CDR  
MCC

DTelN (nnn) nnnn

**Annex(es)** *(list below or remove annex block if not required)*

A. JKL 8000-0000 dated 01 Jun 18  
B. RST 1000-0000 dated 10 Jun 18

**Enclosure(s)** *(list below or remove enclosure block if not required)*

1. Report LMN dated 15 Mar 18

2  
**ENDORSEMENT MARKING** *(where required)*  
**SECURITY CLASSIFICATION** *(where required)*

Figure 2-8 Submission – Example – Page 2 of 2

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ANNEX 2F

SUBMISSION – TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**[Originating Headquarters Branch/Portfolio, Service, Command,  
Unit/Sub Unit]**

**[Appointment] MINUTE [nn/yyyy]**

[Select date] [File reference number (if required)]

[Action addressee] [through appointment]

For information  
[Addressees]

**[SUBJECT HEADING]**

**Reference**

A. [Click to enter text]

**Purpose**

1. **Issue.** [Click to enter text]
2. **Recommendation(s).** [Click to enter text]
  - a. [Click to enter text]
3. **Timing.** [Click to enter text]

**Context**

4. [Click to enter text]
  - a. **Content.** [Click to enter text]
  - b. **Sections.** [Click to enter text]
  - c. **Argument.** [Click to enter text]
  - d. **Implications.** [Click to enter text]
  - e. **Effects.** [Click to enter text]
  - f. **Consultation.** [Click to enter text]

**Summary**

5. [Click to enter text]

[1 of xx (only if document is 'classified')]  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 2-9 Submission – Template – Page 1 of 2

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**ANNEX 2F (CONT)**

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**[NAME]**  
[Title/rank, Service]  
[Position held]

DTelN [(nnn) nnnn]

**Annex(es)**

A. [Click to enter text]

**Enclosure(s)**

1. [Click to enter text]

[2 or 2 of xx (only if document is 'classified')]  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 2-10** Submission – Template – Page 2 of 2

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## Section 4 - Formal letters

### 2.1.13 Use of formal letters

- a. Formal letters are used for official business with members of the public and external organisations. Formal letters are also used within the NZDF. Internal letters to members of the NZDF are often referred to as demi-official letters and have a specific purpose and structure.
- b. Personal references or testimonials from commanders or managers are not official correspondence.<sup>36</sup> An NZDF letterhead must not be used and any correspondence must not be endorsed with any NZDF or Service related logo, crest or badge. The format and style of a personal reference is of the writer's choosing.

### 2.1.14 Writing formal letters

- a. The introductory paragraph of a formal letter should acknowledge the relationship with the recipient and clearly introduce the reason for the correspondence. References to previous correspondence, meetings or discussions should be cited in footnotes in internal letters and in the introductory paragraph of an external letter.
- b. In the main paragraph(s), information should be logically presented with the primary points addressed as early as possible. Use paragraph headings in the main body if the letter is lengthy or if this aids clarity.
- c. End with a brief statement and highlight any action to be taken. The end of a letter should not be a summary of the main text unless the letter is very detailed.

**Note:** For examples and guidance on writing a formal letter see the Defence Force Writing – Letter Writing Guide that can be accessed from the Learning Toolkit [Defence Force Writing](#) page.

### 2.1.15 Formal letters to internal addressees

- a. Formal letters are normally written by commanders and senior officers to junior personnel. A formal or demi-official letter is addressed to an individual for the purpose of reporting or acknowledging a laudatory achievement, expressing condolences, issuing an administrative reprimand and when a junior replies to an admonitory letter.
- b. Senior executives may write a formal letter to an employee when circumstances demand.
- c. COS may also direct the use of the formal letter for matters of ceremony and for certain formal submissions (for example, Reports of Proceedings).



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### 2.1.16 Formal letter standard layout conventions

In addition to the Defence Force correspondence standards outlined in this publication, the following conventions are to be applied when preparing a formal letter—

- (1) **Protective markings.** In exceptional circumstances, a security classification or endorsement marking may be needed to protect information contained in a formal letter (for example, 'UNCLASSIFIED – IN-CONFIDENCE'). If protective markings are required, they are to be applied as detailed in paragraph 1.2.16(5). Any delivery or handling requirements are to comply with the [Protective Security Requirements](#) (PSR).
- (2) **Copy numbers.** If a formal letter contains protective markings and requires a document copy number, the copy number must be applied as detailed in paragraph 1.2.16(9).
- (3) **Use of the NZDF identity – internal and external letters.** The appropriate visual identifier is to be placed in the top left of the header on the first page of the letter. Refer to [Annex 2G](#), [Annex 2H](#), [Annex 2I](#) and [Annex 2J](#) for visual examples—
  - (a) The NZDF assented badge and single-Service badges are to be used by COS and members of the executive committee on all formal letters to members of the NZDF, and letters to persons and organisations external to the NZDF.
  - (b) CDF and their office may use the gold leaf NZDF assented badge on formal letters.
  - (c) All other members of the NZDF are to use the NZDF logo or relevant single-Service logo and the Force for New Zealand logotype on all formal letters to members of the NZDF, and letters to persons and organisations external to the NZDF.
  - (d) Letters from Veterans' Affairs must use the Force for New Zealand logotype (when appropriate) in addition to the Veterans' Affairs logo. This represents Veterans' Affairs being part of the wider-NZDF whānau.
- (4) **Originator's address.** The originator's location address is to be placed in the top right corner of the header. In some circumstances, a commander may wish to add their name and/or appointment to a letter; this option is centred in sentence case below the header of a formal letter (with line spacing 12 pt before and after).
- (5) **Date.** All letters are to be dated using the full date format (for example, 29 February 2018) aligned against the left margin. Where the day is a single digit, '0' is not to be included before the first digit. The day is to be handwritten when the letter is signed.
- (6) **File reference.** Internal, formal letters are to include a file reference if available. The file reference is to be placed on the same line as the date, against the right-hand margin. File references are not used on external letters, congratulatory letters or letters of condolence.

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- (7) **Addressee.** The use of post-nominal letters in an address is at the discretion of the writer. To provide for routine change of military and Civil Staff appointments, letters may be addressed to individuals using only their job titles if the letter concerns day-to-day business. A person's name must be used if the letter is about a personal matter (for example welfare issues or thank you letters).
- (8) **Salutation.** A salutation is typed or handwritten and presented before a subject heading (if used).
- (9) **Subject heading.** When considered appropriate, a subject heading may be used for routine formal letters but should not be used for personal letters where an official tone is not required. The heading is presented in bold upper case, aligned against the left margin.
- (10) **References.** Formal letters do not generally contain a reference. If required in an internal letter, a principal reference may be cited immediately below the subject heading using Defence Force writing conventions. In an external letter, identify the reference in the introductory paragraph (for example, 'Thank you for your letter of dd Month yyyy concerning...'), and refer to the subject matter or any previous contact with the addressee wherever possible.
- (11) **Footnotes.** Use a footnote to reference previous correspondence or contact if the reference has not been identified below the subject heading or in the introductory paragraph. Footnotes may be used to provide detail which would clutter the text. Do not use endnotes.
- (12) **Paragraphing.** All paragraphs are left aligned and are not numbered. The content of each paragraph should address only one issue. Bullets are not used in formal letters.
- (13) **Tone.** Use the first-person singular (I, me, my) for actions related to the signatory. Use first person plural (we, us, our) if a wider opinion is reflected.
- (14) **Abbreviations.** Avoid using Service abbreviations in formal letters. Commonly used civilian abbreviations may be used, for example Dr, JP, MP. If using an abbreviation readily understood by the recipient in the course of their work, in the first instance, write the term in full followed by the abbreviation in brackets (for example, Department of Internal Affairs (DIA)). From the second instance, use the abbreviation (for example, DIA).
- (15) **Times.** The 12-hour clock is to be used in all external letters. The 24-hour clock is to be used in all internal letters using Defence Force writing conventions.
- (16) **Signatory.** Formal letters are always signed by the originator over the signature block. Letters to external addressees are only to be signed by the CDF, COS or by a senior commander or executive with a delegated authority.

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- (17) **Signature block.** Signature blocks are not to be placed on a page without text; include at least two lines of text above the signature block. If the signatory's appointment is not shown below the header, then the signature block is to include the signatory's initials and surname (in bold upper case), along with their full rank (uniformed personnel) and appointment title (in non-bold sentence case). If the signatory's appointment is shown below the header then the signature block is to include the signatory's initials and surname (in bold upper case), along with their full rank (uniformed personnel). Formatting of the signature block is to be as presented in the official templates.
- (18) **Supporting documents.** Annexes are not appropriate in formal letters. Enclosures may be included if relevant to the subject of the letter.
- (19) **Page numbering.** If there is more than one page, or if a security classification, endorsement marking, code word or caveat is applied, page numbering is applied using Defence Force writing conventions.

#### 2.1.17 Salutation and complimentary close – internal letters

- a. An internal formal letter has only one addressee and is addressed to an individual member of the NZDF by name; not by appointment or title. The address block should show the name of the recipient and their appointment or post.
- b. Where a letter of admonition is written, the recipient's name should appear as rank, initials and surname, followed by their appointment or post.
- c. The salutation in congratulatory letters and letters of condolence is usually handwritten. In most other formal letters there is no salutation.
- d. The complimentary close is to agree with the salutation, the issue being discussed and may be varied at the discretion of the writer. Defence Force writing convention is—
  - (1) If the salutation is 'Dear Colonel Smith' end with 'Yours faithfully' or if 'Dear Richard' is used, end with 'Yours sincerely'.
  - (2) If the letter refers to an admonition, a salutation and ending are not used; the writer signs over their signature block.
  - (3) Format of the salutation and complimentary close are to agree; if the salutation is handwritten, the closing is to be handwritten.
  - (4) There is no comma following the salutation or complimentary close.

#### 2.1.18 Salutation and complimentary close – external letters

When addressing and closing a letter, consider the relationship between the recipient, the writer and, more broadly, the NZDF—

- (1) The salutation may be typed or handwritten to give a personal touch. There is no comma following the salutation.

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- (2) When writing to a named person, well-known to the writer or NZDF, use the person's first name (and rank if appropriate) and close with 'Yours sincerely'.
- (3) If the recipient's name and pronouns are known, use 'Dear Mr' or 'Dear Mrs' or 'Dear Ms' or 'Dear Miss' followed by their last-name as appropriate. If their pronouns are not known, use 'Dear first-name last-name'. Close with 'Yours faithfully'.
- (4) If an individual's name is unknown, use 'Dear Sir', 'Dear Madam' or 'Dear Sir or Madam'. Close with 'Yours faithfully'.
- (5) If writing to an organisation or government agency and the name of the recipient is known, write the person's name and job title in the addressee block. Use an appropriate salutation such as 'Dear Mr', 'Dear Mrs', 'Dear Ms' or 'Dear Miss', etc followed by their last-name. Close with 'Yours faithfully'.
- (6) If the intended recipient's name is not known or the correspondence is to an organisation as a whole, use the greeting 'Dear Sir', 'Dear Madam' or 'Dear Sir or Madam', and close with 'Yours faithfully'.
- (7) If the recipient is unnamed, use their job title; do not use a greeting or complimentary close.
- (8) When writing to a former member of the Armed Forces write their rank in full if it is appropriate to the situation.
- (9) If a greeting is not used, do not use a complimentary close.
- (10) There is no comma following a complimentary close.
- (11) Format of the salutation and complimentary close are to agree; if the salutation is handwritten, the closing is to be handwritten.

*Annexes to Section 4*

- [2G](#) Internal Formal Letter – Example
- [2H](#) Internal Formal Letter – Template
- [2I](#) External Letter – Example
- [2J](#) External Letter – Template

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ANNEX 2G

INTERNAL FORMAL LETTER – EXAMPLE

The image shows a typewritten internal formal letter template. At the top left is the logo for Te Tauaarangi Air Force, which consists of a circular emblem with a stylized bird and the text 'TE TAUAAARANGI AIR FORCE'. To the right of the logo, the text reads: 'Unit Name to go here', 'RNZAF Air Force Base Auckland', and 'Auckland 0618'. Below this, the sender's information is given as 'From: Wing Commander BE Smyth (appointment or name optional here)'. On the right side, there is a placeholder '(if required) ABC 8000-0000'. The date is 'June 20yy'. The recipient's details are: 'Flight Lieutenant AN Officer', 'Training Officer', and '40 SQUADRON'. The salutation is 'Dear Alexander' in a cursive font, with a note '(typed or handwritten and matches closure)'. The subject heading is 'SUBJECT HEADING (if appropriate)'. The main body of the letter contains three paragraphs: the first explains that formal letters to members of the Defence Force are often referred to as demi-official letters; the second states that formal letters are normally written by commanders and senior officers to junior personnel for reporting or acknowledging achievements, expressing condolences, or issuing administrative reprimands; the third notes that Chiefs of Service may also direct the use of formal letters for matters of ceremony and certain formal submissions. The closing is 'Yours sincerely' in cursive, followed by the name 'Bret Smyth' in cursive. At the bottom, the typed name 'BE SMYTH' is followed by 'Commanding Officer (if not identified below header)' and '40 SQUADRON RNZAF'.

Figure 2-11 Internal Formal Letter – Typewritten – Example

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**ANNEX 2H**

**INTERNAL FORMAL LETTER – TEMPLATE**

[Organisation logo]

[Unit name]  
[Sender address line]

From: [Appointment or name]

[Date] [if required (ABC 8000-0000)]

[Recipient address line]

[Introduction line]

**[SUBJECT HEADING]**

[Subject line and letter content]

[Sign-off line]

**[SENDER NAME]**  
[Sender title/rank]  
[Sender organisation]

**Figure 2-12** Internal Formal Letter – Typewritten – Template

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**ANNEX 2H (CONT)**

[Organisation logo]

[Unit name]  
[Sender address line]

From: [Appointment or name]

[Date] [if required (ABC 8000-0000)]

[Recipient address line]

**[SUBJECT HEADING]**

[Letter content]

**[SENDER NAME]**  
[Sender title/rank]  
[Sender organisation]

**Figure 2-13** Internal Formal Letter – Handwritten – Template

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**ANNEX 21**

**EXTERNAL LETTER – EXAMPLE**



**Figure 2-14** External Letter – Typewritten – Example



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**ANNEX 2J**

**EXTERNAL LETTER – TEMPLATE**

[Organisation logo] [Sender address line]

From: [Appointment or name]

[Date]

[Recipient address line]

[Introduction line]

**[SUBJECT HEADING]**

[Letter content]

[Sign-off line]

**[SENDER NAME]**  
[Sender title/rank]  
[Sender organisation]

**Figure 2-15** External Letter – Typewritten – Template

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**ANNEX 2J (CONT)**

[Organisation logo] [Sender address line]

[Date] From: [Appointment or name]

[Recipient address line]

**[SUBJECT HEADING]**

[Letter content]

**[SENDER NAME]**  
[Sender title/rank]  
[Sender appointment]

**Figure 2-16** External Letter – Handwritten – Template

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## Section 5 - Messages

### 2.1.19 Text messages

Text messages<sup>37</sup> using official individual digital devices and connected to national and international cellular networks, communication satellite systems and using internet protocol may be used as a quick means of passing information, seeking advice or communicating decisions. When text messages convey decisions that have a bearing on the command and control of NZDF activities an email confirming the matter is to be sent at the earliest opportunity.<sup>38</sup>

**Caution:** Text messages concerning official NZDF matters sent from an official or private digital device may be included in a response to a request made under the [Official Information Act 1982](#) for any communications relating to a particular issue.

### 2.1.20 Military Messaging Handling System

- a. The Military Message Handling System (MMHS) provides a formal, legal and secure means of information exchange between all forces at sea, on land and in the air. This information includes systems to exchange complex situational awareness information and military command and control, using a combination of secure radio and wired communications between commands, formations and units.
- b. The MMHS uses special message attributes that classify and prioritise messages for transmission and, in most environments, automatically distributes the message to authorised recipients.
- c. The MMHS uses standardised electronic formats and protocols to exchange messages with other allied nations worldwide. The use of the MMHS and authorised procedures are promulgated in [DFO 108](#) *Defence Force Orders for Signal Preparation, Message Addresses and Indication Groups*.

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<sup>37</sup> Including the use of *MS Lync* and *Skype for Business*.

<sup>38</sup> As mobile communications providers only store text messages for a short period of time there is a need to ensure that decisions are permanently recorded.

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## Chapter 2 - Defence Force Administrative Documentation

### *Section 1 - Introduction to New Zealand Defence Force administrative documentation*

#### **2.2.1 Administrative documentation**

- a. Administrative documentation is critical to the command and executive management of the New Zealand Defence Force (NZDF). Administrative documentation provides direction, a record of various NZDF undertakings, and decision-making by commanders and authorised executives.
- b. Administrative documents perform three main functions—
  - (1) Administrative documents may issue or promulgate orders, directions and instructions, which are written directions and instructions for regulating NZDF activities. Typically administrative documents deal with the necessary administrative or coordination aspects required to interpret, apply and implement directives and guidance on a day-to-day basis.
  - (2) As a record of activity, an administrative document ensures survival of the proceedings and ensures that this knowledge is retained within the organisation and can be retrieved for use in the future; for example, a post visit report.
  - (3) As a record of resolutions, an administrative document records the organisation's decision-making process and provides evidence of the decisions made. A document may define standards and expectations and require action by one or more parts of the NZDF. Decisions made by commanders and authorised executives recorded in meeting minutes serve as the authority to undertake particular actions and are binding on the named persons or appointments.
- c. The Defence Force administrative documentation standards defined in this publication are the minimum acceptable levels of quality, format and style for communicating and recording information.

#### **2.2.2 Types of administrative documentation**

The following types of administrative documentation are authorised for use within the NZDF—

- (1) delegations of authority;
- (2) briefs, including dot-point brief (DPB);
- (3) visit reports and post activity reports (PAR);
- (4) meeting documentation, including minutes of meetings, agendas, and action items;
- (5) business cases;

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- (6) memorandum of understanding (MOU);
- (7) memoranda; and
- (8) academic papers.

### 2.2.3 Standard administrative documentation layout conventions

In addition to the Defence Force correspondence standards outlined in this publication, the following conventions are to be applied when preparing any form of administrative documentation—

- (1) **Date.** All administrative documentation is to be dated using the abbreviated date format, dd Mmm yy. The date is left-aligned and presented at the top of the page. The month and year are to be type written, indented to the first tab (1 cm) and the day must be handwritten and inserted at the time of signature. Where the day is a single digit, '0' is not to be included before the first digit.
- (2) **Use of official devices and graphics.** With the exception of Chief of Defence Force (CDF) delegations of authority, crests, badges, logos or other graphics are not to be used on any administrative documentation. Chiefs of Service (COS) may direct the use of their badge, crest or logo where appropriate.
- (3) **File reference.** File references are to be included if available and appropriate.
- (4) **Subject heading.** With the exception of meeting documentation, administrative documents include a short descriptive subject heading.
- (5) **Vertical lists.** Bullets may be used where appropriate, except in Directives.
- (6) **Use of abbreviations.** Appointment titles are abbreviated in administrative documentation. Use of other acronyms, abbreviations and initialisms is to be in accordance with standard Defence Force writing conventions.
- (7) **Supporting documents.** Supporting documents may be included with all forms of administrative documentation.

## *Section 2 - Delegations*

### 2.2.4 Delegations

- a. The delegation of functions, duties and powers in the NZDF follows the principle of central direction and decentralised execution of functions, activities and tasks. Delegations may be issued to certain named members of the NZDF or specific appointments.

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- b. Delegations<sup>39</sup> of CDF's authority or functions, duties or powers may be temporary or enduring. Delegations, pursuant to ss 27(2) and 30(2) of the [Defence Act 1990](#) may be issued by means of incorporation in Defence Force Orders (DFOs), Defence Force Instructions (DFIs) or discrete CDF Delegations.<sup>40</sup>
- c. COS, designated commanders and senior executives may issue subordinates with written delegations for the efficient and effective command and control, and administration of the NZDF and its activities and tasks.
- d. Unless explicitly stated to the contrary, nothing in a specific delegation applies to the functions, duties or powers of command.
- e. The standard formats for delegations are in [Annex 2L](#) and [Annex 2N](#) of this Part.

*Annexes to Section 2*

- [2K](#) Delegations (Temporary) – Example
- [2L](#) Delegations (Temporary) – Template
- [2M](#) Delegations (Permanent) – Example
- [2N](#) Delegations (Permanent) – Template

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<sup>39</sup> [Defence Act 1990](#) s 27(2) and 30(2).


<sup>40</sup> Either separately or promulgated in CDF's General Orders.

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ANNEX 2K

DELEGATIONS (TEMPORARY) – EXAMPLE

**IN CONFIDENCE**



Headquarters NZDF  
Defence House  
34 Bowen Street  
Pipitea  
Wellington 6011  
New Zealand

Mmm YY

**Air Vice Marshal JT FLYAWAY**  
Vice Chief of Defence Force

**DELEGATION OF AUTHORITY**

1. I will be absent from New Zealand on duty [HQNZDF on leave] in [location] from [time, dd Month] until [time, dd Month yyyy].
2. Setting aside section 2 of the *Armed Forces Discipline Act 1971*, during this period I delegate to you certain functions, duties and powers, pursuant to section 30(2) of the *Defence Act 1990*. All or part of this delegation must not be sub-delegated without my written approval.

**Delegation**

3. I retain accountability for the performance of any delegated functions, notwithstanding this delegation. During the period of my absence, you are to—
  - a. act for me in my absence;
  - b. represent me at all meetings that I would attend;
  - c. represent me at all operational meetings and briefings to Ministers with Power to Act;
  - d. sign correspondence on my behalf, over my signature, with the caveat ‘absent on duty’; and
  - e. maintain a record of decisions made on my behalf, that is to be referred to me on my return.
4. You may contact me directly if you require approvals or guidance on any matter.

**Exceptions to delegation**

5. This delegation is subject to the following prohibitions, restrictions and conditions—
  - a. you must not cause any extraordinary commitment of funds; and
  - b. you must refer any contentious issues to me for direction.

**DC OFFICIO**  
Lieutenant General  
Chief of Defence Force

**IN CONFIDENCE**

Figure 2-17 Delegations (Temporary) – Example


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## ANNEX 2L

### DELEGATIONS (TEMPORARY) – TEMPLATE

**IN-CONFIDENCE**

[Address line]



[Select a date]

[Addressee]  
[Addressee position]

**[SUBJECT LINE]**

**DELEGATION OF AUTHORITY**

1. I will be absent from New Zealand on duty [HQNZDF on leave] in [location] from [time] [dd Month] until [time] [dd Month] [yyyy].
2. Setting aside s 2 of the *Armed Forces Discipline Act 1971*, during this period I delegate to you certain functions, duties and powers, pursuant to s 30(2) of the *Defence Act 1990*. All or part of this delegation must not be sub-delegated without my written approval.

**Delegation**

3. I retain accountability for the performance of any delegated functions, notwithstanding this delegation. During the period of my absence, you are to—
  - a. act for me in my absence;
  - b. represent me at all meetings that I would attend;
  - c. represent me at all operational meetings and briefings to Ministers with Power to Act;
  - d. sign correspondence on my behalf, over my signature, with the caveat 'absent on duty; and
  - e. maintain a record of decisions made on my behalf, that is to be referred to me on my return.
4. You may contact me directly if you require approvals or guidance on any matter.

**Exceptions to delegation**

5. This delegation is subject to the following prohibitions, restrictions and conditions—
  - a. You must not cause any extraordinary commitment of funds; and
  - b. You must refer any contentious issues to me for direction.

[NAME]  
[Title/rank]  
[Organisation]

**IN-CONFIDENCE**

Figure 2-18 Delegations (Temporary) – Template



## ANNEX 2M

### DELEGATIONS (PERMANENT) – EXAMPLE


	<p>Headquarters NZDF Defence House 34 Bowen Street Pipitea Wellington 6011 New Zealand</p>
<p>Mmm YY</p>	
<p><b>AL BLACK</b> Chief Financial Officer</p>	
<p><b>DELEGATION</b></p>	
<p><b>AUTHORITY TO ISSUE AND PROMULGATE DEFENCE FORCE PUBLICATIONS</b></p>	
<p><b>Delegation</b></p>	
<p>1. The Chief Financial Officer is delegated the Chief of Defence Force's authority<sup>1</sup> to—</p> <ul style="list-style-type: none"><li>a. act as the Custodian of <i>Defence Force Order 90, Financial Management</i> (new publication);</li><li>b. issue and promulgate <i>Defence Force Instruction 90.1 Finance Instructions</i> (new publication) and other finance publications containing orders, directions and instructions.</li></ul>	
<p>2. This authority may only be exercised by the Chief Financial Officer and then only within the specified limits of this delegation. Part of this delegated authority may be sub-delegated, in writing, in the following circumstances—</p> <ul style="list-style-type: none"><li>a. for the effective management, control, and coordination of the functions imposed on Defence Legal Services in the New Zealand Defence Force;</li><li>b. for planned absences from Headquarters New Zealand Defence Force, provided that the bounds of the temporary delegated authority are provided in writing to the delegate; or</li><li>c. where an unplanned absence may require a sub-delegation for a specific event or occasion.</li></ul>	
<p><b>Exceptions to delegation</b></p>	
<p>3. There are no exceptions to this delegation.</p>	
<p><b>Accountability</b></p>	
<p>4. The Chief Financial Officer is solely accountable to the Chief of the Defence Force for the issuance of orders, directions and instructions promulgated for the correct and effective administration of the NZDF finance functions.</p>	
<p><sup>1</sup> Section 30(2) of the <i>Defence Act</i>.</p>	

Figure 2-19 Delegations (Permanent) – Example – Page 1 of 2

## ANNEX 2M (CONT)

### Special instructions

5. The proposed content and format of *DFO 90*<sup>2</sup> is to conform to the standards issued by the Chief Parliamentary Counsel (when promulgated).
6. The advice of the Defence Legal Services must be sought before—
  - a. the proposed content of *DFO 90* is in final draft and prepared for submission to the Chief Parliamentary Counsel;
  - b. the initial issuance of *DFI 90.1* and any proposed amendment thereto; and
  - c. any finance-related Defence Force Manual where compliance with any procedures or processes is required.

### Revocation and consequential amendments to publications

7. The Chief Financial Officer is responsible for ensuring that where reference is made to finance publications in other NZDF documentation that custodians are informed of the changes and the need to amend their publications.
8. The following publications are to be repealed on promulgation of *DFO 90* and *DFI 90.1* and finance-related direction promulgated in subordinate manuals—
  - a. DFO 48;
  - b. DFO 72;
  - c. DFO 73;
  - d. DFO 74;
  - e. DFO 77;
  - f. DFO 78;
  - g. DFO 79;

### Cancellation instructions

9. This delegation is to remain in force until cancelled or amended only on the instructions of the Chief of Defence Force.

### DC OFFICIO

Air Marshal  
Chief of Defence Force


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<sup>2</sup> Initially, DFO 90 is to be drafted iaw current Defence Force writing standards and conventions and published on the NZDF Internet website following the enactment of the *Legislative (Access to Secondary Legislation) Bill*.

**Figure 2-20** Delegations (Permanent) – Example – Page 2 of 2

**ANNEX 2N**

**DELEGATIONS (PERMANENT) – TEMPLATE**



[Address line]

[Select date]

**[NAME OF DELEGATED]**  
[Rank/position of delegated]

**DELEGATION**

**[DELEGATION DESCRIPTION]**

**Delegation**

1. [Click here to enter text]

**Exceptions to delegation**

2. [Click here to enter text]

**Accountability**

3. [Click here to enter text]

**Special instructions**

4. [Click here to enter text]

**Revocation and consequential amendments to publications**

5. [Click here to enter text]

**Cancellation instructions**

6. [Click here to enter text]

[Light blue rectangular box]

**[NAME]**  
[Title/rank]  
[Organisation]

**Figure 2-21** Delegations (Permanent) – Template

### *Section 3 - Briefs*

#### **2.2.5 Purpose of a brief**

- a. The purpose of a brief is to either impart information or seek direction. A brief must present facts in a way the recipient can understand and remember them quickly and easily.
- b. Briefs can be presented verbally or in writing, or a combination of both. Whichever method is used, the brief must—
  - (1) be accurate, impartial and concise;
  - (2) draw attention to the key points;
  - (3) suggest alternative solution(s);
  - (4) offer positive advice or answer specific questions posed by the recipient(s); and
  - (5) recommend the preferred solution or line to take, especially where there are contentious issues.
- c. There is no specific format for a brief. The content of a brief should be structured to meet the requirements of the recipient(s) and take account of the subject matter. A brief should not try to cover everything that may come up but must—
  - (1) state the purpose of the brief;
  - (2) in one or more sections, provide information about the main elements and what needs to happen; and
  - (3) conclude with the preferred course(s) of action.

#### **2.2.6 Purpose of a dot-point brief**

A DPB is a short report used to inform a recipient. As an internal form of administrative documentation, a DPB provides advice on a specific subject; it comprises facts and may offer an opinion. A DPB does not seek a decision.

#### **2.2.7 Dot-point brief standard layout conventions**

A DPB has a specific format and usually follows standard general layout conventions. Specific DPB layout conventions are—

- (1) **Margins.** The left and right margins of a DPB are 2.5 cm wide; the right-hand margin may be set at 4 cm wide to provide space for the recipient to write notes.
- (2) **Bulleted text.** The dot-point or bulleted format can be used as a method of providing a vertical list of key information items. For clarity, text is wrapped underneath the first word of a bullet, which is set at the first tab stop from the left-hand margin. The distance between the margin and the text is 2 cm.

- (3) **Line spacing.** Spacing is set at 6 pt before and 3 pt after each bulleted point.
- (4) **Flags.** Flags may be used to identify key information contained in an enclosure to a DPB.
- (5) **Commands, departments and authorities consulted.** Reference to consultation with another command, department or authority must be included below the signature block.

### 2.2.8 Content of a dot-point brief

- a. A DPB concisely conveys the key elements of a subject by showing each item of information as a separate entry (a 'point').
- b. DPBs are usually written in note form, using short, grammatically complete sentences and a plain English style throughout. Excessive use of abbreviations and acronyms should be avoided. Normal paragraph rules apply and group or paragraph headings may be used to arrange the content of the brief. The information presented in a DPB may be arranged in a bulleted, vertical list.
- c. While seeking brevity, writers are not to leave out information that may detract from the effectiveness of the DPB and are to take account of the reader's knowledge of the subject of the DPB.
- d. The structure of a DPB may be arranged to suit the subject matter or reader, and should include the following key features—
  - (1) **Purpose.** Commence with a short statement outlining why the DPB has been prepared and the situation or event that forms the basis for the brief. The principal paragraphs should be numbered.
  - (2) **Main text.** Use group headings to logically structure the text and describe the content that they relate to. Paragraphs should be numbered. Use a vertical list punctuated by bullets to provide information in short, grammatically correct sentences.

### *Annexes to Section 3*

- | [20](#) Dot-Point Brief – Template

## ANNEX 20

### DOT-POINT BRIEF – TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

[Select a date] [File reference (where required)]

**DOT-POINT BRIEF FOR [INSERT APPOINTMENT]**

**[SUBJECT HEADING]**

**Purpose**

1. [Click to enter text]
  - [Click to enter text]
    - ◆ [Click to enter text]

**Format**

2. [Click to enter text]

[REDACTED]

**[NAME]**  
[Title/rank]  
[Organisation]  
DTelN [(nnn) nnnn]

**Enclosure(s)**

1. [Click to enter text]

**Flags**

- A. [Click to enter text]

**Commands, departments and authorities consulted**  
[Click to enter text]

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 2-22 Dot-point brief – Template

## *Section 4 - Visit reports and post activity reports*

### **2.2.9 Visit reports and post activity reports**

- a. A visit report, or a post activity report (PAR), is written after a visit or activity, normally within two weeks of the conclusion of the activity, to record relevant or pertinent information. The report should provide details of the visit or activity, record discussions and include decisions or instructions requiring action or follow-up. Reports must accurately reflect the situation, as well as what was discussed during the visit or activity.
- b. Visit reports are also to be raised when principal dignitaries call on members or commands and units of the NZDF.
- c. PARs must be submitted by all members of the NZDF who attend or participate in conferences and international working groups where the travel and accommodation is funded by the NZDF or the organiser of the event.

### **2.2.10 Visit report and post activity report layout conventions**

In addition to the standard Defence Force writing layout conventions, the following layout conventions are to be applied when preparing a visit report or PAR—

- (1) **Protective marking.** The report is to be classified no lower than the classification of the visit or activity being reported on. Protective markings are to be applied to the report as required and are to conform to the general layout conventions prescribed for Defence Force writing.
- (2) **Use of official devices and graphics.** Visit and PARs are completed on plain paper and do not carry any crest, badge, logo or official device.
- (3) **File reference.** If allocated, a file reference is placed against the right-hand margin on the first line of text below any protective marking.
- (4) **Addressee.** Reports are to have an action addressee that may be 'through' an appointment.
- (5) **Subject heading.** The first words in the subject heading are 'Visit report' or 'Post activity report'.
- (6) **Footnotes.** Footnotes may be used to cite references to other documents and material.
- (7) **Signature block.** A report is signed by the senior member of the party, or the senior member of the host unit present at the time of the visit or activity, whichever is applicable. The layout of the signature block is to conform to the conventions prescribed for minutes.
- (8) **Supporting documents.** Annexes, appendices and enclosures may be used to support reports. The layout conventions for supporting documents are to conform to the general layout conventions prescribed for Defence Force writing.

- (9) The first annex of any visit report or PAR must detail the travel arrangements, transportation, accommodation and incidental costs of the visit or attendance at an event (includes conference fees).

### 2.2.11 Structure of visit and post activity reports

A visit report or PAR presents information in discrete logical sections. The report is to conform to the following structure—

- (1) **Introduction.** The introduction contains details of the visit and/or activity, including—
  - (a) date and time;
  - (b) location;
  - (c) purpose of the visit or activity; and
  - (d) visit or activity participants.
- (2) **Content.** The content of the report uses headings to outline the details of the visit or activity. The information provided may include—
  - (a) places and events observed;
  - (b) activities engaged in;
  - (c) personnel involved;
  - (d) conversations and discussions carried out; and
  - (e) agreements reached.
- (3) A visit report or PAR must include a summary of the travel details.
- (4) **Decision.** The decision section summarises any actions proposed or agreed. Each decision is recapped and followed by a statement of the agreement and the appointment responsible for undertaking any action. Agreement is preceded by the most appropriate paragraph title from the following—
  - (a) agreement;
  - (b) for action;
  - (c) further action; or
  - (d) for information.
- (5) **Background information to decisions.** Limited background information should be provided to allow a reader to understand a decision. Succinctness and brevity are necessary; detail not required to give context to an agreement should be excluded. The extent of detail required will be determined by—
  - (a) assumptions the writer can make about the reader's knowledge; and



- (b) the likely 'life' of the document.
- (6) **Future readers.** Visit reports and PARs are likely to generate issues or requirements for agreement or action. Similarly, a report may form part of the history of a series of visits or the development of a problem or project. If so, future readers may need to understand the circumstances of the visit and/or activity and be given an explanation for actions, rather than a simple list of decisions taken.
- (7) **Conclusion(s).** A conclusions section is not always required; a statement of what occurred, followed by notification of the decision and any accompanying proposed action in the decision section may be sufficient. However, a conclusion may be required to—
  - (a) summarise overall impressions and findings;
  - (b) reinforce details of essential follow-up action;
  - (c) foreshadow further visits; or
  - (d) remind of social events.
- (8) **Recommendation(s).** Recommendations are included only where appropriate.

#### *Annexes to Section 4*

- [2P](#) Visit Report or Post Activity Report – Example
- [2Q](#) Visit Report or Post Activity Report – Template

**ANNEX 2P**

**VISIT REPORT OR POST ACTIVITY REPORT – EXAMPLE**

<b>SECURITY CLASSIFICATION</b> <i>(where required)</i> <b>ENDORSEMENT MARKING</b> <i>(where required)</i>	
Jun YY	ABC 8000-0000
<b>CDF</b> <b>AC SCE</b>	
For information See distribution	
<b>VISIT REPORT – COMMANDER JOINT FORCES NZ VISIT TO ..... DD-DD MMM YY</b>	
<b>Introduction</b>	
1. On dd Mmm yy the Commander Joint Forces NZ (COMJFNZ) and a three-person delegation from Joint Headquarters visited ..... The visit was conducted between 0900 and 1500. The delegation comprised:	
a. abc; and	
b. efg.	
2. The purpose of the visit was to extend .....	
<b>Visit report</b>	
3. The main body of the report should outline the events of the visit and include information such as the events or activities observed, personnel involved, discussions undertaken, and any decisions or agreements reached.	
<b>Decisions</b>	
4. The decision section summarises any actions proposed or agreed. Each decision is recapped and followed by a statement of the agreement and the appointment responsible for undertaking that action.	
a. <b>Agreement.</b> It was agreed that .....	
b. <b>For action.</b> It was recommended that further meetings at this level be considered on an annual basis.	
c. <b>For information.</b> It is recommended that .....	
d. <b>Further action.</b> Proposal on the feasibility of undertaking annual meetings to be submitted to COMJFNZ by [appointment] by dd Mmm yy.	
<b>Background information</b>	
5. Limited background information should be provided to allow a reader to understand a decision. Succinctness and brevity are necessary; detail not required to give context to an	
Page 1 of 2 <i>(for classified documents)</i> <b>ENDORSEMENT MARKING</b> <i>(where required)</i> <b>SECURITY CLASSIFICATION</b> <i>(where required)</i>	

**Figure 2-23** Visit Report or PAR – Example – Page 1 of 3

## ANNEX 2P (CONT)

### VISIT REPORT OR POST ACTIVITY REPORT – EXAMPLE

**SECURITY CLASSIFICATION** *(where required)*  
**ENDORSEMENT MARKING** *(where required)*

agreement should be excluded. Post activity reports are likely to generate issues or requirements for agreement or action. Similarly, a report may form part of the history of a series of visits, or the development of a problem or project. If so, future readers may need to understand the circumstances of the visit and/or activity and be given an explanation for actions, rather than a simple list of decisions taken.

**Conclusion(s)**

6. A conclusions section may not be required unless the author needs to reinforce some of the visit details, particularly where other governmental departments may have an interest in the outcomes of the visit.

**Recommendation(s)**

7. Recommendations are only required in exceptional circumstances and should be included if it proposed that future visits or attendance at an event be continued or not.

**JO BLOGGS**  
MAJGEN  
COMJFNZ

DTelN (nnn) nnnn

**Annex(es)** *(list below or remove annex block if not required)*

A. Summary of travel details

**Enclosure(s)** *(list below or remove enclosure block if not required)*

1. Report LMN dated 15 Mar 16

**Distribution**

*2 (for unclassified documents)*  
**ENDORSEMENT MARKING** *(where required)*  
**SECURITY CLASSIFICATION** *(where required)*

**Figure 2-24** Visit Report or PAR – Example – Page 2 of 3

**ANNEX 2P (CONT)**

**VISIT REPORT OR POST ACTIVITY REPORT – EXAMPLE**

**SECURITY CLASSIFICATION** *(where required)*  
**ENDORSEMENT MARKING** *(where required)*

**Annex A**  
**Visit Report ABC 8000-000**  
**dd Mmm yy**

**SUMMARY OF TRAVEL DETAILS**

<b>Event</b>		
<b>Dates</b>		
<b>Expense<sup>1</sup></b>	<b>Details</b>	<b>Cost (NZ\$)</b>
<b>Air travel</b>		
<b>Ground transportation</b> (incl. Taxi, shuttlebus, rental vehicles)		
<b>Accommodation</b>		
<b>Meals</b>		
<b>Incidental expenses</b>		

<sup>1</sup> All details must be consistent with the approved travel claim

**ENDORSEMENT MARKING** *(where required)*  
**SECURITY CLASSIFICATION** *(where required)*

**Figure 2-25** Visit Report or PAR – Example – Page 3 of 3

## ANNEX 2Q

### VISIT REPORT OR POST ACTIVITY REPORT – TEMPLATE

**[SECURITY CLASSIFICATION (where required)]**  
**[ENDORSEMENT MARKING (where required)]**

[Click to enter date] [ABC 8000-0000]

**[Addressee (through Appointment XYZ)]**

For information  
See distribution

**VISIT REPORT – [Click to enter text] [Click to enter date] – [Click to enter date]**

**Introduction**

1. [Click to enter text]

**Visit report**

2. [Click to enter text]

**Decisions**

3. [Click to enter text]

a. **Agreement.** [Click to enter text]

b. **For action.** [Click to enter text]

c. **For information.** [Click to enter text]

d. **Further action.** [Click to enter text]

**Background information**

4. [Click to enter text]

**Conclusion(s)**

5. [Click to enter text]

**Recommendation(s)**

6. [Click to enter text]

**[SENDER NAME]**  
[Sender title/rank]  
[Sender organisation]

**[ENDORSEMENT MARKING (where required)]**  
**[SECURITY CLASSIFICATION (where required)]**

Figure 2-26 Visit Report or PAR – Template – Page 1 of 3

**ANNEX 2Q (CONT)**

**[SECURITY CLASSIFICATION (where required)]**  
**[ENDORSEMENT MARKING (where required)]**

DTelN [(nnn) nnnn]

**Annex(es)**  
[List Annex(es) here]

**Enclosure(s)**  
[List Enclosure(s) here]

**Distribution:**  
[List distribution here]

2  
**[ENDORSEMENT MARKING (where required)]**  
**[SECURITY CLASSIFICATION (where required)]**

**Figure 2-27** Visit Report or Post-Activity Report – Template – Page 2 of 3

## ANNEX 2Q (CONT)

**[SECURITY CLASSIFICATION (where required)]**  
**[ENDORSEMENT MARKING (where required)]**

**ANNEX A TO VISIT REPORT**  
**[Click to enter date]**

**SUMMARY OF TRAVEL DETAILS**

<b>[Event]</b>		
<b>[Dates]</b>		
<b>Expense</b>	<b>Details</b>	<b>Cost (NZ\$)</b>
<b>Air travel</b>	<b>[Click to enter text]</b>	<b>[Click to enter text]</b>
<b>Ground transportation</b> (incl. taxi, shuttlebus, rental vehicles)	<b>[Click to enter text]</b>	<b>[Click to enter text]</b>
<b>Accommodation</b>	<b>[Click to enter text]</b>	<b>[Click to enter text]</b>
<b>Meals</b>	<b>[Click to enter text]</b>	<b>[Click to enter text]</b>
<b>Incidental expenses</b>	<b>[Click to enter text]</b>	<b>[Click to enter text]</b>

3

**[ENDORSEMENT MARKING (where required)]**  
**[SECURITY CLASSIFICATION (where required)]**

**Figure 2-28** Visit Report or Post-Activity Report – Template – Page 3 of 3

## *Section 5 - Meeting documentation*

### **2.2.12 Committee papers**

Committee papers and submissions must conform to the Defence Force writing conventions for minutes or briefs, unless the committee chairperson requires a specific layout or format for a specific discussion.

### **2.2.13 Meeting documentation**

Agendas are used to organise meetings, and minutes are used to record the business conducted at a meeting. Minutes may include a separate list of action items that includes the status of each action item.

### **2.2.14 Content of an agenda**

The convener of a meeting is to ensure the agenda is complete, that the structure for the meeting is clearly articulated, the topics to be discussed are clearly identified, supporting documentation is included and the agenda is issued in time for attendees to prepare for the meeting.

- (1) The agenda should show discussion topics arranged in a logical order, accompanied by a brief summary. If the chairperson is not the discussion lead, the agenda is to show who will lead the discussion. An appropriate time period should be allowed for a discussion on each topic.
- (2) The first two topics of an agenda should be, 'minutes of the last meeting' and 'matters arising from the last meeting'. The last two agenda topics should be 'any other business' and 'arrangements for the next meeting'.

### **2.2.15 Content of minutes of meetings**

- a. A set of minutes is a record of the business conducted at a meeting. During the meeting, the chairperson should summarise each discussion point, state the decision(s) agreed and any action required. The minutes are to reflect the chairperson's summary of each discussion point, show any decisions made and specify what action is required and who will take the action.
- b. Minutes are to identify the particular committee or group and show the general purpose of the meeting, its location and the date held. Where a meeting is one of a regular series, the purpose is often implicit from the committee name.
- c. Personnel present at the meeting are to be recorded by name and appointment/job title in order of precedence. Where ranks or civilian grades within the NZDF are equivalent, list the names in alphabetical order. Where people attend a meeting as a representative of someone unable to attend, list their details among those present and show the appointment/job title of the person being represented. Ensure that where people do not attend the whole meeting, attendance times are recorded. List personnel (prefaced by the heading 'Apologies') who have advised that they cannot attend the meeting and who are not represented.



- d. A protective marking is to be applied to either the complete set of minutes or to individual topics as required. The highest protective marking used is to reflect the overall classification of the minutes.
- e. Minutes are to be accurate, brief, logically arranged and written using an impersonal style of reported speech. Record all significant items and record only the amount of detail necessary to allow a reader, who was not at the meeting, to understand the reasons for decisions.
- f. When writing the minutes, each topic on the agenda is to be addressed in three parts—
  - (1) State the issue under discussion or being resolved in a way that people can understand the issue without referring to other documents.
  - (2) Record the discussion relevant to the decisions taken and any essential background information arising from the discussion that contributed to the decision-making. Do not include information, decisions or courses of action that were not connected to the conversation at the meeting.
  - (3) Detail the decision(s) in clear and precise terms. Each decision must show who will do what, by when and how. To avoid ambiguity, word each decision as a single sentence. Any action required is to be placed on an individual, using their appointment or job title in the 'Action' column.
- g. Draft minutes are to be distributed to meeting attendees within five working days of the meeting for comment and feedback, and signed off by the chairperson once approved at the next meeting. The approved and signed version is to be filed in the Defence Document Management System (DDMS) as a true and accurate record of the meeting.

#### **2.2.16 Action items**

A separate list of action items may be maintained as part of the minutes of a meeting. The list should include what action is required, the appointment or job title of the individual on whom the action has been placed and when the action is to be completed by. There is no set format for a list of action items.

#### *Annexes to Section 5*

- [2R](#) Meeting Agenda - Example
- [2S](#) Meeting Agenda – Template
- [2T](#) Minutes of a Meeting - Example
- [2U](#) Minutes of a Meeting – Template

**ANNEX 2R**

**MEETING AGENDA – EXAMPLE**

ORGANISATION COMMITTEE				
SECURITY CLASSIFICATION <i>(where appropriate)</i> ENDORSEMENT MARKING <i>(where appropriate)</i>				
<b>AGENDA</b>			Date: Dd Mmm yy Time: Venue: [location] Reference:	
<i>(badges, crests and logos are not applied to agenda)</i>				
Members		In Attendance		Apologies
<i>Insert committee members</i>		<i>Insert attendees</i>		<i>Insert apologies</i>
<i>Insert committee members</i>		<i>Insert presenters</i>		
Time	Item	Discussion Notes		Lead
hhmm-hhmm	<b>1. Open meeting</b> <ul style="list-style-type: none"> <li>• Apologies</li> <li>• Agenda confirmation</li> <li>• Conflicts of interest</li> <li>• Health and safety moment</li> </ul>	Committee members are to declare any conflicts of interest relating to items on the agenda.		All
hhmm-hhmm	<b>2. Minutes of the last meeting</b>	The Organisation Committee will be asked to <b>approve</b> the minutes of the meeting held on dd Mmm yy.		All
hhmm-hhmm	<b>3. Matters arising from the minutes of the last meeting</b>			All
hhmm-hhmm	<b>4. Chairperson's brief</b>	<i>When required</i>		
hhmm-hhmm	<b>5. Subject</b>	Paper: Purpose:		Sponsor: Presenter:
hhmm-hhmm	<b>6. (R) Subject</b>			
hhmm-hhmm	<b>7. Standing business</b> <ul style="list-style-type: none"> <li>• Review new action items</li> <li>• Review Action Log</li> </ul>	<i>Review future meeting schedule when required.</i>		All
hhmm-hhmm	<b>8. Any other business</b>			All
hhmm-hhmm	<b>9. Closing</b>	The next meeting of the Organisation Committee is scheduled for dd Mmm yy in the [venue].		All

**CT SMITH**  
 Chief Financial Officer  
 Chair

Page #  
 ENDORSEMENT MARKING *(where appropriate)*  
 SECURITY CLASSIFICATION *(where appropriate)*

**Figure 2-29** Meeting Agenda – Example

**ANNEX 2S**

**MEETING AGENDA – TEMPLATE**

[SECURITY CLASSIFICATION (where required)] [ENDORSEMENT MARKING (where required)]				
[COMMITTEE NAME]				
<b>AGENDA</b>				Date: [Select a date] Venue: [Click here to enter text] Reference: [Click here to enter text]
<b>Members</b>		<b>In Attendance</b>		<b>Apologies</b>
[Click here to enter text]	[Click here to enter text]	[Click here to enter text]	[Click here to enter text]	[Click here to enter text]
<b>Time</b>	<b>Item</b>	<b>Discussion Notes</b>		<b>Lead</b>
[hhmm-hhmm]	1. <b>Open meeting</b> [Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	2. <b>Minutes of the last meeting</b> [Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	3. <b>Matters arising from the last meeting</b> [Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	[Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	[Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	[Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	[Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	<b>Any other business</b> [Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[hhmm-hhmm]	<b>Arrangements for the next meeting</b> [Click here to enter text]	[Click here to enter text]		[Click here to enter text]
[NAME] [Title/rank] [Organisation]				
				[Click here to enter a date]
[ENDORSEMENT MARKING (where required)] [SECURITY CLASSIFICATION (where required)]				

**Figure 2-30** Meeting Agenda – Template

**ANNEX 2T**

**MINUTES OF A MEETING – EXAMPLE**

<p><b>SECURITY CLASSIFICATION</b> <i>(where appropriate)</i>  <b>ENDORSEMENT MARKING</b> <i>(where appropriate)</i></p>		
<p><b>ORGANISATION COMMITTEE</b></p>		<p><i>Date:</i> dd Mmm yy  <i>Time:</i> 0830-1020  <i>Venue:</i> DH 1.33  <i>Reference:</i> Insert meeting ID</p>
<p><b>MINUTES</b></p> <p><i>(badges, crests and logos are not applied to minutes)</i></p>		
<b>Members</b>	<b>In Attendance</b>	<b>Apologies</b>
<i>List here</i>	<i>List here</i>	<i>List here</i>
<b>Topic/Discussion</b>	<b>Outcomes/Decisions/Action Items</b>	
<p><b>1. Open meeting</b></p> <ul style="list-style-type: none"> <li>• Note apologies</li> <li>• Confirm agenda</li> <li>• Note conflicts of interest</li> <li>• Health and safety moment</li> </ul>	<p><i>State the general purpose of the meeting. Note any conflicts of interest.</i></p> <ul style="list-style-type: none"> <li>• The Chair opened the meeting.</li> <li>• There were no member apologies.</li> <li>• The agenda was confirmed.</li> <li>• The committee confirmed that there were no new conflicts of interest.</li> <li>• Health and Safety moment was provided by ..... who....</li> </ul>	
<p><b>2. Minutes of the last meeting</b></p>	<p>The minutes from meeting held dd Mmm yy were approved noting an amendment to Item 6 which should read .....</p>	
<p><b>3. Matters arising from the minutes of the last meeting</b></p>	<p><i>Summarise decisions and action required.</i></p>	
<p><b>4. Subject</b></p>	<p><i>State any decisions, and specify who will take action.</i></p>	
<p><b>5. (R) Subject</b></p>	<p><i>Use a separate security grading indicator where individual subjects require a higher classification.</i></p>	
<p><b>6. Subject</b></p>	<p>The item was presented by ..... The following key points were raised during the discussion:</p> <ul style="list-style-type: none"> <li>• .</li> <li>• .</li> </ul> <p>The organisation Committee:  <b>Noted</b> the recommendation to ...  <b>Agreed</b> to ....  <b>Endorsed</b> the action plan...</p>	
<p><b>7. Standing business</b></p> <ul style="list-style-type: none"> <li>• Review new action items</li> <li>• Review Action Log</li> </ul>	<p><i>Review of new action items and Action Log.</i></p>	
<p><b>8. Any other business</b></p>		
<p><b>9. Closing</b></p>	<p>The next meeting of the [committee name] is scheduled for dd Mmm yy in the [venue].</p>	

<p>CT SMITH CFO Chair</p>	<p>Mmm yy</p>
-----------------------------------	---------------

Page numbers *(as required)*  
**ENDORSEMENT MARKING** *(where appropriate)*  
**SECURITY CLASSIFICATION** *(where appropriate)*

**Figure 2-31** Minutes of a Meeting – Example

**ANNEX 2U**

**MINUTES OF A MEETING – TEMPLATE**

[SECURITY CLASSIFICATION (where required)]  
 [ENDORSEMENT MARKING (where required)]

<b>[COMMITTEE NAME]</b>		Date: [Click to select a date]
<b>MINUTES</b>		Time: [hhmm-hhmm]
		Venue: [Click here to enter text]
		Reference: [Click here to enter text]
Members	In Attendance	Apologies
[Click here to enter text]	[Click here to enter text]	[Click here to enter text]
Topic/Discussion	Outcomes/Decisions/Action Items	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	
[Click here to enter text]	[Click here to enter text]	

[NAME]  
 [Title/rank]  
 [Organisation] [Select date]

[ENDORSEMENT MARKING (where required)]  
 [SECURITY CLASSIFICATION (where required)]

**Figure 2-32** Minutes of a Meeting – Template

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*Section 6 - Other administrative documentation*

**2.2.17 Memoranda of understanding/agreement**

- a. Memoranda of understanding (MOU), such as those documents that describe a bilateral or multilateral agreement between the NZDF and other entities, or that state an official position (such as formal instruments with the elements of offer and acceptance, or consideration or an intention to legally bind on contractual matters) are covered by this direction.
- b. The MOU format is to be used for all arrangements made with external agencies and entities except for those occasions where Defence Legal Services (DLS) prescribe otherwise.
- c. There will be many occasions where the NZDF is party to an arrangement that is governed by an MOU or other agreement and drafted by the third-party principal. The format and style is at the discretion of the principal and the content is the responsibility of all signatory parties.

**2.2.18 Committee and advisory groups 'terms of reference'**

- a. Committees and advisory groups usually are administered through compliance with 'terms of reference' set down for the particular function of the committee or group.
- b. Terms of reference should be registered as a Defence Manual (DM) and the format should generally conform to Defence Force writing standards and conventions.

**2.2.19 Business cases**

- a. A business case is a formal written argument intended to convince a decision-maker to approve a particular solution. A strong and complete business case explores all feasible approaches to a given problem or issue and enables the decision-maker to select the option that best serves the organisation's needs.
- b. While NZDF business cases are predominately prepared for materiel acquisition purposes' they are also required to be submitted for any other purpose that Command or an executive decide.
- c. All business cases are to be developed in accordance with the *Better Business Cases Framework* promulgated by the [Treasury](#) and be cognisant of the subject of the submission and NZDF policies.

**2.2.20 Memoranda**

- a. A memorandum (memo) is an informal written communication that may be used internally within commands, branches, divisions or portfolios to—
  - (1) convey advisory information to a select group of persons within the same command, branch, division or portfolio; or

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- (2) recount or record a statement or observation.
- b. There is no set format or instructions for the drafting and issue of memoranda. However, as official information and a form of Defence Force writing, memoranda should conform to the writing conventions outlined in this publication.

**2.2.21 Academic papers**

- a. There are a number of occasions where members of the NZDF undertaking continuing education through a course of study are required to present papers to New Zealand Defence College (NZDC) or academic and associated institutes. These papers, and similar submissions, tend to follow particular formats and styles set by the various academic councils or administration.
- b. NZDC is responsible for setting and promulgating the formats and styles for papers and essays to meet the academic standards required by NZDC and any participating continuing education organisation acting with NZDC.

**Note:** For examples and guidance on writing an NZDF academic paper see the Defence Paper Writing Guide. For essays, see the Essay Writing Guide; both can be accessed from the Learning Toolkit [Defence Force Writing](#) page.

*Annexes to Section 6*

[2V](#) Memoranda of Understanding – Template

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ANNEX 2V

MEMORANDA OF UNDERSTANDING – TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]



[partner organisation logo]

**MEMORANDUM OF UNDERSTANDING**  
Between the New Zealand Defence Force and [insert organisation]  
[Select date]

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 2-33 MOU – Template – Page 1 of 6



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## ANNEX 2V (CONT)

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**THIS MEMORANDUM OF UNDERSTANDING** is made on the [dd] day of [MMM yyyy].

**BETWEEN** New Zealand Defence Force

**AND** [insert organisation]

### Introduction

1. This Memorandum of Understanding (MOU) acknowledges and reflects the importance of cooperation between the New Zealand Defence Force (NZDF) and, [insert organisation] hereinafter referred to as the 'Participants'. It establishes and codifies simple, standardised procedures by which the Participants offer and provide support to each other in the performance of their functions.
2. The NZDF is established and regulated under the *Defence Act 1990*, *Armed Forces Discipline Act 1971* and *Defence Regulations 1990*.
3. [Insert organisation] is regulated by the [insert legislation].

### Definitions

4. The following definitions apply to the MOU and any appendices and annexes to this MOU—
  - a. **Member of the Defence Force** has the same meaning as s 2(1) of the *Defence Act 1990*, and includes any member of any foreign armed force attached to the NZDF, pursuant to s 23A of the *Defence Act 1990*.
  - b. **Defence Area** has the same meaning as s 2(1) of the *Defence Act 1990*.
  - c. **Operations** mean military or [insert organisation] action to achieve a strategic, operational or tactical mission in support of the Participant's respective functions.
  - d. **Training** means the NZDF or [insert organisation] activity designed to assist in the achievement of capabilities that prepare members of the Defence Force and members of the [insert organisation] for operations.
  - e. [Insert other relevant definitions]

### *Provision of support to operations and training*

#### **NZDF support to [insert organisation]**

5. The NZDF may provide operational, logistical or training support to [insert organisation] to perform any public service or to provide assistance to the civil power in times of emergency, pursuant to s 9(1) of the *Defence Act 1990*. Operational and logistic support may include, without limitation, [insert support]. Any support provided will be subject to the lawful authority of [insert organisation] and consistent with the *Defence Act 1990*, the [insert other legislation] and any other applicable laws, regulations, and policies.

2

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 2-34 MOU – Template – Page 2 of 6

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## ANNEX 2V (CONT)

[SECURITY CLASSIFICATION (where required)]

[ENDORSEMENT MARKING (where required)]

6. No support will be provided by the NZDF under this MOU in respect of industrial action undertaken by [insert organisation]. Requests for such support must be the subject of a specific ministerial request.
7. Ministerial approval may be required, in exceptional circumstances, for requests for support from the NZDF that may require the use of classified or sensitive capabilities, or for requests that are likely to endanger personnel or risk significant damage to assigned assets or the Participants' reputations. If any Participant is aware that such capabilities may be required or such consequence may result they will immediately advise the other Participant.
8. Requests for support will be considered on a case-by-case basis in accordance with clauses 13 to 16 below. Provision of support will be subject to the availability of resources and capability and should not negatively impact upon the NZDF's own functions without the Chief of Defence Force's (CDF's) approval. In some instances, the NZDF may also require Ministerial approval for such support in such circumstances.
9. Provision of support by the NZDF will be governed by the operational capabilities as laid out in the NZDF Output Plan and [insert organisation's strategic guidance].

### [Insert organisation] support to the NZDF

10. [Insert organisation] may provide operational support to the NZDF across a range of areas, particularly where [insert organisation] is considered the subject matter experts. Such assistance may include, without limitation, [insert support].
11. [Further support can be inserted by the subject organisation]

### Joint operations

12. [Any potential for joint operations should be incorporated here]

### *Requests for support*

13. Unless specified otherwise in an Implementing Arrangement (IA), all requests for support are to be raised and authorised through the Participants' representatives. Requests for support are, unless the MOU or any IA specifies otherwise, to use Appendix 1 to this MOU.
14. The nature and scope of any potential assistance will be mutually determined between the Participants in advance.
15. NZDF assets should only be requested where [insert organisation] has insufficient capacity or capability to meet operational or training requirements through its own resources and;
  - a. commercial resources are not available or practicable; or
  - b. there is a risk to the life or safety of any person, of injury to any person, or of serious damage to or loss of property.
16. Once the providing Participant's representative has confirmed that the request for assistance has been approved, direct liaison authority (DIRLAUTH) will be granted

3

[ENDORSEMENT MARKING (where required)]

[SECURITY CLASSIFICATION (where required)]

Figure 2-35 MOU – Template – Page 3 of 6

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## ANNEX 2V (CONT)

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

between [insert organisation] and NZDF points of contact. These points of contact will be notified to the Participants at the time approval is granted.

17. Each Participant will ensure that its respective health and safety obligations are met during the conduct of any activities undertaken pursuant to the MOU.

### *Sharing of information*

18. The NZDF and [insert organisation] will consider developing and implementing strategies to share information, including the classified information, subject to legislative requirements (such as the *Privacy Act 1993*) and government policies (such as the *Government Protective Security Requirements*), to improve cooperation on all matters of mutual interest.
19. If either Participant requires a *Privacy Act 1993* or *Official Information Act 1982* request in respect of this MOU or any activity undertaken pursuant to it, they will consult with the other Participant as to the appropriate response. The receiving Participant will be responsible for making the final decision on release, but will give due consideration to the other Participant's views in making this decision.

### *Implementing arrangements*

20. The Participants may develop an Implementing Arrangement (IA) relating to specific activities that may be undertaken under this MOU. All IA will be attached to this MOU as annexes.
21. The following IA have been prepared to date—
  - a. [Insert any relevant IA]
22. Additional IA may be developed at any time and signed by the Participants' representatives.
23. All IA will be reviewed at the same time as the MOU in accordance with the review period stipulated in this MOU.

### *Differences*

24. All differences between the Participants about the interpretation or application of this MOU (including any of its appendices) or any specific IA will first be attempted to be resolved, at the earliest opportunity, by the Participants' representatives.
25. If any such differences cannot be resolved between the Participants' representatives, then the matter will be referred, in writing, to the CDF and the [insert CE of organisation] for final resolution.
26. The Participants will resolve any disputes arising under the MOU by discussion and cooperation and will not refer any difference to any third party.

### *Costs*

4

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 2-36 MOU – Template – Page 4 of 6

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**ANNEX 2V (CONT)**

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

27. Marginal costs incurred by the NZDF in providing support to [insert organisation] will be met by [insert organisation]. All other costs incurred pursuant to the MOU will be met by the Participant incurring the cost, unless the Participants' representatives mutually determine otherwise in writing.
28. Any mutually determined cost reimbursement between the Participants will be made on the basis of the recovery of marginal costs, unless the Participants' representatives determined otherwise in writing.

*Effective date, variation, review, and termination*

29. The MOU and IA will come into effect on the date of the last signature, and will continue in effect until termination.
30. The Participants' representatives will be responsible for reviewing the MOU and all IA every three years.
31. The MOU and any IA may be amended in writing at any time by mutual consent of the Participants. Any amendments to the MOU will be signed by CDF and the [insert CE of organisation]. Any amendments to the IA will be signed by the Participants' representatives.
32. The MOU and any IA can be terminated immediately at any time by mutual consent of the Participants. The MOU and any IA can be terminated by either Participant by giving one month's written notice to the other Participant.
33. If the MOU is terminated all IA will also be terminated, unless mutually determined otherwise.
34. This MOU does not create any legal rights, duties, or obligations on the Participants.
35. The Participants' representatives for the purposes of this MOU are—

**NEW ZEALAND DEFENCE FORCE**

Address:

**Assistant Chief of Strategic Commitments  
and Engagement**

Headquarters New Zealand Defence Force  
Defence House  
34 Bowen Street  
Pipitea  
Wellington 6011

[INSERT ORGANISATION]

Address:

Telephone:

[Insert title of Participant]

[Insert address]

[Insert telephone number]

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 2-37** MOU – Template – Page 5 of 6

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**ANNEX 2V (CONT)**

**[SECURITY CLASSIFICATION (where required)]**  
**[ENDORSEMENT MARKING (where required)]**

**SIGNED at Wellington for and on behalf of the NZDF and [insert organisation]**

<b>[INITIALS and NAME]</b> <b>[Rank (in full)]</b> Chief of Defence Force	<b>[Insert CE details]</b>
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Telephone: (04) 496 0099

Dated this **[dd]** day of **[MMM yyyy]**                      Dated this **[dd]** day of **[MMM yyyy]**

**LIST OF ANNEXES**

- A. Implementing Arrangement between the New Zealand Defence Force and **[insert organisation]** concerning the provision of support for **[insert type of support]**.
- B. **[Any other additional material in support of the MOU]**

6

**[ENDORSEMENT MARKING (where required)]**  
**[SECURITY CLASSIFICATION (where required)]**

**Figure 2-38** MOU – Template – Page 6 of 6

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*Section 7 - Reports, reviews and professional literature*

**2.2.22 Professional literature**

- a. The NZDF regularly examines the effectiveness of defence-related activities, seeks reports on a range of topics linked to various aspects of defence and security, and circulates literature on military activities that may be of interest to the profession of arms.
- b. Reports and findings of reviews are informational work created with the specific intention of relaying information, assessing performance or recounting certain events in a way that is concise, factual and relevant to the organisation.
- c. Professional literature aims to make original, evidence-based, peer-reviewed research available to the NZDF and interested members of the public. The aim of this literature is to promote discussion and inform opinion and decision-making on matters related to the defence and security of New Zealand and develop arguments to support decision-making when deliberating issues concerning the NZDF.

**2.2.23 Authorisation**

- a. A review of NZDF activities or topics related to joint military activities must be authorised.<sup>41</sup>
- b. Academic research into aspects of defence and security must be endorsed by a superior authority. The intention to publish any findings of that research, as well as any restrictions, must be approved.<sup>42</sup>
- c. Professional literature created by a member of the NZDF, or another person engaged by the NZDF for the purpose of research or writing a report or review, remains the property of the NZDF. An individual must not lay personal claim to any such research.

**2.2.24 Responsibility of the author**

- a. The author of a report, review or informational publication is solely responsible for the content, its accuracy and compliance with NZDF orders, directions and instructions.
- b. The author is responsible for drafting the report or review in the correct format and ensuring that it is published in accordance with their instructions.
- c. The author must ensure that the publication—
  - (1) states that the views are those of the author(s) and include a disclaimer that absolves the NZDF and the New Zealand Government of liability;
  - (2) details any restrictions of its release to persons external to the NZDF; and

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41 Any such professional research and creation of professional literature must only be authorised by CDF, Vice Chief of Defence Force (VCDF), a COS or Commander Joint Forces New Zealand (COMJFNZ).

42 Authority to conduct human-related research on NZDF personnel is covered in [DFO 3](#) *New Zealand Defence Force Human Resource Manual*, Part 14, Chapter 5.

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- (3) states the permissions and limits of any legally binding copyright applied to the information contained therein.
- d. An example of the preliminary page and disclaimer for professional literature is illustrated in [Annex 2W](#).

**2.2.25 Style and format of reports, reviews and professional literature**

- a. The creation of professional literature is usually a collaborative undertaking by members of the NZDF and contributing parties. A report or review of NZDF activities may be conducted by members of the NZDF or external contractors or consultants.
- b. Unless specifically required, reviews, reports and professional literature should be formatted in accordance with [The Chicago Manual of Style](#).<sup>43</sup> The source of text, opinion and any photography must be credited and cited in accordance with the conventions prescribed in *The Chicago Manual of Style*.
- c. Online reports and literature retained within the Defence Information Environment (DIE) must only contain hyperlinks to internal sources of information.

*Annexes to Section 7*

| [2W](#) Professional Literature – Preliminary Page Example

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<sup>43</sup> Complex terms are explained in the main body or listed as footnotes. The bibliography or a detailed list of references is to appear in the end matter or endnotes of the publication.

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## ANNEX 2W

### PROFESSIONAL LITERATURE – PRELIMINARY PAGE – EXAMPLE

**[Name of publication or document]**

The *[name of document or publication]* offers a comprehensive approach to academic research and capability development relating to future joint military activities of the New Zealand Defence Force based on research about past, current and future employment of the Armed Forces.

The information in this publication aims to promote discussion and inform opinion on matters related to the defence and security of New Zealand and should be considered when developing arguments to support decision-making or when deliberating issues concerning the New Zealand Defence Force.

**Abstract**

This publication examines... *[Brief synopsis of the document or publication's content]*.

**Disclaimer**

The views in this publication are those of the author and do not necessarily represent the views of the New Zealand Government will not legally be responsible in contract, tort or otherwise for any statement made in this document.

**Release**

This publication is authorised by the Vice Chief of the Defence Force and may be released to the public.

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**Figure 2-39** Professional Literature – Preliminary Page – Example



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## Chapter 3 - Ministerial Correspondence

### *Section 1 - Introduction to ministerial correspondence*

#### **2.3.1 Reporting Defence information to Ministers**

- a. The Chief of Defence (CDF), as the New Zealand Defence Force (NZDF) Chief Executive and the Secretary of Defence, as the Ministry of Defence (MoD) Chief Executive, are accountable to the Minister of Defence. The CDF and the Secretary of Defence must keep the Minister of Defence and the Minister for Veterans informed of NZDF issues that are critical to decision-making and the assessment and management of risk.<sup>44</sup> The CDF and the Secretary of Defence place great importance on the timely, accurate and comprehensive presentation of information and advice that informs the Government's decision-making and issue management.
- b. The Government requires a harmonised approach when the presentation of advice covers multiple agencies or portfolios. This requires the NZDF and MoD to liaise closely with other agencies to provide that coordinated level of advice.
- c. The delivery of well-considered and timely advice is critical to the functions of the Government and for fostering the relationship between the Minister of Defence and the Minister's Chief Executives. The value of the trust and transparency it engenders should never be underestimated or overlooked.
- d. All key NZDF matters are passed to or through the Minister of Defence. Matters relating to veterans are passed to or through the Minister for Veterans.
- e. Those matters on which the Minister of Defence must be advised, without exception, are—
  - (1) issues requiring Cabinet or ministerial approval;
  - (2) international engagement activities;
  - (3) significant issues and risks relating to the operational and personnel capability of the NZDF;
  - (4) significant issues concerning the management of Vote Defence Force or Vote Defence;
  - (5) positive and negative issues likely to attract public or media interest; and
  - (6) the death or serious injury of a member of the NZDF.
- f. The Minister for Veterans must be advised on—
  - (1) issues relating to the administration of the [Veterans' Support Act 2014](#);
  - (2) veterans' matters requiring Cabinet or ministerial approval; and

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44 [Cabinet Manual](#).

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- (3) positive and negative issues likely to attract public or media interest.
- g. All reports and correspondence for Ministers, including any summation of oral reports, must be lodged with Ministerial Services.

**2.3.2 Ministerial Services**

- a. Ministerial Services resides in the Office of the Chief of Defence (OCDF) and is the principal portal for all NZDF information provided to Ministers, Members of Parliament (MPs), officials of government departments and entities, and members of the public.
- b. Ministerial Services is responsible for ensuring that essential standards are set and met for writing to and for Ministers. Ministerial Services does not draft submissions to Ministers. Ministerial Services is responsible for—
  - (1) providing advice on the standards and styles of ministerial correspondence;
  - (2) maintaining a register of all ministerial correspondence sent to the Minister of Defence and the Minister for Veterans;
  - (3) maintaining ministerial correspondence process maps and templates;
  - (4) reviewing all documentation presented for submission to Ministers;
  - (5) administering requests for access to official information and information relating to members of the NZDF;
  - (6) distribution and processing of [Official Information Act 1982](#) requests and requests made under the [Privacy Act 2020](#); and
  - (7) delivering training to personnel posted to Headquarters New Zealand Defence Force (HQNZDF) on ministerial correspondence and processes that provide access to official information.

**2.3.3 General guidance on writing ministerial correspondence**

- a. Ministerial correspondence is the collective term for all material, written and electronic, generated within the NZDF and sent to the Minister of Defence or the Minister for Veterans. It includes correspondence to the Prime Minister, and other Ministers, that is forwarded to them through either the Minister of Defence or the Minister for Veterans.
- b. Ministerial correspondence is categorised as writing to the Minister or writing for the Minister. The distinction is important as it dictates the format and elements of style to be used, and represents the writing preferences of the Minister of Defence or the Minister for Veterans and CDF.

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- c. Ministers often have a preferred style when they present their submissions to colleagues. The style and format used may not match the standards and conventions used by the NZDF. Writers need to be aware of the individual preferences of the Ministers and be prepared to create correspondence in different styles for the different Ministers. When a new Minister assumes office, Ministerial Services will promulgate their preferences as soon as practicable. Otherwise, writers are to seek guidance from Ministerial Services relating to a Minister's specific elements of style before drafting ministerial correspondence.<sup>45</sup>
- d. The process of drafting and submitting ministerial correspondence is deliberately formal and controlled. This ensures that the advice and information provided to the Minister is well-considered, accurate and consistent, and that the Minister's acknowledgement, decisions and directions are accurately recorded.
- e. Ministerial Services requires time to review prepared documents and correspondence before these are submitted to the Minister. Submissions that do not meet the required standards will be returned to the originator for correction.

#### 2.3.4 Quality assurance form

- a. A quality assurance form is to be submitted with all notes to the Minister and draft Cabinet papers. A completed quality assurance form demonstrates to CDF that the note or paper has received appropriate peer review and that any relevant consultation has occurred, especially with the MoD, Defence Legal Services (DLS) and the Finance Branch.
- b. The quality assurance form must also provide CDF with an indication of how quickly the Minister may wish to deal with a submission. Headings of 'Importance' and 'Urgency' on the form indicate importance and urgency—
  - (a) Importance is categorised as—
    - (i) **High.** The issue discussed has a significant impact for Government. This relates to Cabinet papers, major financial matters, operational events or major reputational issues.
    - (ii) **Moderate.** Important issues of which the Minister should be appraised.
    - (iii) **Routine.** Issues that keep the Minister informed of NZDF events and activities.
  - (b) Urgency is categorised as—
    - (i) **Urgent.** Urgent notes will be processed for signature and dispatched to the Minister's office as soon as possible.
    - (ii) **Not urgent.** Notes that are not urgent will be processed routinely and dispatched to the Minister's office as soon as practicable.

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45 Ministers' writing style and preferences are promulgated on the Ministerial Intranet site.

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*Section 2 - Writing to the Minister*

**2.3.5 Types of correspondence to the Minister**

Ministerial correspondence where the CDF writes to the Minister of Defence or the Minister for Veterans includes—

- (1) notes to the Minister (referred to as ‘notes’, ‘briefing notes’ or ‘submissions’);
- (2) customary reports (for example, the *Defence Weekly Report to the Minister*);
- (3) responses to Ministers’ requests for information; and
- (4) invitations to Ministers.

**2.3.6 General guidance on writing to the Minister**

- a. In drafting ministerial correspondence to either the Minister of Defence or the Minister for Veterans on behalf of CDF, writers are to conform to Defence Force writing standards and conventions unless advised of specific ministerial preferences. Acronyms must not be used unless it is the Minister’s preference.
- b. Notes must be concise. Ministers have a demanding programme so the purpose and recommendations of the submission must be clear to the Minister on first reading. Recommendations must stand alone.
- c. Where a Note to the Minister includes reference to budget or expenditure, the Chief Financial Officer (CFO) must approve the financial content. Similarly, the Director of Defence Legal Services (DDLs) is to be consulted on any draft that has legal ramifications. Where necessary, other affected parts of the NZDF are to be consulted and the quality assurance cover form annotated by these subject matter experts (SMEs).
- d. The preparation of correspondence for the Minister’s consideration must be submitted to Ministerial Services in an actionable timeframe and include any supporting documentation. Documents must also be submitted in *Microsoft Word (MS Word)* format by [email](#) to allow minor changes (for example, typographical errors) to be made. Correspondence that requires substantial change will be returned to the originator for amendment.
- e. Examples of templates for drafting ministerial correspondence are provided in the annexes to this Part. The official templates are available in the [NZDF Publications Centre](#) or in the NZDF\_DSMT folder inside the *MS Word* custom templates area.
- f. Protective security markings appropriate to the content are to be applied in accordance with Defence Force writing conventions. All correspondence with the Minister of Defence is to have the special handling marking ‘**IN-CONFIDENCE**’ applied to all pages.

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### 2.3.7 Notes to the Minister

- a. **Joint Note to the Minister.** A Joint Note to the Minister is one prepared jointly by the NZDF and the MoD. A joint note is used when CDF and the Secretary of Defence together, as Chief Executives,<sup>46</sup> are submitting advice to the Minister of Defence. Forms to be used are—
- (1) *Joint Note to the Minister;*
  - (2) *Joint Note to the Minister Cover Sheet;* and
  - (3) *Joint Quality Assurance Form.*
- b. **Note to the Minister.** A Note to the Minister is prepared by the NZDF when advice or information is substantial or when an NZDF policy issue requires a ministerial decision. The note seeks a Minister's approval or endorsement of a proposed course of action. A Note to the Minister is also used where the information or advice is to be made available to more than one Minister. Forms to be used are—
- (1) *Note to the Minister;*
  - (2) *Note to the Minister Cover Sheet;* and
  - (3) *New Zealand Defence Force Quality Assurance Form.*
- c. **Briefing Note to the Minister.** A Briefing Note to the Minister is a one-page document used to inform or update a Minister of an issue where the information can be provided in a few paragraphs. A briefing note alerts a Minister to a new issue, pending substantive details. It is a 'noting brief' where a decision is not sought. Forms to be used are—
- (1) *Briefing Note to the Minister;* and
  - (2) *New Zealand Defence Force Quality Assurance Form.*
- d. **Ministerial replies.** When a Minister has addressed a note and made a decision(s), the note is returned to OCDF. Copies of the note are emailed to the relevant command, commander or senior executive, and the author of the note, before being archived in the DIE by Ministerial Services.

### 2.3.8 Notes to the Minister layout conventions

The format of a note and the presentation of group headings, paragraph headings, vertical lists and paragraph numbering, is to conform to Defence Force writing standards and conventions for minutes. In addition to the conventions for minutes, the following conventions are to be applied when preparing a Note to the Minister—

- (1) **Protective markings.** All notes are to have a Security Classification or Endorsement Marking in the header and footer of each page.

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<sup>46</sup> The CDF and Secretary of Defence jointly head the Defence organisation (as the Chief Executives of the NZDF and MoD).

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- (2) **Use of NZDF and MoD Identity.** The official NZDF badge and coat-of-arms of the Chief Executive of the MoD are to be placed in the header of the first page of a Joint Note to the Minister. The official NZDF badge and HQNZDF address is to be placed in the headers of an NZDF Note to the Minister and a Briefing Note to the Minister.
- (3) **Use of NZDF and Veteran's Affairs identity.** When writing to the Minister for Veterans the correspondence is to include the official NZDF badge and Veterans' Affairs logo. The NZDF badge is to be inserted in the top left of the header and the Veterans' Affairs logo is to be inserted to the right of the NZDF address block in the top right of the header. The same layout is to be applied to briefing notes to the Minister and cover sheets.
- (4) **Page numbering.** A single page note is not numbered. Multi-page notes are numbered from the second page in accordance with standard Defence Force writing conventions.
- (5) **Date.** The month and year are written in full against the right-hand margin, allowing for the day to be handwritten in Arabic numerals.
- (6) **Addressee.** In most cases, there is usually only one addressee on a note; either the Minister of Defence or the Minister for Veterans. When presenting a note for submission to another or additional Ministers (normally passed through the Minister of Defence's Office), address the note accordingly.
- (7) **Subject heading.** Subject headings appear in bold capital letters, aligned against the left-hand margin in accordance with standard Defence Force writing conventions. Abbreviations are not used in the heading.
- (8) **Footnotes.** Footnotes are used for citing reference to other documents and material.
- (9) **Signature.** A Joint Note to the Minister must be signed by both CDF and the Secretary of Defence over their respective signature blocks, especially for notes forwarding advice on operations and draft Cabinet papers. Other notes are generally signed by the Chief of Staff (CoS) if so delegated. Where CDF is not available to sign the note, an authorised signatory may sign over the CDF's signature block. In this circumstance, the signatory is to handwrite the word 'for' next to the signature block. A signature block is not to be placed on a page without text; include at least two lines of text above the signature block.
- (10) **Supporting documents.** Supporting documents<sup>47</sup> are not usually provided with a one-page Note to the Minister but may be included with full notes. When included in other notes, supporting documents are to be complete documents, able to stand-alone. Supporting documents must not be classified at a higher level than the parent document. Where supporting documentation includes annexes or enclosures, they are to conform to standard Defence Force writing conventions.

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47 Annexes, appendices and enclosures.

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### 2.3.9 Content of ministerial notes

- a. **Content of a Joint Note or Note to the Minister.** The content of a Joint Note or Note to the Minister is to comprise all information and advice necessary for the Minister to make a decision or to be informed of a particular issue. Avoid referring to previous documentation unless it is referring to decisions in Cabinet papers. Ensure all relevant information that has previously been made available to the Minister is included in the note; this will ensure key facts that may influence decision-making are not overlooked.
- b. **Content of a Briefing Note to the Minister.** The content of a briefing note to the Minister is to provide the Minister with sufficient information about a particular issue CDF considers important. The briefing note is written succinctly in plain English.
- c. **Security classification.** The content of any note is not to include information or reference to a document with a higher security classification than that applied to the note.
- d. **Note to the Minister – recommendations.** All notes to the Minister must include recommendations. Recommendations must provide a clear guide to the Minister of the decision(s) sought. Recommendations must be clear to those who have not read the submission and only contain information addressed in the main body of the note.
- e. **Briefing Note to the Minister – recommendations.** A Briefing Note to the Minister will normally request that the Minister ‘note’ the information being provided or the course of action being taken.

### 2.3.10 Ministerial referral

There may be occasions where CDF considers another Minister needs to be informed of a particular matter; this must be included as a recommendation. Where the Minister is requested to refer the note to another Minister, the referral is indicated immediately after the signature block and list of annexes and enclosures.

### 2.3.11 Filing of notes to the Minister

The content of notes to the Minister is to be filed as one document when filed in the DIE; this includes the quality assurance cover form, note cover sheet, parent document and all related annexes, appendices and enclosures.

### 2.3.12 Customary reporting

- a. The NZDF provides the Minister of Defence with a wide range of informational briefs. The *Defence Weekly Report to the Minister* is the most regular means of ensuring that the Minister of Defence remains fully aware of NZDF and MoD activities. The report comprises a variety of topics coordinated by the CoS HQNZDF and the Executive of the Ministry of Defence. The report is dispatched at times directed by the Minister of Defence.

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- b. The report is used to forewarn the Minister of matters and issues under the ‘no surprises’ convention. It may be used to advise and update the Minister, especially on those issues that do not warrant a note in their own right. It must not be used to seek the Minister’s approval or endorsement. Such matters must be submitted in formal notes to the Minister.
- c. The *Defence Weekly Report to the Minister*, as a rule, constitutes free and frank information between officials and the Minister. For this reason, it is a valuable tool for keeping the Minister appraised of many issues. The subject matter of the report is limited to material classified Restricted or below. The endorsement marking of ‘**IN-CONFIDENCE**’ is always to be applied and the security classification marking ‘**RESTRICTED**’ is to be applied if relevant to the content of the report.

### **2.3.13 Invitations to Ministers**

Invitations for Ministers to participate in NZDF activities are prepared by OCDF following coordination with the principal host. Ministers have their own method of doing this and this advice will be promulgated by OCDF as Ministers’ change. Ministers of Defence usually sign invitations to other Ministers. Invitations to the Prime Minister go through the office of the Minister of Defence. Services and portfolios should limit invitations to events and activities that are significant in nature, or to those that will help inform the invitee, the invitation should be specific in the event or activity detail provided.

## *Annexes to Section 2*

- [2X](#) Joint Submission to the Minister Cover Sheet – Template
- [2Y](#) Joint Submission to the Minister – Example
- [2Z](#) Joint Submission to the Minister – Template
- [2AA](#) Joint Quality Assurance Form Template
- [2AB](#) New Zealand Defence Force Submission to the Minister Cover Sheet – Template
- [2AC](#) New Zealand Defence Force Submission to the Minister – Template
- [2AD](#) Correspondence to the Minister for Veterans – Template
- [2AE](#) Briefing Note to the Minister – Example
- [2AF](#) Briefing Note to the Minister – Template
- [2AG](#) New Zealand Defence Force Quality Assurance Form – Template





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ANNEX 2X

JOINT SUBMISSION TO THE MINISTER COVER SHEET – TEMPLATE

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING** (minimum of IN-CONFIDENCE)]

**OFFICE OF THE CHIEF EXECUTIVES**  
CHIEF OF DEFENCE FORCE - SECRETARY OF DEFENCE  
Defence House, Wellington, New Zealand

**JOINT SUBMISSION TO MINISTER COVER SHEET<sup>1</sup>**

<b>Title</b>	<b>[TITLE OF JOINT SUBMISSION]</b>		
<b>MoD File No.</b>	[Enter MoD Tracking #]	[Minister's Tracking # (for minister's office)]	
<b>NZDF File No.</b>	[Enter NZDF Tracking #]		
<b>Importance of the Issue<sup>2</sup></b>	<b>High</b> <input type="checkbox"/>	<b>Moderate</b> <input type="checkbox"/>	<b>Routine</b> <input type="checkbox"/>
<b>Urgency for Attention/Sign-off</b>	<b>[SELECT URGENCY LEVEL]</b>	<b>Request ministerial response by:</b> (include date if timing for sign-off is critical)	
<b>Contacts</b>		Tel: [Enter number]	A/H: [Enter number]
		Tel: [Enter number]	A/H: [Enter number]
<b>Purpose</b>	[State purpose of submission; content must not exceed six lines]		
<b>Recommendations</b>	[It is recommended that— a. you use recommendations from the Note; and b. content not exceed six lines]		
<b>Consultation with other Agencies<sup>3</sup></b>	[Click here to enter text]		
<b>Minister's Comments</b>			
<b>Minister's Action</b>	Signed / Noted / Agreed / Approved / Declined / Discussion required		
<b>Minister's Signature</b>			<b>Date:</b>

**K R SHORT**  
Air Marshal  
Chief of Defence Force

**Date:** [Select a date]

**ANDREW BRIDGMAN**  
Secretary of Defence

**Date:** [Select a date]

**[ENDORSEMENT MARKING** (minimum of IN-CONFIDENCE)]  
**RESTRICTED** (where required)



Figure 2-40 Joint Submission to the Minister Cover Sheet – Template

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## ANNEX 2Y

### JOINT SUBMISSION TO THE MINISTER – EXAMPLE

**SECURITY CLASSIFICATION** *(where required)*  
**ENDORSEMENT MARKING** *(minimum of IN-CONFIDENCE)*



OFFICE OF THE CHIEF EXECUTIVES  
CHIEF OF DEFENCE FORCE - SECRETARY OF DEFENCE  
Freyberg Building, Wellington, New Zealand

February 20yy

Minister of Defence

**CLEARLY IDENTIFY THE NOTE'S TOPIC** *(subject heading)*

**Purpose**

1. The purpose of this Note is to.....

**Format and content of a Joint Note to the Minister** *(group heading)*

2. The format of a Joint Note, and the presentation of group headings, paragraph headings, vertical lists and paragraph numbering, is to conform to Defence Force writing standards and conventions for NZDF Minutes.

- a. **Header.** *(paragraph heading)* The header comprises the crest of the Office of the Chief Executives and protective markings as appropriate. All Joint Notes are to have either IN-CONFIDENCE or an appropriate protective marking in the header and footer of each page.
- b. **Page numbering.** A single page document is not numbered. Multi-page documents are numbered from the second page; numbers are placed in the footer immediately above the protective marking.
- c. **Date.** The month and year are written in full against the right margin, allowing for the day to be hand-written in Roman numerals.
- d. **Addressee.** There is only one addressee on a Joint Note, which is usually either the Minister of Defence or the Minister of Veterans' Affairs.
- e. **Subject heading.** The subject heading is to clearly identify the Joint Note's topic and appears in bold capital letters, aligned against the left margin. Abbreviations are not used.
- f. **Footnotes.** Footnotes are used for citing reference to other documents and material<sup>1</sup>.
- g. **Signature.** A Joint Note must be signed by both the CDF and the Secretary of Defence. Where the CDF is not available to sign the Joint Note, an authorised signatory may sign in lieu after hand-writing the word 'for' next to the signature block. The joint signature block is to include at least two lines of text above the signature block.

<sup>1</sup> Footnotes use Calibri sentence case, 10pt.

**ENDORSEMENT MARKING** *(minimum of IN-CONFIDENCE)*  
**SECURITY CLASSIFICATION** *(where required)*

Figure 2-41 Joint Submission to the Minister – Example – Page 1 of 2

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## ANNEX 2Y (CONT)

### JOINT SUBMISSION TO THE MINISTER – EXAMPLE

<p><b>SECURITY CLASSIFICATION</b> (where required) <b>ENDORSEMENT MARKING</b> (minimum of IN-CONFIDENCE)</p>		
<p>h. <b>Content.</b> The content of a Note to the Minister is to comprise all information and advice necessary for the Minister to make a decision or to be informed of a particular issue. Avoid referring back to previous documentation. Ensure all relevant information that has previously been made available to the Minister is included in the Note; this will ensure key facts that may influence decision-making are not overlooked. The content is not to contain information or reference to a document with a higher classification than that applied to the Note. Where the content in support of the topic may interrupt the reader's concentration, the text should be considered for placement in an annex. Appendices may be used if appropriate.</p>		
<p><b>Additional requirements</b></p> <p>3. <b>Ministerial Referral.</b> Where the Minister is requested to refer the Note to another Minister, the referral is indicated immediately after the signature block and any annexes and enclosures.</p> <p>4. <b>Filing.</b> The content of Joint Notes to the Minister is to be filed as one document when filed in the Defence information environment (Quality Assurance Cover Sheet, Note cover sheet, parent document and all related annexes, appendices and enclosures).</p>		
<p><b>Recommendations</b></p> <p>5. It is recommended that the Minister:</p> <ul style="list-style-type: none"><li>a. <b>note</b> that each recommendation must be supported by a statement(s) in the main body of the Joint Note;</li><li>b. <b>note</b> that recommendations should be stand alone and not include any acronyms;</li><li>c. <b>note</b> that referral to another Minister is to be included as a recommendation;</li><li>d. <b>agree</b> to.....; and</li><li>e. <b>agree</b> that.....</li></ul>		
<table border="0"><tr><td style="vertical-align: top;"><p><b>DC LAMBIE-SMITH</b> Air Marshal Chief of Defence Force</p></td><td style="vertical-align: top;"><p><b>MP GUMMINT</b> Secretary of Defence</p></td></tr></table>	<p><b>DC LAMBIE-SMITH</b> Air Marshal Chief of Defence Force</p>	<p><b>MP GUMMINT</b> Secretary of Defence</p>
<p><b>DC LAMBIE-SMITH</b> Air Marshal Chief of Defence Force</p>	<p><b>MP GUMMINT</b> Secretary of Defence</p>	
<p><b>Annex(es)</b> (list below or remove if not required)</p> <p>A. Report 2/16 – page 23, paragraph 14</p>		
<p><b>Enclosure(s)</b> (list below or remove if not required)</p> <p>1. Report LMN dated 1 March 2016</p>		
<p><b>Ministerial referral</b> – The Minister of Defence is requested to refer this Note to the Minister of.....</p>		
<p>2 <b>ENDORSEMENT MARKING</b> (minimum of IN-CONFIDENCE) <b>SECURITY CLASSIFICATION</b> (where required)</p>		


Figure 2-42 Joint Submission to the Minister – Example – Page 2 of 2

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ANNEX 22

JOINT SUBMISSION TO THE MINISTER – TEMPLATE

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING** (minimum of IN-CONFIDENCE)]



**OFFICE OF THE CHIEF EXECUTIVES**  
CHIEF OF DEFENCE FORCE - SECRETARY OF DEFENCE  
Defence House, Wellington, New Zealand

[Select a date]

Minister of Defence  
**[ENTER TOPIC OF NOTE HERE]**

**Purpose**

1. The purpose of this Note is to [\[Click here to enter text\]](#)

**[Enter content heading here]**

2. [\[Click here to enter text\]](#)

**Additional Requirements**

3. **Ministerial Referral.** [\[Click here to enter text\]](#)

4. **Filing.** [\[Click here to enter text\]](#)

**Recommendations**

5. It is recommended that the Minister:

- a. **note** that [\[Click here to enter text\]](#).
- b. **agree** to [\[Click here to enter text\]](#).

**[NAME]**  
**[Rank/title]**  
Chief of Defence Force

**ANDREW BRIDGMAN**  
Secretary of Defence

**Annex(es)**

A. [\[Click here to enter text\]](#)

**Enclosure(s)**

1. [\[Click here to enter text\]](#)

**Ministerial referral** – The Minister of Defence is requested to refer this Note to the Minister of [\[Click here to enter text\]](#).


**[ENDORSEMENT MARKING** (minimum of IN-CONFIDENCE)]  
**RESTRICTED** (where required)

Figure 2-43 Joint Submission to the Minister – Template


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ANNEX 2AA

JOINT QUALITY ASSURANCE FORM – TEMPLATE



**NEW ZEALAND DEFENCE FORCE and MINISTRY OF DEFENCE**  
**CORRESPONDENCE QUALITY ASSURANCE FORM**  
*(to accompany all documentation being submitted to Chief Executives for approval, excluding Cabinet papers)*



URGENT<sup>1</sup>
   
  NOT URGENT<sup>2</sup>

[Enter title here]

Weekly report   
  Note to Minister   
  Ministerial   
  OIA/Privacy Act   
  PQ

Request for information

<sup>1</sup> For MoD – all Ministerials, WPQs and OIA responses to be cleared through Corporate

Author	Position	Signature	Date
[Click to enter text]	[Click to enter text]		[Select date]

Peer Review	Position	Signature	Date
[Click to enter text]	[Click to enter text]		[Select date]

Branch Head/Manager Approval	Position	Signature	Date
[Click to enter text]	[Click to enter text]		[Select date]

CFD Approval (required for notes containing financial information)	Date
[Click to enter text]	[Select date]

Other Approval (where required)	Position	Signature	Date
[Click to enter text]	[Click to enter text]		[Select date]
[Click to enter text]	[Click to enter text]		[Select date]

Note: Quality Assurance Form is for be completed prior to submission to Ministerial Services.

Consultation

Internal (MOD + NZDF) (provide name and branch)	[Click to enter text]
External (provide name and agency)	[Click to enter text]
Ministerial Services QA (for all Notes to the Minister, Cabinet Papers and Ministerial correspondence)	[Click to enter text]
Comments:	[Click to enter text]

For OCDF/MoD Corporate Services use only

Approved for Sending to CDF and SecDef	Position	Signature	Date
[Click to enter text]	[Click to enter text]		[Select date]

<sup>1</sup> Urgent – will be processed for signature and despatch to the Minister’s office as soon as possible.  
<sup>2</sup> Not Urgent – will be processed routinely and despatched to the Minister’s office as soon as practicable.


Figure 2-44 Joint Quality Assurance Form – Template

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**ANNEX 2AB**

**NEW ZEALAND DEFENCE FORCE SUBMISSION TO THE MINISTER COVER SHEET –  
 TEMPLATE**

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING** (minimum of IN CONFIDENCE)]



**NEW ZEALAND DEFENCE FORCE**  
**SUBMISSION TO MINISTER COVER SHEET<sup>1</sup>**

<b>Title</b>	<b>[TITLE OF BRIEFING NOTE]</b>		
<b>Tracking No.</b>	<b>[Enter NZDF Tracking #]</b>	<b>[Minister's Tracking # (for minister's office)]</b>	
<b>Importance of the Issue<sup>2</sup></b>	<b>High</b> <input type="checkbox"/>	<b>Moderate</b> <input type="checkbox"/>	<b>Routine</b> <input type="checkbox"/>
<b>Urgency for attention/sign-off</b>	<b>[SELECT URGENCY LEVEL]</b>		
<b>Request ministerial response by:</b>	<b>[Select date]</b>		
<b>Contacts</b>	<b>[Enter contact name]</b>	<b>Tel: [Enter number]</b>	<b>A/H: [Enter number]</b>
	<b>[Enter contact name]</b>	<b>Tel: [Enter number]</b>	<b>A/H: [Enter number]</b>
<b>Purpose</b>	<b>[State purpose of submission (content must not exceed six lines)]</b>		
<b>Recommendations</b>	It is recommended that you: a. <b>[State recommendations]</b> b. <b>[(use recommendations from the Note; content must not exceed six lines)]</b>		
<b>MoD/NZDF Consultation<sup>3</sup></b>	<b>[Select the appropriate action]: [Provide reasons (should not exceed one page)]</b>		
<b>Minister's Comments</b>			
<b>Minister's Action</b>	Signed / Noted / Agreed / Approved / Declined / Discussion required		
	Referred to:		
<b>Minister's Signature</b>			<b>Date:</b>

**[NAME]**  
**[Title/rank]**  
 Chief of Defence Force

Date: **[Select date]**

<sup>1</sup> To accompany jointly prepared documents to the Minister of Defence.  
<sup>2</sup> Select appropriate level of importance, remove the fill colour from the importance boxes that don't apply.  
<sup>3</sup> Sheet not to exceed one page. Shaded areas to be completed.

**[ENDORSEMENT MARKING** (minimum of IN CONFIDENCE)]  
**RESTRICTED** (where required)

**Figure 2-45** New Zealand Defence Force Submission to the Minister Cover Sheet – Template

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ANNEX 2AC

NEW ZEALAND DEFENCE FORCE SUBMISSION TO THE MINISTER – TEMPLATE

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING (minimum of IN CONFIDENCE)]**



Headquarters  
New Zealand Defence Force  
Defence House  
Wellington 6011

[Select a date]

Minister of Defence

**[ENTER TOPIC OF NOTE HERE]**

**Purpose**

1. The purpose of this Note is to [\[Click here to enter text\]](#).

**[Enter content heading here]**

2. [\[Click here to enter text\]](#)

**Additional Requirements**

3. **Ministerial Referral.** [\[Click here to enter text\]](#)
4. **Filing.** [\[Click here to enter text\]](#)

**Recommendations**

5. It is recommended that the Minister:
  - a. **Note** that [\[Click here to enter text\]](#).
  - b. **Note** that [\[Click here to enter text\]](#).
  - c. **Agree** to [\[Click here to enter text\]](#).
  - d. **Agree** that [\[Click here to enter text\]](#).

**[NAME]**  
**[Rank/title]**  
Chief of Defence Force

**Annex(es)**

- A. [\[Click here to enter text\]](#)

**Enclosure(s)**

1. [\[Click here to enter text\]](#)

**[ENDORSEMENT MARKING (minimum of IN CONFIDENCE)]**  
**RESTRICTED** (where required)

Figure 2-46 NZDF Submission to the Minister – Template – Page 1 of 2

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**ANNEX 2AC (CONT)**

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING** (minimum of IN CONFIDENCE)]

**Ministerial referral** – The Minister of Defence is requested to refer this Note to the Minister of [\[Click here to enter text\]](#).

2  
**[ENDORSEMENT MARKING** (minimum of IN CONFIDENCE)]  
**RESTRICTED** (where required)

**Figure 2-47** NZDF Submission to the Minister – Template – Page 2 of 2




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ANNEX 2AD

CORRESPONDENCE TO THE MINISTER FOR VETERANS – TEMPLATE

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING (minimum of IN CONFIDENCE)]**



Headquarters  
New Zealand Defence Force  
Defence House  
Pipitea  
Wellington 6011



Te Tiro Ahu ia A Whero  
**VETERANS'  
AFFAIRS**  
New Zealand

[Select a date]

Minister for Veterans  
**[ENTER TOPIC OF NOTE HERE]**

**Purpose**

- The purpose of this Note is to **[Click here to enter text]**.

**[Enter content heading here]**

- [Click here to enter text]**

**Additional Requirements**

- Ministerial Referral.** **[Click here to enter text]**
- Filing.** **[Click here to enter text]**

**Recommendations**

- It is recommended that the Minister:
  - Note** that **[Click here to enter text]**.
  - Note** that **[Click here to enter text]**.
  - Agree** to **[Click here to enter text]**.
  - Agree** that **[Click here to enter text]**.

**[NAME]**  
**[Rank/title]**  
Chief of Defence Force

**Annex(es)**

- [Click here to enter text]**

**Enclosure(s)**

- [Click here to enter text]**

**Ministerial referral** – The Minister of Defence is requested to refer this Note to the Minister of **[Click here to enter text]**.

**[ENDORSEMENT MARKING (minimum of IN CONFIDENCE)]**  
**RESTRICTED** (where required)


Figure 2-48 Correspondence to the Minister for Veterans – Template

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ANNEX 2AE

BRIEFING NOTE TO THE MINISTER – EXAMPLE

SECURITY CLASSIFICATION *(where required)*  
 ENDORSEMENT MARKING *(minimum of IN CONFIDENCE)*



**BRIEFING NOTE**  
 to the  
**MINISTER OF DEFENCE**  
 (Minister for Veterans)

<b>Title</b>	<b>TITLE OF BRIEFING NOTE</b>		
<b>Tracking No<sup>1</sup></b>	NZDF Tracking # <i>(for OCDF use only)</i>	Minister's Tracking # <i>(for Minister's office)</i>	
<b>Importance of the Issue<sup>2</sup></b>	High	Moderate	Routine
<b>Urgency</b>	URGENT/NOT URGENT <i>(delete as appropriate)</i>		
<b>Contact</b>		Tel:	A/H:
<p>1. A Briefing Note to the Minister is a one-page document used to inform or update a Minister of an issue where the information can be provided in a few paragraphs. A Briefing Note alerts a Minister to a new issue, pending substantive details.</p> <p>2. A Briefing Note is a 'noting brief' where a decision is not sought.</p> <p>3. It is recommended that you:</p> <p style="margin-left: 20px;">a. <b>note</b>.....</p> <p style="margin-left: 20px;">b. <b>refer</b> this Note to the Minister of.....</p>			
<b>Minister's Comments</b>			
<b>Minister's Action</b>	Noted/Discussion required		
<b>Minister's Signature</b>			<b>Date:</b>

DC LAMBIE-SMITH  
 Air Marshal  
 Chief of Defence Force

Mmm yy

<sup>1</sup> Allocated by Ministerial services, OCDF  
<sup>2</sup> Select appropriate level of importance. Delete the colour fills for boxes that do not apply.

ENDORSEMENT MARKING *(minimum of IN CONFIDENCE)*  
 SECURITY CLASSIFICATION *(where required)*


Figure 2-49 Briefing Note to the Minister – Example

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**ANNEX 2AF**

**BRIEFING NOTE TO THE MINISTER – TEMPLATE**

**RESTRICTED** (where required)  
**[ENDORSEMENT MARKING** (where required)]



**BRIEFING NOTE  
 to the  
 MINISTER OF DEFENCE  
 (Minister for Veterans)**

<b>Title</b>	<b>[TITLE OF BRIEFING NOTE]</b>		
<b>Tracking No.</b>	[Enter NZDF Tracking #]	[Minister's Tracking # (for minister's office)]	
<b>Importance of the Issue<sup>1</sup></b>	High <input type="checkbox"/>	Moderate <input type="checkbox"/>	Routine <input type="checkbox"/>
<b>Urgency</b>	<b>[URGENT / NOT URGENT]</b>		
<b>Contact</b>		Tel: [Enter number]	A/H: [Enter number]
	1. <a href="#">[Click here to enter text]</a> 2. It is recommended that the Minister: a. Note that <a href="#">[Click here to enter text]</a>		
<b>Minister's Comments</b>			
<b>Minister's Action</b>	signed / noted / agreed / approved / declined / discussion required		
<b>Minister's Signature</b>			<b>Date:</b>

**[NAME]**  
**[Title/rank]**  
 Chief of Defence Force

Date: [\[Select date\]](#)

---

<sup>1</sup> Select appropriate level of importance.

**[ENDORSEMENT MARKING** (where required)]  
**RESTRICTED** (where required)

**Figure 2-50** Briefing Note to the Minister – Template

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ANNEX 2AG

NEW ZEALAND DEFENCE FORCE QUALITY ASSURANCE FORM – TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
 [ENDORSEMENT MARKING (where required)]

**Headquarters New Zealand Defence Force**  
**Quality Assurance Form**

*The one-page Quality Assurance Form is to be completed for correspondence and documentation for submission to the Office of the Chief of Defence Force.*

<b>Title</b>	[CLEARLY IDENTIFY THE TITLE OF THE DOCUMENT]							
<b>Document</b>	Minute	<input type="checkbox"/>	Submission	<input type="checkbox"/>	Letter	<input type="checkbox"/>	CDF Operational Directive	<input type="checkbox"/>
	CDF Directive	<input type="checkbox"/>	Administrative Instruction	<input type="checkbox"/>	Brief	<input type="checkbox"/>	Meeting agenda or minutes	<input type="checkbox"/>
	Parliamentary question	<input type="checkbox"/>	Request for information	<input type="checkbox"/>	Cabinet Paper	<input type="checkbox"/>	Media inquiry	<input type="checkbox"/>
	Memorandum of Understanding	<input type="checkbox"/>	Cabinet submission	<input type="checkbox"/>	Note to Minister or Ministerial Letter	<input type="checkbox"/>	Weekly Report	<input type="checkbox"/>
	OIA/PA response	<input type="checkbox"/>						
<b>Purpose of the document</b>	[Click here to enter text]							
<b>Author</b>	[Name]	[Contact]					[Click to select a date]	
<b>Peer Review</b>	[Name]	[Contact]					[Click to select a date]	
<b>Branch Head/Manager</b>	[Name]	[Contact]					[Click to select a date]	
<b>Approval</b>	[Name]	[Contact]					[Click to select a date]	
<b>Finance Branch</b>	[Name]	[Contact]					[Click to select a date]	
<b>Defence Legal Services</b>	[Name]	[Contact]					[Click to select a date]	
<b>Consultation</b>	[Click here to enter text]							
<b>Ministerial Services</b>	[Click here to enter text]						[Click to select a date]	
<b>Chief of Staff HQNZDF</b>	[Click here to enter text]						[Click to select a date]	
<b>Chief of Defence Force</b>	[Click here to enter text]						[Click to select a date]	

[ENDORSEMENT MARKING (where required)]  
 [SECURITY CLASSIFICATION (where required)]

Figure 2-51 NZDF Quality Assurance Form – Template

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*Section 3 - Writing for the Minister*

**2.3.14 General guidance on writing for the Minister**

- a. The CDF contributes comprehensive, accurate and timely advice to the Minister of Defence and the Minister for Veterans, enabling them to present on issues concerning the Defence and Veterans portfolios. CDF also provides the Ministers with the information they need to reach an informed decision. Specifically, CDF provides support to Ministers, allowing them to present papers and oral submissions to Cabinet and Cabinet committees on matters dealing with Defence, the security of New Zealand and its people, and the Government's obligations to Veterans.
- b. OCDF also supports Ministers by managing responses to written and oral requests received by the Minister. Support includes managing—
  - (1) responses to requests made to a Minister under the [Official Information Act 1982](#) or [Privacy Act 2020](#);
  - (2) ministerial replies (letters and email) to correspondence and enquiries from citizens and interested parties;
  - (3) responses to Parliamentary questions for written answer;
  - (4) responses to Parliamentary questions for oral answer; and
  - (5) responses to questions put by Parliamentary Select Committees.
- c. Writers preparing information for CDF to place before the Ministers are to seek advice from Ministerial Services on specific writing and drafting requirements.

**2.3.15 Cabinet and Cabinet committee papers**

- a. Cabinet papers are to be prepared in accordance with the [Cabinet Manual](#) and as prescribed by CabNet, the Parliamentary website for the electronic management of Cabinet submissions classified up to Restricted and sensitive.
- b. There are two types of Cabinet and committee items that are not uploaded into CabNet—
  - (1) **Classified papers.** Papers classified Confidential or higher, or with certain endorsement markings must not be uploaded into CabNet; and
  - (2) **Additional items.** Items for which there is no accompanying paper, such as oral items and memoranda.
- c. These two types of items may be referenced in CabNet for administrative purposes but must be lodged with the Cabinet Office in hard copy. These items must be accompanied by the *CAB101* form and *CAB100* consultation form.

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- d. There are a number of writing conventions used in Cabinet papers that do not conform to contemporary writing styles or Defence Force writing standards and conventions (for example, *HMNZS Otago* is italicised). Writers are to seek guidance from Ministerial Services on specific writing requirements when drafting papers for ministerial and Cabinet consideration.
- e. When presenting a draft Cabinet paper for a Minister, the draft paper is to be submitted to Ministerial Services in *MS Word* format by email. Supporting documentation must include a signed *Joint Quality Assurance Form* or *NZDF Quality Assurance Form* and the following documents—
  - (1) *Joint Cabinet Paper Cover Sheet* or *NZDF Cabinet Paper Cover Sheet* and *Cabinet and Cabinet Committee Lodgement Form*<sup>48</sup> when the paper is to be submitted to the Minister's Office or uploaded to CabNet; or
  - (2) forms CAB100 and CAB101<sup>49</sup> when the submission is sensitive or classified. Classified or sensitive papers are not uploaded to CabNet and are presented to a Minister in hard copy.
- f. Ministerial Services administers all NZDF submissions, in accordance with internal approval processes and sends the submission in final 'draft form' with the *Cabinet and Cabinet Committee Lodgement Form* to the Minister's Office by email.
- g. The Minister's Office upload documents to CabNet.
- h. In cases of particular urgency or confidentiality, Ministers may wish to raise an oral item in a Cabinet or Cabinet committee meeting. In these circumstances, all relevant information relating to the Minister's presentation must be made available to Ministerial Services without undue delay.

### 2.3.16 Ministerial letters

- a. Ministerial letters are forms of correspondence drafted for the Minister of Defence or the Minister for Veterans in response to letters from members of the public or MPs. A letter may seek information on a current issue or ask for assistance from the Minister.
- b. As the formal response will be released under the Minister's signature, the response is to meet the Minister's writing standards and preferences. The response must be succinct, courteous and helpful. Sometimes correspondents may be critical of the NZDF or use emotive language in their correspondence. It is important that the response's drafter acknowledges the correspondent's concerns, corrects any misunderstanding and suggests appropriate avenues through which the correspondent can seek further advice.

---

<sup>48</sup> The *Cabinet and Cabinet Committee Lodgement Form* is available on the Ministerial Services Intranet site.

<sup>49</sup> Forms CAB100 and CAB101 are available on the Ministerial Services Intranet site.

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- c. Letters are to be error free, and written in an appropriate tone. Peer review is an excellent tool to reveal errors. Jargon is to be avoided; clichés and acronyms must not be used, and the tone is not to sound condescending. Often a member of the public will write to a Minister because they have misunderstood something or have exhausted other avenues to resolve their issue. Unless the correspondent is a technical expert, avoid being too technical in the response; the correspondent (and the Minister) needs to be able to understand what is written in the reply. The letter is to be respectful; use ‘thank you’ or ‘I apologise’ where appropriate.
- d. When more than one letter is received on the same issue, responses must be consistent. This is particularly important if there is a significant period between the letters.

**2.3.17 Requests for access to official information**

- a. Responses to requests for official information from Ministers are dealt with by the Minister of Defence or the Minister for Veterans, as appropriate, and CDF. All requests for access to official information from the Ministers’ offices are managed by Ministerial Services in accordance with [DFI 7.2 Official Information](#).
- b. OCDF manages any request for access to official information from Ministers that is sensitive or contentious in nature.

**2.3.18 Select Committee questions**

The NZDF receives questions from two select committees: the Finance and Expenditure committee and the Foreign Affairs, Defence and Trade committee. Requirements when responding to select committee questions include—

- (1) Turnaround time varies, but all proposed answers must be made available to Ministerial Services within the timeframe set when the original request is forwarded for a response. This deadline takes into account review by CDF and the Minister’s Office, delivery to the Clerk of the committee and relevant briefings to the Minister.
- (2) Answers to previous questions are available in the DIE.<sup>50</sup> Previous responses should be used as a guide to ensure consistency of responses.
- (3) All answers that provide financial information must be reviewed by CFO prior to the response being lodged with Ministerial Services.

**2.3.19 Parliamentary questions**

Ministers are obliged to answer written and oral questions raised in the House of Representatives. Written questions provide Ministers with an opportunity to prepare a considered response, which usually involves the NZDF preparing a draft reply on matters relating to Defence or Veterans.

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50 Select Committee Management, Published Responses.

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- (1) Requirements for responding to written Parliamentary questions include—
  - (a) Responses to written Parliamentary questions have a short timeframe; a response is to be with Ministerial Services within four working days of the question being received.
  - (b) Responses must be clear, concise, direct and accurate.
  - (c) Elements of the question are not to be unnecessarily repeated.
  - (d) ‘Yes’ or ‘no’ answers are acceptable when appropriate.
  - (e) An answer may refer the correspondent to a previous answer or published document.
  - (f) Any lists or tables should be provided as a separate document.
  - (g) Replies must be written as if from the Minister (not a member of the NZDF); therefore keep replies high-level, clear and direct.
  - (h) Only use technical detail when responding to a technical question.
- (2) Occasionally it will be appropriate to provide the Minister with explanatory notes to the draft answers provided. These explanatory notes should be provided on a separate page. The rules applying to the content of replies to oral questions are the same as for replies to written questions, except that the draft responses and supporting material must be delivered within two to three hours. Additional requirements for responding to oral questions include—
  - (a) Ministers must be provided with sufficient background information to help them anticipate and deal with supplementary questions. Obvious supplementary questions should be anticipated and responses provided.
  - (b) All relevant information relating to an oral question must be made known to Ministerial Services to ensure that a comprehensive response is drafted for a Minister’s consideration.
  - (c) Members of Parliament must lodge their questions with the Cabinet Office between 1000 and 1030 hrs on the day questions are to be asked. All replies must be with the relevant Minister’s office no later than midday on the day of question time. This timeframe compresses the NZDF’s response time.

**2.3.20 Requests for information**

CDF has an obligation to keep the Minister of Defence and the Minister for Veterans informed of the activities of the organisation. Occasionally the Minister will seek additional information on a particular issue related to their portfolio. The OCDF collates the necessary information garnered from relevant parts of the NZDF before formulating a reply. All relevant information relating to a request for information must be made known to Ministerial Services to ensure that a comprehensive response is prepared for a Minister.



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## PART 3 - ORDERS, DIRECTIONS AND INSTRUCTIONS

### Chapter 1 - Introduction to Orders, Directions and Instructions

#### 3.1.1 General provisions

- a. The Chief of the Defence Force (CDF) may issue and promulgate Defence Force Orders (DFOs) pursuant to s 27 of the [Defence Act 1990](#). These orders are secondary legislation and are binding on members of the Armed Forces.<sup>51</sup>
- b. Orders and other direction are issued and promulgated by CDF to support their dual roles of—
  - (1) Commander of the Armed Forces in peacetime and strategic military commander on operations; and
  - (2) Chief Executive of the New Zealand Defence Force (NZDF) responsible for meeting all other obligations imposed on the NZDF by New Zealand legislation and governmental policies.
- c. Orders, directions and instructions subordinate to primary legislation, issued and promulgated by CDF, or under a delegated authority, constitute orders to members of the Armed Forces. Failure to comply with written orders constitutes an offence under s 39 of the [Armed Forces Discipline Act 1971](#). Orders, directions and instructions constitute reasonable instructions to Civil Staff and other persons employed for NZDF purposes, under the provisions of the NZDF [Civil Staff Code of Conduct](#) derived pursuant to the Defence Act 1990 s 60.
- d. This part principally addresses the issuance of written orders by CDF. Nothing in this part affects the functions, duties or powers of command within the Armed Forces. The instructions in this part do not affect the compliance with a lawful command<sup>52</sup> of a superior officer, however communicated.
- e. Equally, it is the responsibility of members of the Civil Staff and others employed by the NZDF to follow all reasonable instructions of CDF as their employer.
- f. All orders, directions and instructions must be promulgated as soon as is practicable and published on the [NZDF Publications Centre](#), so that those affected are aware of their responsibilities.

#### 3.1.2 Hierarchy of legislation and Defence Force orders, directions and instructions

- a. There are a number of primary legislative instruments, or Acts of Parliament, that apply to the NZDF. These are NZDF **Level 1** publications and include the Acts mentioned throughout this publication, and many others.
- b. DFOs are secondary legislation under the provisions of the [Secondary Legislation Act 2021](#) and are NZDF Level 2 publications, as further detailed in paragraph [3.1.4](#).

<sup>51</sup> Issuance; the formal promulgation of an order, direction or instruction for official purposes.

<sup>52</sup> For more information see the Armed Forces Discipline Act 1971 s 39.

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- c. Defence Force Rules, CDF General Orders and CDF Directives are also **Level 2** publications. Although they sit at the same level as DFOs and wield the same authority within the NZDF, they are not secondary legislation.
- d. Defence Force Instructions (DFIs) are NZDF **Level 3** publications and Defence Manuals are NZDF **Level 4** publications.
- e. In general terms, single-Service publications that describe higher-level policy, medium-level process and lower-level procedure loosely align to NZDF Levels 2, 3 and 4, although in some cases there may be some cross-over between the levels.
- f. As well as providing alignment across the New Zealand Government, the NZDF and single Services, there are external New Zealand and international organisations whose information hierarchy closely resembles the NZDF hierarchy, one such example is the International Standards Organisation [ISO 9000:2015 Quality Management Systems — Fundamentals and Vocabulary](#) standard.
- g. The New Zealand Government hierarchy of legislation and how it applies to NZDF, single-Services and relevant international organisations is illustrated in [Figure 3-1](#).

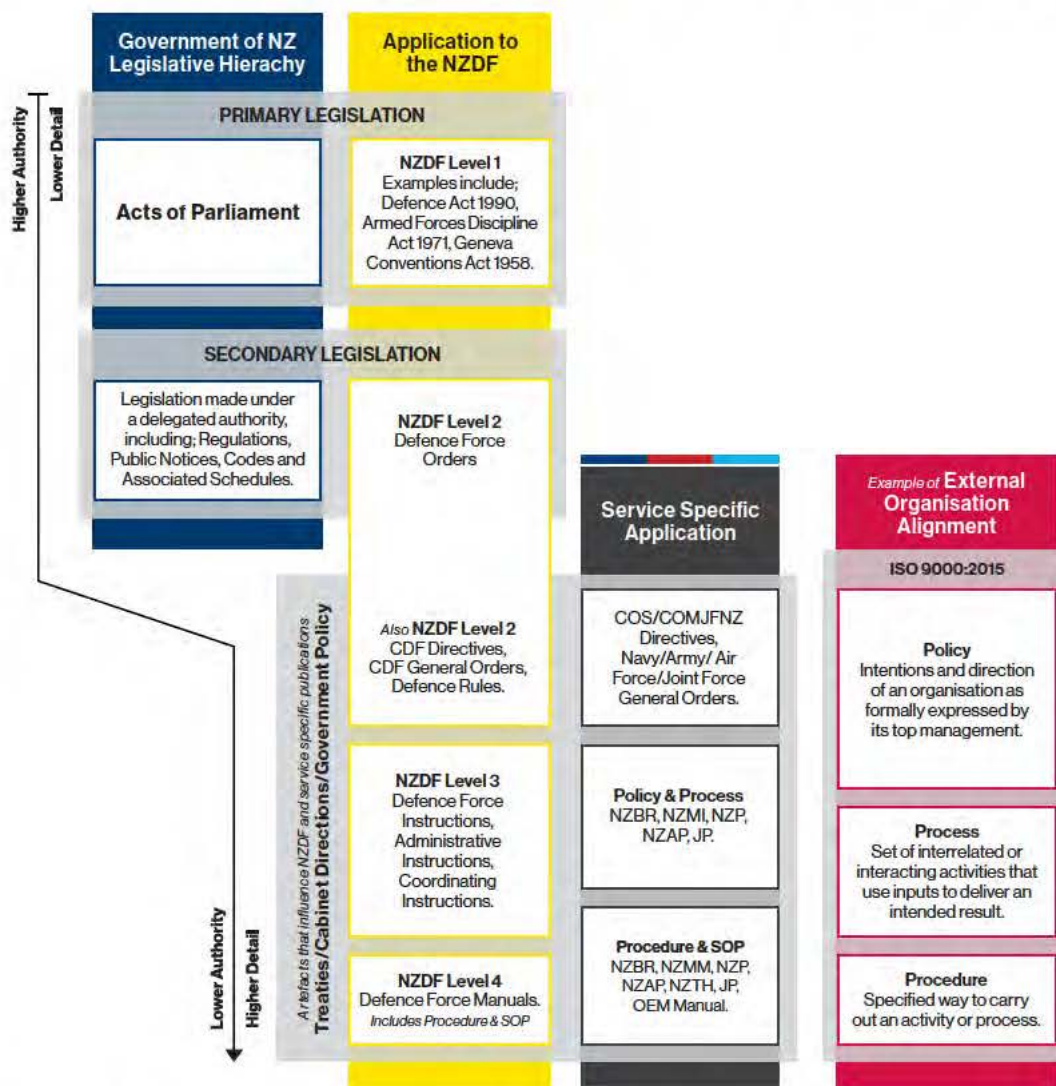


Figure 3-1 Hierarchy of Legislation and Organisation of Orders, Directions and Instructions

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### 3.1.3 Primary legislation

Primary legislation gives legal effect to Government policy and communicates the law. Acts of Parliament (also known as Statutes) are primary legislation. The [Defence Act 1990](#) and the [Armed Forces Discipline Act 1971](#) are examples of primary legislation. Legislation may refer to a single law or a collection of laws.

### 3.1.4 Secondary legislation

- a. Secondary legislation are laws that are made under a delegation in Acts of Parliament. Secondary legislation only includes those things that have legislative effect ie, they make or change the law, rather than just apply it in a particular case.
- b. Recent amendments to the [Legislation Act 2019](#) and [Secondary Legislation Act 2021](#) state that DFOs issued by CDF under s 27 of the Defence Act 1990 and s 206 of the Armed Forces Discipline Act 1971 are considered secondary legislation.
- c. Any DFOs issued under the above sections must be made, issued and promulgated on the [NZDF Publications Centre](#), and will be made available to the wider New Zealand public, as appropriate, in due course.
- d. CDF will be responsible to Parliament for submitting those DFOs to the Chief of Parliamentary Counsel for drafting and publication, when required.

### 3.1.5 Legislative review

- a. The Parliamentary Regulations Review Committee has oversight of secondary legislation including DFOs to ensure that CDF's delegated law-making powers are being used appropriately.
- b. The Review Committee reports its findings to the House of Representatives. While the Government is not involved in making these legal instruments, Parliament will scrutinise those instruments through select committees.<sup>53</sup>

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53 For more information, see [Standing Orders of the House of Representatives](#).

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## Chapter 2 - Orders, Directions and Instructions to Members of the Defence Force

### *Section 1 - Secondary legislation – Defence Force Orders*

#### 3.2.1 Defence Force Orders

- a. Defence Force Orders (DFOs) direct and regulate the activities of the New Zealand Defence Force (NZDF), ensure good order and discipline are maintained, and facilitate the lawful command, management and control of all members of the NZDF when performing their assigned duties, activities and tasks.
- b. DFOs are issued and promulgated by the Chief of Defence Force (CDF). In specific circumstances they may be issued by a member of the NZDF exercising a delegated authority.<sup>54</sup>
- c. In general terms, DFOs set out matters that—
  - (1) have legislative effect;
  - (2) regulate conduct (by mandating, requiring, prohibiting, restricting or imposing conditions) where compliance is a prerequisite for something under the parent enactment or where non-compliance would incur a sanction;
  - (3) set requirements and obligations that must be followed; and
  - (4) set the amount of a fee, level or other financial or non-financial charge.
- d. Common to all DFOs, any order, direction or instruction contained therein must be—
  - (1) written in mandatory language;
  - (2) duly promulgated;<sup>55</sup>
  - (3) not otherwise unlawful;
  - (4) issued by a superior officer;
  - (5) within the authority of the issuer;
  - (6) physically capable of being obeyed; and
  - (7) connected with a Service or NZDF purpose.
- e. The creation, amendment or repeal of a DFO must be endorsed by the Chief of Staff Headquarters Defence Force New Zealand (CoS HQNZDF) and only approved by CDF.
- f. DFOs should, as a rule, authorise subordinate publications where orders, directions and instructions are issued for use by members of the NZDF and compliance is required.

<sup>54</sup> [Defence Act 1990](#) s 27(2).

<sup>55</sup> For more information see the [Defence Act 1990](#) s 100 and DM 69 (2nd Ed) [Volume 1](#) *Commander's Handbook on Military Law*.

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- g. DFOs are drafted in the format set in this publication and should not contain procedures, processes or other information of a general nature.
- h. The CoS HQNZDF is responsible for ensuring that the standards and presentation of DFOs are met.

### 3.2.2 Temporary Defence Force Orders

- a. Defence Force Orders (Temporary) (DFO(T)) are a category of written orders issued and promulgated by CDF pursuant to the [Defence Act 1990](#) s 27.
- b. The principal reasons for issuing these orders is to promulgate—
  - (1) changes to extant policy promulgated in DFOs where there is an immediate requirement to implement new or changed policy in specific circumstances;<sup>56</sup>
  - (2) the appointment, promotion and discharge of certain individual officers;<sup>57</sup> and
  - (3) the setting of conditions of service for specific groups or named members of the Armed Forces employed in exclusive circumstances or deployed on operations and other tasks.<sup>58</sup>
- c. DFO(T)s for commissions, appointments and promotions may be issued and promulgated by Chiefs of Service (COS).<sup>59</sup>
- d. DFO(T) directing special conditions of Service for members of the Armed Forces have both privacy and security interests and must only be promulgated on a need-to-know basis.<sup>60</sup>
- e. The CoS HQNZDF administers the register of DFO(T) pertaining to special conditions of Service and those that change secondary legislation. These DFOs are sequentially numbered for each calendar year (for example DFO(T) 12/2019) and must specify the date when the DFO(T) is to be cancelled. Generally, a DFO(T) should be cancelled within a year. Alternatively, a DFO(T) may be cancelled when certain stated conditions have been met.

## Section 2 - General Orders

### 3.2.3 General Orders

General Orders are written orders promulgated and issued by CDF,<sup>61</sup> COS and Commander Joint Forces (COMJFNZ), to regulate the activities of the NZDF, their Service-arm or Command.

<sup>56</sup> Only in extremis; the principal DFO should be amended in the first instance.

<sup>57</sup> [Defence Act 1990](#) s 32(2).

<sup>58</sup> [Defence Act 1990](#) s 45(1).

<sup>59</sup> [Defence Act 1990](#) s 27(2).

<sup>60</sup> Consideration should be given to the principles expressed in the [Privacy Act 2020](#).

<sup>61</sup> Specifically, CDF General Orders, [Naval Forces General Orders](#), [Army General Orders](#), [Air Force General Orders](#) (AFGOs) and Joint Operations General Orders.

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*Section 3 - Defence Force Rules*

**3.2.4 Defence Force Rules**

- a. Defence Force Rules comprise orders, directions and instructions issued by persons appointed to regulate<sup>62</sup> the correct and safe operation, and proper technical control of NZDF ships, vessels, surface and sub-surface watercraft, aviation capabilities including remotely piloted air systems and all land vehicles. Defence Force Rules may authorise subordinate publications (for example, Defence Force Instructions (DFIs) and Defence Manuals (DMs)) or direct the use of a publication issued by a COS.
- b. The Director Defence Health Services (DDHR) may issue Defence Health Rules (DHR) to regulate health services pursuant to legislative requirements and governmental and NZDF policies.

*Section 4 - Subordinate instructions*

**3.2.5 Defence Force Instructions**

- a. CDF is responsible for the creation of orders, directions and instructions subordinate to DFOs for regulating NZDF activities through the issue and promulgation of DFIs. In the execution of that responsibility, CDF may authorise other personnel and role holders to issue subordinate instructions in their areas of responsibility.
- b. Commanders and senior executives with a delegated authority from CDF may issue directions and instructions that affect all or some members of the NZDF if they are not inconsistent with legislation, governmental direction and NZDF policies. Such directions or instructions prescribe approved processes and the manner for carrying out the policy, programme or activity.
- c. DFIs set out NZDF policies and the authorised means of implementing those policies. DFIs may set uniform processes for managing and operating systems, disseminate administrative direction or information throughout the NZDF and provide guidance on compliance. DFIs are normally authorised for use by publications categorised as Level 2<sup>63</sup> within the NZDF Publications System, the authorising publication must be referenced within the preliminary pages of the DFI.

<sup>62</sup> Specifically, the Seaworthiness, Airworthiness and Landworthiness Authorities.

<sup>63</sup> Refer to paragraph 4.1.1.e for more information on NZDF Publications System categories and levels.

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**3.2.6 Defence Manuals**

DMs supplement orders or instructions. DMs cannot set policies but may set out how to carry out policies as set in DFIs. DMs generically describe any procedure, tactic or technique (including standard operating procedures) to be applied by members of the NZDF in the course of their work. They may contain examples for performing specific tasks. DMs may be foreign source publications where the procedural level content is authorised for use by members of the NZDF. DMs must be authorised for use by superordinate orders, rules or instructions, the authorising publication must be referenced within the preliminary pages of the DM.

**3.2.7 Subordinate orders, directions and instructions**

- a. Subordinate orders, directions and instructions that direct NZDF operations and regulate activities may be issued and promulgated in issuances other than publications, comprising—
  - (1) CDF Directives;
  - (2) Directives issued by Commanders and, when delegated, senior executives;
  - (3) CDF Operational Directives;
  - (4) Administrative Instructions (AI);
  - (5) Operation Orders (OPORD) and Operation Instructions (OPINST); and
  - (6) Standing Orders (SO) and Routine Orders (RO).
- b. COS and COMJFNZ may issue and promulgate other orders, directions, instructions and policy documents<sup>64</sup> subordinate to their general orders and those issued by CDF, that regulate activities within their command and specific areas of responsibility.
- c. COMJFNZ issues and promulgates Joint Publications (JPs) and Joint Manuals (JM)<sup>65</sup> and other orders and instructions to both regulate the functions of Headquarters Joint Forces New Zealand (HQ JFNZ), and for use by all members of the NZDF when engaged in operational activities.

*Section 5 - Directives*

**3.2.8 Issuing directives**

Directives may be issued and promulgated by—

- (1) CDF;
- (2) COS and Commanders and members of the Armed Forces exercising their prerogative of command; and
- (3) members of the NZDF under a delegation from CDF.

<sup>64</sup> Pursuant to their prerogative of command.

<sup>65</sup> JPs are Level 3 publications equivalent to DFI and JMs are Level 4 publications equivalent to DMs.

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### 3.2.9 Chief of Defence Force Directives

- a. CDF may issue directives focusing on the implementation of governmental direction, command, policy, resource management or planning requirements to all or part of the NZDF.
- b. CDF Directives implement change and instruct NZDF policy implementation and action. They must be unambiguous and unequivocal, reasonable, fair and balanced. The sense of any order, direction or instruction must be determined solely from the content and purpose of the directive.
- c. CDF Directives constitute orders to members of the Armed Forces and instructions to Civil Staff, other employees, and consultants and contractors engaged by the NZDF. CDF Directives may—
  - (1) alter previously promulgated policies, substantive rules, rights or obligations;
  - (2) implement new policies; or
  - (3) be time-sensitive and provide direction for a specific occasion, remaining in force only for the duration of an activity or event.
- d. CDF Directives are effective from the date of signature for either one year or for a lesser prescribed period. At the end of that time, the orders in a CDF Directive are to be incorporated into an existing publication or cancelled, or, in extremis, may be reissued.
- e. If the purpose of a CDF Directive is to implement a new or changed NZDF policy that amends promulgated policies, or substantive rules, rights or obligations, the Approving Authority of the parent publication<sup>66</sup> must ensure that the changes are incorporated in the parent publication without undue delay. Consultation with the parent publication's Custodian and Approving Authority, undertaken during development of the CDF Directive, will determine what changes are to be made and when they should be implemented within the parent publication.
- f. CDF Directives are not to be amended once issued. Should there be a need to correct or change a CDF Directive, it is to be cancelled and re-issued under a new reference.
- g. The CoS HQNZDF is responsible for maintaining a register of CDF Directives. An annual statement of CDF Directives remaining in force and the disposal of CDF Directives is promulgated at the start of each calendar year.

### 3.2.10 Content of a Chief of Defence Force Directive

The drafting and presentation of CDF Directives is to be consistent with the instructions in this publication, a template is available in the [NZDF Publications Centre](#) or in the NZDF\_DSWT folder inside the *Microsoft Word (MS Word)* custom templates area. The content of a directive is to include the following key features—

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66 DFO, DFI or DM.



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- (1) **Authority.** CDF Directives are issued by CDF, exercising their command of the Armed Forces and as the employer of members of the Civil Staff and other persons employed for NZDF purposes.
- (2) **Purpose.** All CDF Directives constitute orders to relevant members of the Armed Forces and instructions to the Civil Staff and other employees.
- (3) **Situation/Context.** Context introduces the scope of the order, direction or instruction. Only essential information is to be given using clear, simple and direct expression. Paragraphs are to progress logically, using headings as necessary. If CDF's functions or duties are to be delegated so as to implement the order, direction or instruction, the extent of the delegation must be clear and unambiguous. A delegation must be made to a named person or appointment. If the order, direction or instruction has financial or resource implications, the person accountable for addressing these issues is to be clearly identified.
- (4) **Cancellation and disposal instructions.** Eventual disposal instructions for the directive must be promulgated within the directive.

### 3.2.11 Layout conventions for Chief of Defence Force Directives

In addition to the general layout conventions outlined in this publication, the following conventions are to be applied when preparing CDF Directives—

- (1) **Page numbers.** All pages of a directive must be numbered, including the first page, when there are two or more pages.
- (2) **NZDF badge.** The official assented NZDF badge is applied to CDF Directives.
- (3) **Addressees.** If there are more than four addressees, a distribution list is to be used. Abbreviated appointment titles are to be used for addressees.
- (4) **Directive identifier.** All CDF Directives are numbered. The identifier is to include the directive number and year of issue. The identifier is placed immediately above the subject heading in bold upper case. Directive numbers are provided by the Office of the Chief of Defence (OCDf).
- (5) **Subject heading.** The subject heading is to comprise a short, accurate description of the order, direction or instruction.
- (6) **Paragraph layout.** First-level paragraphs are numbered using standard NZDF layout conventions, with the number placed on the left-hand margin. Text in first-level paragraphs is indented with the text commencing and wrapping at the first tab stop (1 cm).
- (7) **Signature block.** CDF Directives must be issued by the CDF. In cases of particular urgency where CDF is not available, an authorised signatory (Vice Chief of Defence Force (VCDf) or CoS HQNZDF) may sign over the CDF's signature block. In this circumstance, the signatory is to handwrite the word 'for' next to the signature block.

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- (8) **Supporting documents.** In exceptional circumstances, annexes and enclosures may be included as supporting documents to a CDF Directive provided they directly relate to the orders, directions and instructions being issued. Annexes and enclosures must be introduced in the text.
- (9) **Use of abbreviations.** Appointment titles are abbreviated in directives. Use of other acronyms, abbreviations and initialisms is to be in accordance with standard Defence Force writing conventions.

**3.2.12 Chiefs of Service and commanders' directives**

- a. COS, COMJFNZ and subordinate commanders issue directives to regulate activities within their own Service or command.
- b. The Service, command or unit badge/crest may be applied to directives issued by COS, COMJFNZ and subordinate commanders, at their discretion.

**3.2.13 Directives issued by senior executives**

- a. Senior NZDF executives, with a delegated authority from CDF,<sup>67</sup> may issue directives to regulate activities by persons in their immediate areas of responsibility.
- b. The format for these directives should generally conform to the layout for a CDF Directive and Defence Force writing, standards and conventions.
- c. Directives issued by senior NZDF executives do not use any badge, crest or logo.

**3.2.14 Legal advice**

When issuing a Directive, the originator should seek advice from Defence Legal Services.

*Annexes to Section 5*

- [3A](#) Defence Force Orders (Temporary) – Officers Postings – Example
- [3B](#) Defence Force Orders (Temporary) – Posting Entitlements – Example
- [3C](#) Defence Force Orders (Temporary) – Template
- [3D](#) Chief of Defence Force Directive – Template


<sup>67</sup> Normally promulgated in CDF's General Orders.

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**ANNEX 3A**

**DEFENCE FORCE ORDERS (TEMPORARY) – OFFICERS POSTING – EXAMPLE**

**SECURITY CLASSIFICATION** *(If required)*  
**ENDORSEMENT MARKING** *(If required)*



*(Relevant Service crest or badge to be applied)*

Headquarters NZDF  
Defence House  
34 Bowen Street  
Wellington 6011  
NEW ZEALAND

Month YYYY

**DFO(T) nn/YYYY [Navy, Army, Air Force]**

**APPOINTMENT, PROMOTION, AND DISCHARGE OF OFFICERS**

**Authority**

1. Issued by the Chief of [Navy, Army, Air Force] pursuant to section 32 of the *Defence Act 1990* and under the delegated authority of the Chief of Defence Force pursuant to section 27(2) of the *Defence Act 1990*.

**Orders**

2. The annex to this Order promulgates the appointments, commissions and other acts pursuant to section 32 of the *Defence Act* and directs those officers to repair to their duty.

**Releasability**

3. This Order is for Defence Force purposes only.
4. The information promulgated in this Order must not be disclosed to the public.
5. Generally, this information will be withheld from release to the public pursuant to section 9(2)(a) of the *Official Information Act 1982* and Privacy Principles promulgated in section 6 of the *Privacy Act 1993*.

**INITIALS and NAME**  
Rank  
Chief of [Navy, Army, Air Force]

**Annex**  
A. Officers appointments, promotions and discharges ([Navy, Army, Air Force])

**ENDORSEMENT MARKING** *(If required)*  
**SECURITY CLASSIFICATION** *(If required)*

**Figure 3-2** Defence Force Orders (Temporary) – Officers Postings Example


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ANNEX 3B

DEFENCE FORCE ORDERS (TEMPORARY) – POSTING ENTITLEMENTS – EXAMPLE

SECURITY CLASSIFICATION *(If required)*

STAFF-IN-CONFIDENCE



Headquarters NZDF  
Defence House  
34 Bowen Street  
Wellington 6011  
NEW ZEALAND

Month YYYY

DFO(T) nn/YYYY<sup>1</sup>

**CONDITIONS OF SERVICE**  
**SERVICE NUMBER AND NAME; [NON-OPERATIONAL/OPERATIONAL POST TITLE]**

**Authority**

1. Issued by the Chief of Defence Force pursuant to sections 27 and 45 of the *Defence Act 1990*.

**Purpose**

2. This Defence Force Order prescribes the special conditions of service for **Serviceperson' description**, during his/her appointment as **state appointment**, which are at variance to that prescribed **state which orders**.

**Special Conditions of Service**

3. **Serviceperson's description** posting status is a **state type of appointment/posting**.
4. The appointment commences **dd Month yyyy** and is expected to terminate **dd Month YYYY**.
5. **Serviceperson's description** is to receive the non-operational entitlements prescribed in **state specific Orders**, subject to the following variations:
  - a. Home transfer grant is not payable; however actual and reasonable costs for .....**[state what circumstances]**..... will be reimbursed on production of receipts.
  - b. **Serviceperson's description** is entitled to—
    - (1) **state all entitlements that differ from current conditions of service issued and promulgated in Orders**.
  - c. **Serviceperson's description** is not entitled to—

---

<sup>1</sup> Number provided by OCDF

STAFF-IN-CONFIDENCE  
SECURITY CLASSIFICATION *(If required)*

Figure 3-3 Defence Force Orders (Temporary) – Posting Entitlements Example – Page 1 of 2

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**ANNEX 3B (CONT)**

**SECURITY CLASSIFICATION** *(If required)*

**STAFF-IN-CONFIDENCE**

(1) state all non-entitlements that differ from current conditions of service issued and promulgated in Orders.

6. All other Conditions of Service prescribed in state specific Orders apply. Where there is any conflict between state which orders and this DFO the special conditions of this Order prevail.

**Responsibilities**

7. HRSC is responsible for the administration of Serviceperson's description unaccompanied posting except for arranging accommodation in country.

8. AC SCE is to liaise with the New Zealand Embassy country and arrange accommodation for the duration of Serviceperson's description tenure as the state appointment.

**Cancellation**

9. This Order is to be cancelled on the conclusion of Serviceperson's description posting as state appointment.

**DC OFFICIO**  
Air Marshal  
Chief of Defence Force

**STAFF-IN-CONFIDENCE**

**SECURITY CLASSIFICATION** *(If required)*

**Figure 3-4** Defence Force Orders (Temporary) – Posting Entitlements Example – Page 2 of 2


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ANNEX 3C

DEFENCE FORCE ORDERS (TEMPORARY) – TEMPLATE

STAFF-IN-CONFIDENCE

[Address line]



[Select date]

DFO(T) [DFO NUMBER] [nn/yyyy]

**CONDITIONS OF SERVICE**

[SERVICE NUMBER AND NAME]; [NON-OPERATIONAL/OPERATIONAL POST TITLE]

**Authority**

1. Issued by the Chief of Defence Force pursuant to s 27 and 45 of the *Defence Act 1990*.

**Purpose**

2. This Defence Force Order prescribes the special conditions of service for [serviceperson's description], during his/her appointment as [state appointment], which are at variance to that prescribed [state which orders].

**Special Conditions of Service**

3. [Serviceperson's description] posting status is a [state type of appointment/posting].
4. The appointment commences [select date] and is expected to terminate [select date].
5. [Serviceperson's description] is to receive the non-operational entitlements prescribed in [state specific Orders], subject to the following variations—
  - a. Home transfer grant is not payable; however actual and reasonable costs for [state what circumstances] will be reimbursed on production of receipts.
  - b. [serviceperson's description] is entitled to—
    - (1) [state all entitlements that differ from current conditions of service issued and promulgated in Orders].
  - c. is not entitled to—
  - d. [state all entitlements that differ from current conditions of service issued and promulgated in Orders].
6. All other Conditions of Service prescribed in [state specific Orders] apply. Where there is any conflict between [state which orders] and this DFO the special conditions of this Order prevail.

**Responsibilities**

7. HRSC is responsible for the administration of [Serviceperson's description] unaccompanied posting except for arranging accommodation in [country].

STAFF-IN-CONFIDENCE

Figure 3-5 Defence Force Orders (Temporary) – Template – Page 1 of 2

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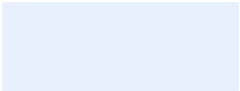
**ANNEX 3C (CONT)**

**STAFF-IN-CONFIDENCE**

8. AC SCE is to liaise with the New Zealand Embassy [country] and arrange accommodation for the duration of [Serviceperson’s description] tenure as the [state appointment].

**Cancellation**

9. This Order is to be cancelled on the conclusion of [Serviceperson’s description] posting as [state appointment].

[NAME]  
[Title/rank]  
[Organisation]

2  
**STAFF-IN-CONFIDENCE**

**Figure 3-6** Defence Force Orders (Temporary) – Template – Page 2 of 2


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ANNEX 3D

CHIEF OF DEFENCE FORCE DIRECTIVE – TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

[Address line]



[Select date]

[Addressee or See distribution]

CDF DIRECTIVE [NN/YYYY]

[SUBJECT HEADING]

**Authority**

1. Issued by the Chief of Defence Force.

**Applicability**

2. This Directive constitutes a general order to members of the Armed Forces and instructions to the Civil Staff and persons seconded to the NZDF from external employers, contractors, sub-contractors and their respective employees.
3. This Directive applies to all members of the NZDF who have responsibilities for [\[click here to enter text\]](#). The orders, directions and instructions in this Directive are to be considered applicable to all whom they may concern.
4. Non-compliance with this Directive may result in disciplinary action being taken in accordance with the *Armed Forces Discipline Act 1971* or may result in possible sanctions in accordance with the Civil Staff Code of Conduct.

**Purpose**

5. The purpose of this Directive is—
  - a. to [\[click here to enter text\]](#)

**Context/Situation**

6. [\[Click here to enter text\]](#)

**Conduct**

7. [\[Click here to enter text\]](#)

**Accountabilities and responsibilities**

8. [\[Click here to enter text\]](#)

**Coordinating arrangements**

9. Planning guidance
  - (1) [\[Click here to enter text\]](#)

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 3-7 CDF Directive – Template – Page 1 of 2



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**ANNEX 3D (CONT)**

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**Administration**

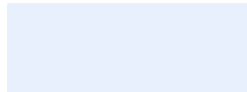
- 10. Finance
  - (1) [Click here to enter text]
- 11. Legal
  - (1) [Click here to enter text]

**Command and control**

- 12. Reporting
  - (1) [Click here to enter text]
- 13. DIRLAUTH
  - (1) [Click here to enter text]
- 14. Points of contact
  - (1) [Click here to enter text]

**Cancellation and disposal instructions**

- 15. This Directive is to be cancelled when the instructions contained herein have been incorporated in DFO **nn** and no later than **dd mmm yy**.  
*or*  
This Directive is cancelled with effect **dd mmm yy**.



[NAME]  
[Title/rank]  
Chief of Defence Force

**Annex(es)**

- A. [Click here to enter text]

**Enclosure(s)**

- 1. [Click here to enter text]

**Distribution:**

[Click here to enter text]

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 3-8** CDF Directive – Template – Page 2 of 2

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*Section 6 - Operational orders, directions and instructions*

**3.2.15 Chief of Defence Force Warning Orders**

- a. A CDF Warning Order is issued when CDF decides to commence formal planning for a military operation or other contingency.
- b. The warning order may initially be communicated to COMJFNZ or a COS, or other appropriate party,<sup>68</sup> by email or telecommunications. If a warning order is made by telecommunications' it must be followed by a confirmatory written order or email issued under CDF's authority.
- c. CDF may issue subsequent warning orders for a particular operation or contingency when new information is available or where there is a need to redirect planning. A warning order remains in force until either cancelled or the associated CDF Operational Directive is issued.
- d. The information conveyed in a warning order must be unambiguous and in sufficient detail to permit operational planning to commence and indicate any financial and resource instructions.
- e. The Assistant Chief Strategic Commitments and Engagement (AC SCE) is responsible for administering all warning orders relating to military operations, tasks and missions conducted by the NZDF.

**3.2.16 Chief of Defence Force Operational Directives**

- a. CDF Operational Directives promulgate orders, directions and instructions for planning and executing operations, campaigns and other tasks assigned to the Armed Forces.
- b. The issue of a CDF Operational Directive is normally shaped by Cabinet's decision to plan to deploy components of the Armed Forces on operations or other tasks. The directive may have supporting documents included as annexes depending on the guidance provided by the Government. Following Cabinet's approval to mount and conduct operations, CDF may issue a Fragmentary Order (FRAGO) to update the original directive.
- c. The format for CDF Operational Directives is illustrated in [Annex 3E](#) to this Part. Where additional direction is required, the format may be changed to suit the particular circumstances of an operation. The format for a FRAGO is set by the AC SCE.
- d. Any operation or task initiated through the issue of a CDF Operational Directive must be closed off by signal at the completion of the mission in the format set by the AC SCE.
- e. The AC SCE is responsible for administering CDF Operational Directives and FRAGO.

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68 [Defence Act 1990](#) s 12(1).

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### 3.2.17 Content of a Chief of Defence Force Operational Directive

The drafting and presentation of CDF Operational Directives is to be consistent with the instructions in this publication and the official template available in the [NZDF Publications Centre](#) or in the NZDF\_DSMT folder inside the *MS Word* custom templates area. The content of an operational directive must include the following key features—

- (1) **Authority.** CDF Operational Directives are issued by CDF as the Strategic Military Commander.
- (2) **Situation.** The situation is to be outlined in a brief statement that includes other factors affecting or influencing the planning and execution of the operation.
- (3) **Mission.** The directive is to include a concise mission statement describing governmental direction and CDF's instructions for the overall operation.
- (4) **Execution.** The strategic elements that will contribute to the achievement of the operation must be listed under execution. Statements must be clear and unambiguous, and must comprise—
  - (a) **Intent.** Intent is to include the purpose of the mission, key tasks or effects and the end state. Additional information may be contained in annexes and enclosures.
  - (b) **Tasks.** Tasks are to be issued in mandatory language; for example, 'you are to', 'be prepared to' (BPT), or 'on order' where necessary permissions or timings remain uncertain.
- (5) **Coordinating instructions.** CDF's instructions are to be listed in this section. Instructions must be written as clear and unambiguous statements comprising the following minimum elements—
  - (a) Command and control arrangements;
  - (b) locations;
  - (c) timings;
  - (d) planning guidance; and
  - (e) freedoms and constraints.
- (6) **Logistics and administration.** Strategic supportive arrangements are to be described using the following minimum elements—
  - (a) logistics guidance (for example, agreements for logistic support from allied forces or the host nation, rationing, accommodation and transport);
  - (b) finance and resources;
  - (c) public affairs;
  - (d) legal aspects, for example, rules of engagement and status of forces arrangements; and

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- (e) the associated NZDF output.
- (7) **Command and control.** Strategic Command and control requirements are to be described, including—
  - (a) Command status or Command relationships;
  - (b) direct liaison authorities (DIRLAUTH);
  - (c) Command critical information requirements; and
  - (d) points of contact.
- (8) **Acknowledgement.** Acknowledgement of receipt of an Operational Directive is required.
- (9) **Cancellation instructions.** Instructions regarding the cancellation of an Operational Directive is optional.

### 3.2.18 Layout conventions for Chief of Defence Force Operational Directives

In addition to the general layout conventions outlined in this publication, the following conventions are to be applied when preparing CDFs Operational Directives—

- (1) **Page numbers.** All pages of an operational directive must be numbered when there are two or more pages, including the first page.
- (2) **NZDF badge.** The official NZDF badge is applied to CDFs Operational Directives.
- (3) **Addressees.** Operational Directives are addressed to COMJFNZ. A distribution list is to be used for information addressees. Abbreviated appointment titles are used.
- (4) **Operational directive identifier.** All CDF Operational Directives are numbered. The identifier is to include the directive number and year of issue. The identifier is placed immediately above the name of the operation in bold upper case. Operational Directive numbers are controlled by AC SCE.
- (5) **Subject heading.** The subject heading comprises the name of the operation.
- (6) **Paragraph layout.** First-level paragraphs are numbered using standard NZDF layout conventions with the number placed on the left-hand margin. Text in first-level paragraphs is indented, with the text commencing and wrapping at the first tab stop (1 cm).
- (7) **Signature block.** CDFs Operational Directives must be issued by CDF. In cases of particular urgency where CDF is not available, an authorised signatory (VCDF) may sign over CDFs signature block. In this circumstance, the signatory is to handwrite the word 'for' next to the signature block.
- (8) **Supporting documents.** Annexes and enclosures may be included as supporting documents to a CDFs Operational Directive. Annexes and enclosures must be introduced in the text.

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- (9) **Use of abbreviations.** Appointment titles are abbreviated in directives. Use of other acronyms, abbreviations and initialisms is to be in accordance with standard Defence Force writing conventions.

**3.2.19 Operation Orders and Operation Instructions**

Operation Orders (OPORD) and Operation Instructions (OPINST) may be used to direct and coordinate Forces conducting operations and training for operations and, unless a specific format is required, the standards prescribed by COMJFNZ must be applied.

*Annexes to Section 6*

- | [3E](#) Chief of Defence Force Operational Directive – Template


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**ANNEX 3E**

**CHIEF OF DEFENCE FORCE OPERATIONAL DIRECTIVE – TEMPLATE**

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

[Address line]



Copy [click here to enter text] of [click here to enter text (delete if not required)]

[Select date]

**COMJFNZ**  
For information  
See distribution

**CDF OPERATIONAL DIRECTIVE [nn/yyyy]**  
**OPERATION [SUBJECT HEADING]**

**Authority**  
1. Issued by the Chief of Defence Force.

**Situation**  
2. [Click here to enter text]

**Mission**  
3. [Click here to enter text]

**Execution**  
4. [Click here to enter text]  
a. **Intent.** [Click here to enter text]  
b. **Tasks.** [Click here to enter text]

**Coordinating instructions**  
5. [Click here to enter text]

**Logistics and administration**  
6. [Click here to enter text]

**Command and control**  
7. [Click here to enter text]

**Acknowledgement**  
8. [Click here to enter text]

1  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 3-9** CDF Operational Directive – Template – Page 1 of 2

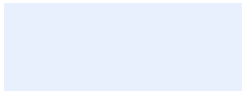
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**ANNEX 3E (CONT)**

**[SECURITY CLASSIFICATION (where required)]**  
**[ENDORSEMENT MARKING (where required)]**

**Cancellation instructions**

9. [\[Click here to enter text\]](#)



**[NAME]**  
**[Title/rank]**  
Chief of Defence Force

**Annex(es)**

A. [\[Click here to enter text\]](#)

**Enclosure(s)**

1. [\[Click here to enter text\]](#)

**Distribution:**  
[\[Click here to enter text\]](#)

2  
**[ENDORSEMENT MARKING (where required)]**  
**[SECURITY CLASSIFICATION (where required)]**

**Figure 3-10** CDF Operational Directive – Template – Page 2 of 2

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*Section 7 - Standing and Routine orders*

**3.2.20 Standing Orders and Routine Orders**

- a. COS and commanders may issue and promulgate orders, directions and instructions essential to managing routines and activities in their respective Service or areas of responsibility.
- b. Standing Orders (SOs) and Routine Orders (ROs)<sup>69</sup> are subordinate to DFO and General Orders. They promulgate Service, headquarters, formation, and unit-specific orders and instructions for direction and coordination of activities affecting some or all members of the NZDF.
- c. These orders may be of a permanent nature or remain in force for a specified period of time and may be promulgated in command-specific formats.

*Section 8 - Non-operational administrative issuances*

**3.2.21 Coordination of non-operational activities**

- a. The NZDF undertakes a wide range of non-operational activities that involve all or part of the organisation; some of these provide for the smooth running of the organisation while other activities support events in New Zealand and offshore. Non-operational activities are coordinated by the controlling department and directed through the promulgation of orders and instructions issued under a delegated authority.
- b. The administration and coordination of non-operational activities is effected by the promulgation of Administrative Warning Orders and Administrative Instructions (AIs).
  - (1) **Administrative Warning Orders.** An Administrative Warning Order is an instruction issued to named parts of the NZDF and members of the NZDF for the coordination of NZDF activities. An Administrative Warning Order—
    - (a) is issued by authorised members of the NZDF when there is a need to advise parts of the NZDF of a potential or planned event or activity (for example, a visiting dignitary, Anzac Day commemorations, training programmes or planning activities to support the budgetary planning cycle);
    - (b) is issued and promulgated to those parts of the organisation that are expected to participate in or support the activity;
    - (c) has no particular format and must contain sufficient information, including financial and resource implications, to enable the organisation to prepare for the event or activity; and
    - (d) is followed by an AI.

69 For example, Ship's Standing Orders.



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- (2) **Administrative Instructions.** An AI is a written order to particular members of the Armed Forces and instructions to members of the Civil Staff. AIs—
- (a) are issued for the coordination of command, policy, resource or planning requirements to all or part of the NZDF, and directs their participation and support requirements for an activity;
  - (b) are subordinate to DFOs, General Orders and CDF Directives;
  - (c) may be issued by a member of the Armed Forces exercising command;
  - (d) may be issued and promulgated by senior executives, with CDF's delegated authority,<sup>70</sup> specifically for coordinating NZDF-wide activities within their specific areas of responsibility (for example, finance and budgetary matters);
  - (e) must comply with the Defence Force writing conventions promulgated in this publication. AIs are written in mandatory language, however, they may also contain further detailed information necessary to coordinate activities and ensure compliance; and
  - (f) must be promulgated with affected members of the NZDF made aware of their issuance.

### 3.2.22 Layout conventions for Administrative Instructions

- a. In addition to the general layout conventions outlined in this publication, the following conventions are to be applied when preparing AIs—
- (1) **Addressees.** If there are more than four addressees' a distribution list is to be used. Abbreviated appointment titles are used for addressees.
  - (2) **Instruction identifier.** All AIs must include the issuing authority and be numbered. The identifier is to include the AI number and year of issue. The identifier is placed immediately above the subject heading in bold upper case. Badges, crests or logos are not applied to AIs.
  - (3) **Subject heading.** The subject heading is to comprise a short, accurate description of the instruction.
  - (4) **Purpose.** Using one or two short sentences, outline the purpose of the AI.
  - (5) **Introduction.** Provide a short description of the event or activity, including dates, times, participants, and any general information that will assist with planning and implementation.
  - (6) **Instructions.** This section lists all aspects that will contribute to the activity and contains all the information and direction necessary to coordinate resources—
    - (a) Explicitly state what action is required and by whom.
    - (b) Detail who is accountable and responsible for completing the necessary activities and coordinating the event.

<sup>70</sup> Normally promulgated in CDFs General Orders.

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- | (c) Use group headings to separate specific sets of requirements.
- (d) Include an effective cancellation date.
- (7) **Paragraph layout.** First-level paragraphs are numbered using standard NZDF layout conventions, with the number placed on the left-hand margin. Text in first-level paragraphs is indented, with the text commencing and wrapping at the first tab stop (1 cm).
- (8) **Supporting documents.** Annexes and enclosures may be included as supporting documents to an AI and must be introduced in the text.
- (9) **Use of abbreviations.** Use of acronyms, abbreviations and initialisms is to be in accordance with standard Defence Force writing conventions.
- | b. The AI must be signed and dated by a person with a delegated authority to issue and promulgate such instructions. A template example and notes on the conventions of an AI can be found in [Annex 3F](#).

*Annexes to Section 6*

- | [3F](#) Administrative Instruction – Template

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**ANNEX 3F**

**ADMINISTRATIVE INSTRUCTION – TEMPLATE**

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**[ORIGINATING HEADQUARTERS BRANCH/PORTFOLIO, SERVICE,  
COMMAND, UNIT/SUB UNIT]**

[Originator]

[Select date] [File reference number (if required)]

See distribution

**[AUTHORISED APPOINTMENT] ADMINISTRATIVE INSTRUCTION [nn/yyyy]**  
**[SUBJECT HEADING]**

**Authority**

1. Administrative Instruction [nn/yyyy] is issued by [click to enter text].

**Applicability**

2. This Administrative Instruction is a general order to members of the Armed Forces, and instructions to the Civil Staff and persons seconded to the NZDF from external employers, contractors, sub-contractors and their respective employees.

3. This Administrative Instruction applies to [specify who and which parts of the New Zealand Defence Force].

**Purpose**

4. The purpose of this administrative instruction is—

a. [state why the administrative instruction is being issued].

**Introduction**

5. [Click to enter text].

**Conduct**

6. [Click to enter text].

**Tasks**

7. [Click to enter text].

**Coordinating arrangements**

8. [Click to enter text].

**Administration**

9. Finance

(1) [Click to enter text].

10. Legal

(1) [Click to enter text]

[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

**Figure 3-11** Administrative Instruction – Template – Page 1 of 2

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ANNEX 3F (CONT)

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**Command and control**

11. Reporting  
(1) [Click to enter text].

12. DIRLAUTH  
(1) [Click to enter text]

13. Points of contact  
(1) [Click to enter text].

**Cancellation**

This administrative instruction is cancelled on [select date].

[Redacted signature area]

[SENDER NAME]  
[Sender title/rank]  
[Sender organisation]

**Annex(es)**

A. [Click to enter text]

**Enclosure(s)**

1. [Click to enter text]

**Distribution:**  
[Click to enter text]

2  
[ENDORSEMENT MARKING (where required)]  
[SECURITY CLASSIFICATION (where required)]

Figure 3-12 Administrative Instruction – Template – Page 2 of 2

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## PART 4 - NEW ZEALAND DEFENCE FORCE PUBLICATIONS SYSTEM

### Chapter 1 - Publications

#### *Section 1 - Publication framework*

##### **4.1.1 Introduction to the New Zealand Defence Force Publications System**

- a. The New Zealand Defence Force (NZDF) Publications System is mandated to support the Chief of Defence Force (CDF) in meeting their obligations to the Government.
- b. The NZDF Publications System comprises a comprehensive suite of orders, directions and instructions to implement legislation, and governmental and NZDF policies.
- c. These orders, directions and instructions are promulgated in Defence Force Orders (DFOs), General Orders, Defence Rules, Defence Force Instructions (DFIs), Defence Manuals (DMs) and Joint publications. They are critical to the effective command and management of the NZDF and for regulating the organisation's activities. The NZDF Publications System includes authorised publications issued by Headquarters New Zealand Defence Force (HQNZDF), the Services, and Headquarters Joint Forces New Zealand (HQJFNZ).
- d. Non-compliance with these written orders, directions or instructions can result in disciplinary action<sup>71</sup> or other sanctions being applied.
- e. The NZDF Publications System categorises legislation, orders, directions and instructions at four levels—
  - (1) **NZDF Level 1.** Level 1 comprises—
    - (a) primary legislation (for example, Acts of Parliament and Regulations);
    - (b) governmental policy binding on the NZDF;
    - (c) international treaties, conventions and protocols ratified by the New Zealand Government; and
    - (d) policies set by the Cabinet Office and central agencies (for example, Treasury).
  - (2) **NZDF Level 2.** Level 2 comprises—
    - (a) secondary legislation issued by way of DFOs;
    - (b) General Orders issued by CDF, Chiefs of Service (COS) and Commander Joint Forces (COMJFNZ);
    - (c) CDF Directives where new or changed NZDF policy is promulgated; and
    - (d) Defence Rules.<sup>72</sup>

<sup>71</sup> Refer to the [Defence Act 1990](#) s 39(a) and the NZDF [Civil Staff Code of Conduct](#).

<sup>72</sup> For example, Defence Aviation Rules (DARs), Defence Maritime Rules (DMR), Defence Health Rules (DHRs).

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- (3) **NZDF Level 3.** Level 3 comprises—
    - (a) DFIs, Service-arm publications and Joint publications. DFIs and similar publications are used to publish lawfully authorised rules and processes that are to be followed by all persons in the course of their work;
    - (b) publications issued and published by COS,<sup>73</sup> and publications issued by COMJFNZ;<sup>74</sup> and
    - (c) Standing Orders (SOs) and Routine Orders (ROs).
  - (4) **NZDF Level 4.** Level 4 comprises DMs, Service and Joint Force publications. This category of publication is used to inform members of the NZDF of detailed procedures or praxis that should be followed.
- f. Publications are managed by function and level to facilitate the systematic control of the content. Authorised NZDF publications must be aligned with the function-based operating model and conform to approved standards for the drafting and promulgation of publications. Content must be drafted by subject matter experts (SMEs) and is to be managed through disciplined interaction between the Service-arms, Commands and function-based portfolios.
- g. The NZDF Publications System is administered by the Chief of Staff HQNZDF (CoS HQNZDF) on behalf of CDF. The CoS HQNZDF—
- (1) administers the issuance and promulgation of DFOs on behalf of CDF;
  - (2) consents to, and provides advice on, subordinate publications issued by HQNZDF;
  - (3) controls the register of all publications in the NZDF Publications System;
  - (4) sets the standards for the full suite of HQNZDF orders, directions, instructions and similar publications that are managed within the NZDF Publications System, and other issuances that promulgate orders, directions and instructions issued by CDF or under a delegated authority; and
  - (5) is, in certain circumstances, the final authority on DFOs and DFIs before they can be published on the [NZDF Publications Centre](#) (no matter the assessment of the relevant Approving Authority).

73 New Zealand Books of Reference (NZBR) for the Navy, New Zealand Pamphlets (NZP) for the Army and New Zealand Air Publications (NZAP) for the Air Force.

74 Joint Publications (JP) for Joint Forces.

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**4.1.2 Definition of authorised publication**

- a. For clarity, the term ‘authorised publication’ is used in the following senses—
- (1) for the purpose of enacting secondary legislation and regulating NZDF activities, any—
    - (a) lawful written material, promulgated by means of DFOs, DFIs or DMs by CDF or under a delegated authority, and made available to all members of the NZDF either in hardcopy or an exact copy published in a digital format within the Defence Information Environment (DIE);
    - (b) General Orders, New Zealand Books of Reference (NZBR), New Zealand Pamphlets (NZPs), New Zealand Air Publications (NZAPs), Joint Publications (JPs) and Joint Manuals (JMs), and all other subordinate publications authorised by a COS or the COMJFNZ for the use of and compliance by members of the NZDF;
    - (c) other written orders, directions and instructions that must be complied with by all members of the NZDF that—
      - (i) regulate conduct;
      - (ii) set procedural requirements that must be followed; and
      - (iii) are promulgated by means of Directives, SO or RO, or other means for implementing the Law and NZDF and command policies; and
    - (d) authorised publications for use by members of the NZDF (for example, permitted foreign source publications).
  - (2) in the NZDF generally,<sup>75</sup> to cover any other approved—
    - (a) publication or information published by the NZDF including, but not limited to, doctrine, public affairs and recruiting; and
    - (b) publications encompassing information of a general nature, available through a non-technical library managed by the NZDF.
- b. Instructions or information only published in a digital or media format on the [NZDF Intranet Launch Pad](#) (ILP) is guidance to members of the NZDF. Unless the issuance is a DFO, DFI, DM, Directive or orders, directions or instructions in authorised Service or command publications, the guidance does not constitute a general or written order to members of the Armed Forces or instructions to members of the Civil Staff.

---

75 Authorised by a COS, COMJFNZ or senior NZDF executives with specific responsibilities (refer to CDF General Orders).

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#### 4.1.3 New Zealand Defence Force authorised publications

The following are authorised publications used to promulgate orders, directions and instructions issued by CDF, COS, Commanders or under a delegated authority—

- (1) DFOs;
- (2) General Orders (issued by CDF, COS and COMJFNZ);
- (3) DFIs;
- (4) DMs;
- (5) Service publications controlled by COS (NZBR, NZP, NZAP);
- (6) Defence Rules (for example, pan-NZDF orders for aviation, Defence Aviation Rules (DARs), general orders for regulating health matters, Defence Health Rules (DHRs);
- (7) JPs and JMs; and
- (8) consented foreign publications.

#### 4.1.4 New Zealand Defence Force register of orders, directions and instructions

- a. The CoS HQNZDF must maintain a register of DFOs, DFIs and DMs and promulgate the [register](#) within the Defence Information Environment.
- b. COS and the COMJFNZ must promulgate a register of their Service-arm and Command publications on their Intranet websites.
- c. The minimum information required in the publications register is—
  - (1) short title (for example, NZBR 2000 or JP 3.6);
  - (2) long title (for example, *Defence Maritime Rules*);
  - (3) brief description of the purpose of the publication; and
  - (4) identification of the Custodian (by post not name).
- d. Informational publications for use by the wider-NZDF community are recorded in this register.
- e. Publications registered in the NZDF publications register and Service or Command websites may include a hyperlink to the certified location of the publication.

### *Section 2 - Doctrine*

#### 4.1.5 Doctrine publications

- a. Military doctrine is defined as the fundamental principles by which the Armed Forces guide their actions in support of military objectives. The principal purpose of military doctrine is to provide the Armed Forces with an appropriate level of guidance for the conduct of operations.



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- b. Doctrine helps military planners and commanders approach stressful, perilous, confusing and unfamiliar situations with clarity of thought based on rigorous analysis, comprehensive knowledge of hard-won lessons from human history, and national military experience.
- c. Joint and Special Operations doctrine is normally issued and promulgated by CDF. Environmental doctrine (maritime, land and air) is issued and promulgated by the relevant COS.
- d. The NZDF Doctrine Cell publishes a management guide for doctrine writers to ensure doctrine publications have a consistent look, tone and standard. DM 7.1 *Joint Doctrine Development* provides the NZDF standard conventions and style for developing, writing, editing and presenting doctrine in both print and digital formats.
- e. The short title for NZDF doctrine publications is NZDDP.

*Section 3 - Informational publications*

**4.1.6 Issue of informational publications**

- a. COS, commanders and senior executives with functional responsibilities may issue informational publications that cover specific activities and procedures for the roles and tasks that they are responsible for. These publications are managed outside the NZDF Publications System and are the sole responsibility of the commander or senior executive.
- b. The content of informational publications is subordinate to all NZDF orders, directions and instructions and General Orders. They have no legal standing within the command or administration of NZDF activities. The guidance published in an informational publication cannot dictate policy and must not be used in any disciplinary proceedings.
- c. Informational publications made available for use by members of the NZDF must be authorised, recorded in the NZDF publications register and published in the [NZDF Publications Centre](#).
- d. An informational publication may be amended and reissued as a new version.
- e. Informational publications must be withdrawn from use when the purpose of the document becomes dated, unfit for use or irrelevant.

**4.1.7 Defence Public Affairs publications**

- a. The NZDF publishes a range of informative material in the form of NZDF and Service magazines, recruiting material, and pamphlets containing specific and general information for the use by members of the NZDF and the public. These publications and documents are created in various formats (including print, digital and web-based styles) with the intended reader or audience in mind.

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- b. Defence Public Affairs (DPA) informational publications, media releases and web-based information are to be published in accordance with the standards prescribed and authorised by the CoS HQNZDF. The instructions for promulgating this type of information is prescribed in DFI 0.103 *NZDF Identity Standards*.

*Section 4 - Authority to issue orders, directions and instructions*

**4.1.8 Authority to issue publications**

- a. To give effect to certain responsibilities, CDF issues DFOs pursuant to the [Defence Act 1990](#) s 27.
- b. CDF may delegate<sup>76</sup> the authority to issue publications comprising directions and instructions for specific purposes to members of the Armed Forces and other senior executives. Delegation of authority will usually be promulgated in CDF General Orders.
- c. COS and COMJFNZ issue all orders, directions and instructions necessary to regulate the activities of their Service and Command, and authorise subordinate publications for this purpose.
- d. COS and persons appointed to regulate specific pan-NZDF activities (specifically, Seaworthiness Authority, Airworthiness Authority and Land-worthiness Authority) may issue 'Rules', not inconsistent with legislation and NZDF policies, for the correct and safe operation and proper technical control for ships, maritime vessels, aircraft, remotely piloted air systems and all land vehicles.
- e. The Health Regulator may issue DHR to regulate the provision of health services throughout the NZDF.
- f. All directions and instructions issued by senior executives with a delegated authority must be consistent with legislation, and all orders, directions and instructions issued by CDF. Senior executives exercising a delegated authority must remain cognisant of the requirements of the COS and COMJFNZ at all times when issuing subordinate directions and instructions.

**4.1.9 Authorisation of orders, directions and instructions**

- a. All NZDF orders, directions and instructions used by members of the NZDF, and referenced and managed within the NZDF Publications System, must be lawfully authorised.
- b. DFOs are provisionally authorised and approved by CDF and, assented to by the legislative procedures<sup>77</sup> set by Parliament and contemporary instructions issued by the Chief Parliamentary Counsel.
- c. Any delegated authority to issue and promulgate DFIs and DMs must be declared in the introductory provisions of each publication.

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76 [Defence Act 1990](#) s 30(2)..

77 [Legislation Act 2019](#).

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**4.1.10 Authorisation of foreign source publications**

- a. The NZDF is to minimise the resources required to maintain unique publications.
- b. The NZDF is to utilise foreign source military and New Zealand Government publications in preference to creating and maintaining unique publications. Prior to making a decision to create a unique NZDF publication, which usually represents a material whole-of-life cost and allocation of resources, a cost benefit analysis must be undertaken.
- c. Consent to use foreign source publications in the NZDF is vested only in—
  - (1) COS;
  - (2) COMJFNZ; and
  - (3) senior executives exercising a delegated authority for CDF.
- d. When a foreign source publication is adopted or adapted by the NZDF, the Approving Authority for the specific publication may direct the use of the publication by members of the NZDF and—
  - (1) append a notation<sup>78</sup> in the relevant provisions of the publication, with the approval of the originator; or
  - (2) within a unique New Zealand version of the publication, insert a page that authorises its use and expresses the—
    - (a) credible standard being complied with by the authority issuing and maintaining the foreign source publication;
    - (b) process for making amendments from the originator of the foreign document; and
    - (c) management of the publication if the source document is frozen at a specific amendment state or withdrawn and the content remains of use to the NZDF.
- e. *New Zealand Supplements* to an authorised foreign publication may be issued where there is a need to identify any differences between NZDF procedures and those promulgated in the foreign publication. The format of a supplement should conform to the NZDF standards for DFIs.

**4.1.11 Responsibility for individual publications**

- a. All NZDF publications must be authorised for use. Individual publications must be authorised within the constraints of any delegated authority by a person (designated by appointment or, if there is a specific reason for doing so, by name) who remains responsible for their publications promulgation in both print and digital formats. This person is to be referred to as the Authorising Authority.

<sup>78</sup> For example, "This publication is adopted for use in the NZDF. This is a General Order to members of the Armed Forces pursuant to s 39(b) of the [Armed Forces Discipline Act 1971](#) and lawful and reasonable instructions to members of Civil Staff and other persons engaged for Defence Force purposes pursuant to the NZDF [Civil Staff Code of Conduct](#)".

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- b. **Responsibilities of an Authorising Authority.** The Authorising Authority consents to the issue and promulgation of a specific publication. An Authorising Authority exercises CDF's delegated authority to issue and promulgate DFOs, DFIs and DMs.<sup>79</sup> The Authorising Authority must—
- (1) sign the Authority Order for any publication for which they are responsible;<sup>80</sup>
  - (2) be accountable for—
    - (a) authorising the production of the publication on behalf of CDF;
    - (b) ensuring that publication content is aligned with higher level policy, orders and legislation; and
    - (c) ensuring that publication standards are adhered to.
  - (3) assign an Approving Authority.
- c. **Responsibilities of an Approving Authority.** The Approving Authority is responsible to the Authorising Authority for issuing and promulgating NZDF publications that are within the scope of the delegation. The Approving Authority's role is also to approve and incorporate ratified changes to the publications for which they are responsible. The Approving Authority is responsible for—
- (1) approving the content of the publication;
  - (2) ensuring that the publication remains fit for purpose;
  - (3) ensuring that amendments are aligned with higher level policy and process;
  - (4) approving changes to the context or intent of the information within a publication;
  - (5) making the Authorising Authority aware of any proposed substantive policy or direction changes within the publication;<sup>81</sup>
  - (6) approving the content change to any Defence form<sup>82</sup> established by the publication;
  - (7) appointing a Custodian;
  - (8) ensuring that publication content—
    - (a) complies with agreed legal principles or obligations, and that all legislation as it applies to the NZDF has been considered;
    - (b) is produced in plain English, is legally correct and gives full effect to the law and NZDF policies;

79 In the absence of delegations, CDF is the Authorising Authority for all publications.

80 Signing can include the application of an approved electronic signature on behalf, by an authorised party. A signed electronic master copy of an authority order is to be held on file for compliance purposes.

81 A major rewrite of a publication will require a new authority order re-signed by the Authorising Authority.

82 Such as an MD or similar application form.

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- (c) is written in mandatory language<sup>83</sup> where this is required or appropriate;
  - (d) in a DFO, follows the Parliamentary Counsel Office's Plain Language Standard;
  - (e) is written in such a way that they are concise and unambiguous, and can be applied consistently and equally;
  - (f) does not conflict with superordinate orders, directions or instructions issued by the CDF or under their delegated authority; and
  - (g) is presented correctly, in the approved layout and style appropriate to the publication, and the publication is properly managed within the NZDF Publications System.
- (9) ensuring appropriate consultation has taken place where proposed orders, directions and instructions may have implications for matters that the Approving Authority does not have unconditional responsibility, on behalf of CDF;
- (10) where a significant amendment is being considered, ensuring Defence Legal Services (DLS) personnel are engaged and their advice is sought at the start and throughout the drafting process; and
- (11) ensuring periodic publication reviews are conducted.
- d. **Responsibility of a publication Custodian.** The Custodian is responsible to the Approving Authority and the users of the publication for monitoring the content of a publication as a whole. In consultation with the Approving Authority, the Custodian is responsible for initiating and vetting proposed changes to keep the content up-to-date. The Custodian is responsible for—
- (1) proposing and approving administrative amendments to publications they are responsible for;<sup>84</sup>
  - (2) ensuring liaison occurs with Publications, Information and Drawing Support (PIDS) when formalising any change to a NZDF publication;
  - (3) endorsing any non-administrative amendments to a publication and forwarding these to the Approving Authority for approval;
  - (4) directly supporting the Approving Authority, ensuring the responsibilities set out in paragraphs [\(8\)](#) to [\(11\)](#) above are complied with;
  - (5) conducting publication reviews in accordance with the review/amendment schedule; and
  - (6) identifying and annotating publications that have been superseded, repealed or cancelled as a result of the updated order, instruction or directive.

<sup>83</sup> See paragraph [1.2.6](#) the use of imperatives such as 'is to', 'are to', 'must' and 'must not'.

<sup>84</sup> Administrative amendments are those of a minor nature such as correcting typographical errors, formatting, amending references or hyperlinks, punctuation and spelling.

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## Chapter 2 - New Zealand Defence Force Publication Standards

### *Section 1 - Publication content and standards*

#### **4.2.1 Content of authorised publications**

- a. Orders, directions and instructions issued by the Chief of Defence Force (CDF), or under a delegated authority, are specific lawful orders, direction or instructions that implement the law and New Zealand Defence Force policies (NZDF) for regulating NZDF activities. They must be unambiguous and unequivocal, reasonable, fair and balanced. The sense of any order, direction or instruction must be determined solely from the content and in light of its purpose.
- b. Orders, directions and instructions must—
  - (1) give legal effect to governmental policy and policy set by CDF; and
  - (2) clearly communicate policies, directions and the requirements of CDF to all members of the NZDF who are affected by it and the persons who administer it.
- c. Publication content must be lawfully authorised for use by members of the NZDF and is to be either—
  - (1) of domestic origin, being the law or derived from the law unique to New Zealand, and the law and Regulations pertaining to the Armed Forces, the NZDF, and NZDF policies set by CDF; or
  - (2) of foreign source (being a New Zealand Government issuance or of non-New Zealand origin), published in a government, military or public domain by an accredited entity, then adopted or adapted and formally authorised by CDF<sup>85</sup> for use by members of the NZDF.

#### **4.2.2 Authorised publication standards**

- a. CDF is accountable to the Minister of Defence for the proper issuance and promulgation of all orders, directions and instructions necessary to regulate NZDF activities.
- b. The Approving Authority of any NZDF publication is to ensure all published material reflects a positive image of the NZDF. All writers of authorised publications are to observe the instructions for style, design and format and must conform to the format and specifications promulgated in this publication.
- c. NZDF publications have a set of common standards that align format and content. There is an established order for the components of orders, directions and instructions. The basic framework allows a modicum of flexibility to facilitate clear communication of NZDF policies to all members of the NZDF.

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85 Or under a delegated authority pursuant to the [Defence Act 1990](#) s 30(2).

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- d. Chiefs of Service (COS) and the Commander Joint Forces (COMJFNZ) may set the standards for the orders, directions and instructions issued and promulgated for use within their respective areas of responsibility. Service-arm and Joint Force subordinate publications used to promulgate orders, directions and instructions issued under the authority of a COS or COMJFNZ should be drafted in a consistent format appropriate to the purpose of the publication and any command requirements.
- e. The format for Defence Rules is the responsibility of the Seaworthiness Authority, Airworthiness Authority and Landworthiness Authority and should, wherever practicable, be consistent with that used by New Zealand governmental authorities or partner military authorities.
- f. Senior executives exercising a delegated authority for issuing orders, directions and instructions must apply the Headquarters New Zealand Defence Force (HQNZDF) standards and conventions when preparing publications.
- g. Where the content of a proposed publication does not clearly lend itself to management within the NZDF Publications System, it should be managed on the instructions of the Chief of Staff HQNZDF (CoS HQNZDF).
- h. The CoS HQNZDF may provide additional guidance for the drafting of orders, directions and instructions where a unique requirement exists.

**4.2.3 Promulgating New Zealand Defence Force publications**

- a. All orders, directions and instructions issued for regulating NZDF activities must be promulgated, and persons made aware of, all orders, directions and instructions that apply to them.
  - (1) **Secondary legislation.** Defence Force Orders (DFOs) must be published in the [NZDF Publications Centre](#) and made available to the public through the [Parliamentary Counsel Office](#) website.
  - (2) **Defence Force Instructions, Defence Rules and Defence Manuals.** Defence Force Instructions (DFIs), Defence Rules and Defence Manuals (DMs) are published in the [NZDF Publications Centre](#) and are uploaded to the relevant site within the Defence Information Environment (DIE) by NZDF Publications Centre staff.
  - (3) **Service-arm and Command publications.** Publications issued by COS and COMJFNZ must be published on the relevant Service or Command website. They may be published in the NZDF Publications Centre or may have a hyperlink to the principal document library.
- b. Where certain publications require editing for format, the NZDF Publications Centre staff may alter a publication, without changing the understanding of the instructions, before they are published. The Approving Authority must authorise any proposed changes before a publication is promulgated.

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- c. Where permitted, publications<sup>86</sup> declared releasable to the public may be published on the external [NZDF website](#). The CoS HQNZDF must direct or authorise the promulgation of publications to be made available on the external NZDF website. NZDF publications promulgated on the external NZDF website must be published in full and must not contain hyperlinks to the DIE.
- d. Wherever possible orders, directions and instructions must only be published in one location.

**4.2.4 Release of publications to the public**

- a. All publications and documentation remain the property of the NZDF. Notwithstanding, standard inter-agency engagement, publications and other material must not be released to any person external to the NZDF without superior approval,<sup>87</sup> regardless of classification or purpose.
- b. NZDF publications (DFIs and DMs) may be released to the public in certain circumstances and on request. The release of NZDF publications falls into two categories and must be stated on the cover of the publication accordingly—
  - (1) **Releasable to the public.** There are no limitations, protective security caveats or special handling markings preventing the release of the document to persons external to the NZDF, if requested under the provisions of the [Official Information Act 1993](#).
  - (2) **Not releasable to the public without command approval.** The content is of special use by members of the NZDF. The publication is protected by a security classification, special handling provisions or is solely for use by members of the NZDF or approved persons engaged for NZDF purposes. If command approval is granted they may be released under the Official Information Act 1982.
- c. COS may release their publications to the public and must keep a record of the publications released.
- d. Where there is any doubt concerning the suitability for release of official information, due to its security classification, special handling caveats or sensitivity, the request must be referred to the CoS HQNZDF.
- e. The CoS HQNZDF must maintain a record of all NZDF publications released to government agencies and the public.
- f. When approved for release, copies of all documentation and NZDF publications released on request to government departments or the public, under the provisions of the Official Information Act 1982 process or the [Privacy Act 2020](#), must be marked in accordance with the instructions promulgated in [DFI 7.2 Official Information](#).

<sup>86</sup> DFIs, DMs, and Service and Command publications.

<sup>87</sup> COS and CoS HQNZDF.



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#### 4.2.5 Copyright

NZDF publications must have the following notice applied on the front cover—

*© Crown Copyright [year of publication]. This document is the property of the New Zealand Defence Force. The text in this document may be reproduced for use by members of the New Zealand Defence Force. Crown Copyright material must not be used or reproduced for any other purpose without prior permission of the Chief of Defence Force.*

#### Section 2 - New Zealand Defence Force policy publications – numbering and naming conventions

#### 4.2.6 Introduction

- a. This section describes the NZDF policy publication numbering and naming system and how it is to be applied. The system uses the Knowledge and Information Management Directorate's *Business Classification Schema* (BCS)<sup>88</sup> as a means of systematically cataloguing and identifying NZDF publications. The system is also aligned to the Common Staff System<sup>89</sup> in outline. This provides a common functional staff structure applicable at all levels of command; a clear division of staff responsibilities along functional lines; simplifies correspondence referencing; allows for consistency across staff functions and ensures compatibility, where appropriate with allies.

#### 4.2.7 Publication naming

- a. For clarity and consistency as to the content and standing of a publication, the formal title is always detailed in full on the title page and authority order of a publication—

- (1) Defence Force Order—

**Defence Force Order 10**  
**Defence Human Resources**

- (2) Defence Force Instruction—

**Defence Force Instruction 7.2**  
**Official Information**

- (3) Defence Manual—

**Defence Manual 9.1-1**  
**Working at Heights**

- (4) General Orders—

**Chief of Defence Force General Orders**

<sup>88</sup> A BCS is a centrally-managed function-based hierarchical structure for organising and categorising information across an organisation so that users can find information quickly.

<sup>89</sup> [NZDDP 00.1](#) (3rd Ed), Chapter 4.

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- (5) Defence Rules—

**Defence Aviation Rule 91**  
**General Operating and Flight Rules**

- b. When a publication is referenced from within other publications or lists, the abbreviated form and number is used, eg DFO 10, DFI 7.2, DM 9.1-1, CDFGO, DAR 91.

**4.2.8 Design of the Defence Force publication numbering and naming system**

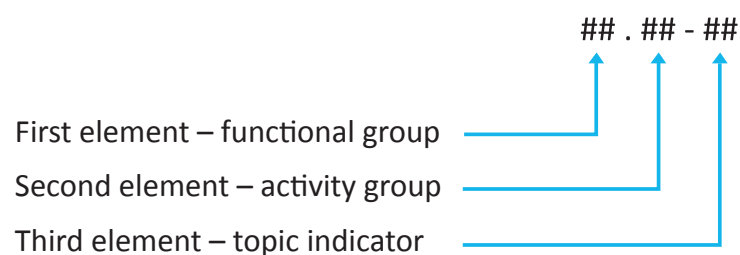
The NZDF publication numbering system has been designed to—

- (1) provide ease of identification, with publications grouped by subject matter based on their staff/business function, activity and topic;
- (2) determine and assign publication numbers in a systematic manner that is consistent with recognised NZDF staff and information management systems;
- (3) be concise and logical in its application;
- (4) provide the basis for a standardised filing structure, consistency of use and effective information and records management; and
- (5) provide for expansion and growth should future publishing needs require it.

**4.2.9 Publication numbering elements**

- a. The NZDF publication numbering system is derived from the BCS, which can be found on the [NZDF IM Orders, Standards and Guidelines Management](#) Defence Document Management System (DDMS) page.

- b. Publication numbering is split into three parts or elements as shown in [Figure 4-1](#).



**Figure 4-1** Numbering Elements

- c. The publication numbering elements are dependent upon the level and content of the publication—

- (1) DFOs consist of the first element only, eg DFO ##.
- (2) DFIs consist of the first and second elements separated by a decimal marker, eg DFI ##.##.

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- (3) DMs consist of all three elements, with the first and second elements separated by a decimal marker and the third element separated by a dash, eg DM ###.##-##.
- d. In broad terms, the unique number for a publication is obtained by matching the content or intent of the publication to the narrative of an appropriate BCS function and/or activity.
  - (1) **First element.** The first element is determined by the subject matter of the publication and is derived from the number associated with the appropriate business function and activity as detailed in layers one and two of the BCS.
  - (2) **Second element.** The second element is a sequential number and will generally follow the previously assigned number associated with the respective first element.
  - (3) **Third element.** The third element is a sequential number and will generally follow the previously assigned number associated with the respective first and second elements.
- e. In order to provide flexibility within the numbering system and allow for expansion if publishing needs change, the BCS numbering schema has not been followed exactly. Rather, the NZDF publication numbering system uses a modified version that correlates to specific BCS items.

#### 4.2.10 First element

- a. The first element is comprised of one or two digits and places the publication within a specific function group and activity as described in the BCS. The publication numbering does not directly match the BCS schema, instead it is mapped across to provide specific numbering as described in [Table 4-1](#) and [Table 4-2](#).
  - (1) **0 – Command and Governance.** Activity groups are directly mapped across using layer two of the BCS. To provide greater granularity within the 0 – Command and Governance function, the layer two items within that function are treated as layer one items in their own right as detailed in [Table 4-1](#).
  - (2) **1 – Personnel to 9 – Finance.** The numbering is a result of directly mapping function group numbers from layer one of the BCS resulting in a two digit number as detailed in [Table 4-2](#). In some instances there may be the need to provide a sub-group within a main function group, in these cases the respective layer two item of the BCS can be used to provide the second digit of the two digit number helping to maintain a link to the BCS.

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**Table 4-1** Command and Governance BCS Layer Two Direct Mapping

BCS Function (Layer Two)		First Element Numbering	
0.01	Command and Control	1	Command and Control
0.02	Commemorations, Heritage & Protocol	2	Commemorations, Heritage & Protocol
0.03	Corporate Communications	3	Corporate Communications
0.04	Defence Commitments, Engagements, Relationships & Liaison Management	4	Defence Commitments, Engagements, Relationships & Liaison Management
0.05	Governance and Defence Policy	5	Governance and Defence Policy
0.06	Legal Services	6	Legal Services
0.07	Parliamentary and Ministerial Business, Official information Act and Privacy Act	7	Parliamentary and Ministerial Business, Official information Act and Privacy Act
0.08	Risk, Evaluation and Assurance	8	Risk, Evaluation and Assurance
0.09	Safety Management	9	Safety Management

**Table 4-2** Personnel to Finance BCS Layer One Direct Mapping

BCS Function (Layer One)		First Element Numbering	
1	Personnel	10	Personnel
2	Intelligence and Security	20	Intelligence and Security
3	Operations	30	Operations
4	Logistics and Estate	40	Logistics and Estate
5	Corporate and Strategic Plans	50	Corporate and Strategic Plans
6	Information Management and Technology	60	Information Management and Technology
7	Training and Education	70	Training and Education
8	Capability and Development	80	Capability and Development
9	Finance	90	Finance

**4.2.11 Second and third elements**

The second and third elements of the number are assigned sequentially. Where there is the possibility that a series of similar publications will be required, it is possible to assign a sequential group of numbers, to assist the reader in identification of that series of publications.

**4.2.12 Alternative application of numbering system**

In some instances, more than one number may be required to identify additional functions, activities or topics appropriate to a publication's content. In these cases, there are methods beyond standard direct mapping to determine an appropriate publication number or series—

- (1) **Level 1 extension.** In some cases there may be the need for more than one DFO publication with the same numbering first element, in these cases a sequential number separated by a dash is added to the end of the first element. Any second and third elements as required for subsequent publications are applied as normal.

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Example: Manual of Armed Forces Law – DFO 6  
Court Martial – DFO 6-1

- (2) **Service-specific designation.** In some cases, NZDF publications may be produced where the individual publication is controlled by a single Command, an example of this being ‘worthiness’; Seaworthiness, Landworthiness and Airworthiness. In these cases, an upper case alphabetic character is added to the end of the publication number to indicate the Command responsible for the publication. If the alphabetic character follows a first or second element, the subsequent second or third element is applied as normal. The following list details the characters to be used—

- (a) Maritime Command – M.
- (b) Land Command – L.
- (c) Air Command – A.
- (d) Joint Command – J.

Example: Seaworthiness – DFI 8.3M  
Airworthiness – DFI 8.3A

Defence Aviation Safety Assurance Manual – DM 8.3A-1

- (3) **Security classification identifier.** In some cases, a group or series of publications with the same number may contain content variations based on their security classification or the environment within which they will be used. In these cases, an upper case alphabetic character in brackets is added to the end of the publication number to indicate the security classification of that version of the publication. The following list details the characters to be used—

- (a) Top Secret – (TS).
- (b) Secret – (S).
- (c) Confidential – (C).
- (d) Restricted – (R).
- (e) Unclassified – no identifier required.

Example: Unclassified version – DFI 22.10  
Confidential version – DFI 22.10(C)  
Secret version – DFI 22.10(S)

**Note:** If there is only one version of a publication number and that publication holds a higher security classification, there is no need to append the security classification identifier. The publication number can be designated as normal, as the publication will only reside in the environment appropriate to the security classification.

Example: Secret version – DFI 84.2

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**4.2.13 Responsibilities**

- a. The Manager of Publications, Information and Drawing Support (MGR PIDS) is responsible for determining and allocating NZDF publication numbers in consultation with the publication's Custodian and approver.
- b. The Office of the Chief of Defence Force (OCDF) will be included in any numbering discussions and provide final approval of the allocated numbering once determined.

**4.2.14 Final numbering allocation**

- a. Not all publications or publication content will fit neatly into the numbering elements as described in this section. Final allocation may require negotiation and consultation before a number is determined.
- b. Every effort should be made to ensure some degree of alignment with the numbering system in order to meet the intent and effect of the BCS and maintain the integrity of the system.

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## Chapter 3 - Writing and Amending Orders, Directions and Instructions

### 4.3.1 Issuing orders and related written material

- a. Any member of the New Zealand Defence Force (NZDF) who drafts, and subsequently promulgates, any order, direction or instruction is accountable for ensuring that—
  - (1) the contents are lawful, accurately reflect the Government’s direction and fully comply with NZDF policies;
  - (2) any publication containing any order, direction or instruction issued and promulgated under a delegated authority does not breach any conditions of the delegated authority;
  - (3) all orders and instructions derived from NZDF and governmental policies are legally correct, framed in mandatory language where enforcement is required, expressed as clearly and simply as possible and not open to misinterpretation; and
  - (4) publications, and any amendments to them, are created accurately, are properly authorised, and promulgated without undue delay.
- b. The writer of any NZDF publication comprising orders, directions or instructions must engage with Defence Legal Services (DLS) throughout the drafting process.<sup>90</sup>

### *Section 1 - Defence Force Orders*

### 4.3.2 General content of Defence Force Orders

- a. Defence Force Orders (DFOs) are issued and promulgated pursuant to the [Defence Act 1990](#) s 27 and the [Armed Forces Discipline Act 1971](#) s 206.
- b. Specific drafting standards must be applied. DFOs must be written in mandatory language. The content and wording of DFOs must be consistent and sufficiently precise to remove ambiguity or potential challenge in a court of law.
- c. Where a DFO contains information of an administrative nature to give context, it is—
  - (1) to be kept to a minimum;
  - (2) to be clearly distinguishable from content containing any order; and
  - (3) must exclude matter that is better stated and managed in subordinate instructions or a procedural manual.
- d. The drafting of any DFO must undergo extreme rigor before it is presented in final draft form to the Office of the Chief of Defence Force (OCDF). The content must be without fault and the publication formatted correctly.

<sup>90</sup> Refer to *Legal Advice* paragraph [4.3.16](#).

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## *Section 2 - General Orders*

### **4.3.3 General Orders format**

General Orders issued by Chiefs of Service (COS) or the Commander Joint Forces (COMJFNZ) may be created in a form appropriate to the Service-arm or command but should be consistent throughout a series of similar publications and be cognisant of Defence Force writing standards and conventions wherever practicable.

## *Section 3 - Defence Force Instructions*

### **4.3.4 Writing Defence Force Instructions**

- a. Defence Force Instructions (DFIs) are general orders to members of the Armed Forces and instructions to members of the Civil Staff and other persons<sup>91</sup> engaged for NZDF purposes. Non-compliance with DFIs can result in disciplinary action<sup>92</sup> or other sanctions being applied.
- b. DFIs are publications of a specific application, designed to implement or prescribe procedural requirements. Any orders, directions or instructions promulgated in DFIs must be sufficiently detailed and unambiguous.
- c. DFIs implement or supplement the orders, directions and instructions promulgated in DFOs. They direct uniform procedures for managing and operating systems, disseminating administrative instructions or information throughout the NZDF; ensuring compliance with the purpose of the publication.
- d. DFIs—
  - (1) are subordinate to all DFOs;
  - (2) must present the information in a clear and unambiguous structure;
  - (3) have a specific format;
  - (4) must be enforceable;
  - (5) must be authorised for use by superordinate orders;
  - (6) must remain up-to-date or withdrawn from use when not fit for purpose; and
  - (7) are managed within the NZDF hierarchy of orders, directions and instructions (Level 3), and must be registered.
- e. DFIs must be drafted in accordance with the instructions in this publication. DFIs are linking instructions between the relevant DFO, CDF Directive, CDF General Orders or Defence Rules and the respective Defence Manual (DM). There should be a discernible link between the related orders, directives or rules, the instructions and the manuals.

<sup>91</sup> Provided those people know, or have knowledge of, the orders, direction or instructions.

<sup>92</sup> The [Defence Act 1990](#) s 39(b) and the NZDF [Civil Staff Code of Conduct](#).



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- f. DFIs may contain an amalgam of instructions written in mandatory and non-mandatory language and may contain guidance to give context to the instructions contained therein. Where mandatory language is used, it must be clearly distinguishable from any other text.

#### **4.3.5 Writing Defence Manuals**

DMs have a unique purpose. They deliver explicit knowledge, guidance, consistent information and advice to members of the NZDF to assist individuals in making the best possible decisions when completing their work and—

- (1) are subordinate to all DFOs and DFIs;
- (2) must present the information in a clear and unambiguous structure;
- (3) should generally conform to the format and style for DFIs;
- (4) may have a unique format where specific circumstances demand;
- (5) must be authorised for use by superordinate orders, rules or instructions, the authorising publication must be referenced within the preliminary pages of the DM;
- (6) must remain up-to-date or withdrawn from use when not fit for purpose; and
- (7) reside within the NZDF hierarchy of orders, directions and instructions (at Level 4) and must be formally registered within the NZDF Publication System.

### *Section 4 - Amending publications*

#### **4.3.6 Amending New Zealand Defence Force publications**

- a. There will be occasions when DFOs and subordinate publications need to be amended (for example, changes to legislation, governmental or NZDF policies).
- b. A new version or amendment to an existing DFO or DFI must be issued and promulgated when there is a requirement to—
  - (1) implement changes in legislation;
  - (2) implement governmental policies or procedures that impact on the NZDF; and
  - (3) implement NZDF policies.
- c. Revision action is not required where ‘administrative amendments’ have been made to clarify text, correct spelling, adjust layout and/or style, or correct data errors where policy, substantive orders, directions, instructions or obligations remain unchanged.
- d. All members of the NZDF have an obligation to report errors, or any conflict between orders, directions or instructions to the respective Custodian of any DFO or subordinate publication.

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- e. Publication Custodians are responsible for monitoring the purpose, relevancy and content of all publications managed within their area of responsibility. Custodians must initiate amendments that eliminate conflict in any order or instruction, or to correct errors of law, policy or facts when a requirement is brought to their attention.
- f. The Approving Authority for a publication must approve any amendments or changes to their publications that are not routine amendments.
- g. Amendments to DFIs or DMs do not commence until authorised, through signature, by the Approving Authority. An amendment to a publication must be promulgated within five days of being authorised. The 'commencement date' of an amendment to a publication must not be antedated.
- h. The Approving Authority for a publication must promulgate any amendments and changes to their publications and ensure that all persons to whom the amendments apply are made aware of the differences.
- i. A person with a delegated authority to issue orders, directions or instructions is responsible for making the command and executives aware of changed legislation or policies that will or could affect NZDF activities, and advise of the need to amend or any intention to amend NZDF publications.
- j. Advice from DLS is required when seeking to make a substantive amendment to DFIs.
- k. Administrative amendments to DFIs, namely those that do not deal with policy, may be made by a Custodian without written legal advice. Any proposal to change content stated in mandatory language or to amend NZDF policy in a written or general order is not an administrative amendment.
- l. Approving officers exercising a delegated authority may judge an amendment to a DFI as not substantive, and decide not to seek advice from DLS, or consult with the relevant Authorising Authority. In circumstances where any substantive amendment to an order is made without DLS advice, the Approving Authority is personally accountable for any ensuing error or application of the change.
- m. Changes made to orders and instructions must be accompanied by a *New Zealand Defence Force Quality Assurance Form*, an example of this form is in [Annex 4H](#).
- n. A copy of the original issue must be archived in a fixed format<sup>93</sup> within the NZDF Publications System by NZDF Publications Centre staff. A separate copy of each version, derived from amendments, is to be archived in the same manner with all amendments appropriately marked with revision bars within each version.

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93 Such as portable document format for archiving (pdf/a).

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#### 4.3.7 Amending Defence Force Orders

- a. All changes to any DFO must be approved by CDF unless a member of the NZDF has a delegation to issue and promulgate a DFO.<sup>94</sup>
- b. The Chief of Staff Headquarters New Zealand Defence Force (CoS HQNZDF) is responsible for coordinating amendments to DFOs.

#### 4.3.8 Amending Defence Force Instructions

- a. DFIs must be amended as soon as part or all of the publication is not fit for purpose.
- b. The designated Approving Authority must ensure that the publication is amended without undue delay. The amended version must be promulgated in the [NZDF Publications Centre](#) and all members of the NZDF to whom the instructions apply must be advised of the changes.
- c. Minor amendments, where there is no legal or procedural implications, may be consolidated and issued with other amendments at an appropriate time.
- d. Routine amendments may be made at any time and need not be advised to users.

#### 4.3.9 Amending Defence Manuals

The Approving Authority must ensure that DMs are fit for purpose, and amend and reissue the publication as soon as changes or errors are identified.

#### 4.3.10 Identifying amendments in New Zealand Defence Force publications

- a. When orders, directions or instructions promulgated in NZDF publications are amended or newly issued, all members of the NZDF must be informed of changes that affect them.
- b. Amendments to DFOs will be identified in accordance with the legislative processes issued by the Parliamentary Counsel Office.
- c. Amendments to DFIs must be identified in the content and summarised in the record of change in the end matter of the publication.
  - (1) **Content.** Any changed, added or deleted information must be marked with a vertical black line (revision bar) in the left margin adjacent to the relevant text, table or figure, except when the publication is rewritten in a major amendment. Further information on the identifying deleted or added paragraphs can be found in paragraph [4.4.17](#).
  - (2) **Record of change.** The record of change must be annotated with—
    - (a) the version and amendment number;
    - (b) the commencement date;
    - (c) any reference or authority for change;

<sup>94</sup> For more information see the [Defence Act 1990](#) s 27(2) and CDFs General Orders.

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- (d) list of paragraphs where text has been amended, repealed or otherwise changed, or if a publication has undergone a significant amendment, a summary of the changes; and
  - (e) the name and appointment of the Approving Authority authorising the change.
- (3) **Version and Amendment identification.** New Zealand Government electronic document standards require that the version and promulgation date for all governmental publications is annotated on each page. For the NZDF, the version and amendment status is to be clearly identified on each page of every DFI and DM as follows—
- (a) The version number identifies the new or changed published version following initial issue, major revision or policy change to the subject publication.
  - (b) The second number (after the decimal point) shows the current amendment state of the version. There may be a number of amendments before the version changes due to consolidation, review of purpose or minor policy changes.
- (4) **NZDF publications register.** The NZDF publications register must be updated whenever an amendment is made to an authorised publication.

**4.3.11 Consequential amendments to authorised publications**

- a. Matters covered by legislative changes and variations to NZDF policies may require amendment of existing orders, directions and instructions contained in other publications.
- b. Consequential amendments are to be identified by the Custodian of the parent publication and—
  - (1) listed on the quality assurance certificate covering the amended version of the parent publication; and
  - (2) advised to the Custodians of other publications affected by these changes.
- c. Custodians responsible for publications and documentation affected by changes to orders, directions and instructions promulgated in other publications must ensure that their publications are amended without undue delay.

*Section 5 - Drafting instructions*

**4.3.12 Rules for writers**

- a. The purpose and effect of any order, direction or instruction must be evident from its language. The essentials of good drafting are—
  - (1) accuracy;

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- (2) brevity;
  - (3) clarity; and
  - (4) simplicity.
- b. The role of the writer is to produce a draft document that gives effect to legislation, governmental direction and NZDF policies set by CDF.
  - c. Publications must be drafted in a consistent manner and uniformly present concise and unambiguous content.
  - d. While the responsibility for drafting orders, directions and instructions is vested in the Approving Authority, the writer is accountable to the Approving Authority for the way the proposed policy is expressed and presented.
  - e. When preparing orders, directions and instructions, writers must seek legal advice throughout the process. Approving authorities must use their resources for managing publications in a manner that is most effective for the NZDF. Writers and legal advisers should work together closely from the outset of any drafting process.
  - f. Every effort must be made, so far as reasonably practicable, to ensure there is no disproportionate impact on gender, ethnicity, age or disability unless the expression is relevant to the order, direction or instruction.
  - g. When presenting a new publication or a change to a current, the final copy is to be accompanied by a *New Zealand Defence Force Publications Quality Assurance Form*<sup>95</sup> showing that—
    - (1) appropriate subject matter experts (SMEs) have been consulted during the drafting of any publication or change;
    - (2) the final proposed amendment has been properly ratified by the Approving Authority; and
    - (3) Custodians of other relevant publications have been informed of the change(s).
  - h. The *New Zealand Defence Force Publications Quality Assurance Form* is to be archived with the changed version of the publication.

#### 4.3.13 Authorisation for the use of incorporation by reference

- a. The incorporation of material, including superior NZDF policies, standards and approved practices may be included in the text of orders, directions and instructions provided that—
  - (1) they are incorporated in full, or in part without modification; and
  - (2) the specific policy, standard or practice is readily available to members of the NZDF who have a requirement to use the particular publication.

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95 Refer to [Annex 4H](#).

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- b. A copy of the material that is incorporated by reference must be included with the archived original copy of the relevant publication.

#### 4.3.14 Punctuation styles in authorised publications

- a. Punctuation styles for the drafting of DFOs must comply with the rules set by the Parliamentary Counsel Office.
- b. The punctuation styles for DFIs conform to those prescribed in this publication.
- c. Wherever possible, DMs should follow the conventions specified in this publication. Alternative publication styles may be used to draft DMs as follows—
  - (1) Service published styles; or
  - (2) foreign source publication styles.
- d. Consistency of form within the publication is the important objective. Writers are to identify the style to be applied and maintain the same style throughout the drafting of each publication or publication amendment.

#### 4.3.15 Acronyms in authorised publications

Information on the use of acronyms, abbreviations and initialisms can be found in paragraph [1.2.8](#) of this publication.

#### 4.3.16 Legal advice

- a. Writers must engage with DLS throughout the drafting of orders and subordinate directions and instructions, as well as during the development of amendments for promulgation in authorised publications. Writers must not wait until the proposed policy is substantially completed. The purpose of early engagement is to—
  - (1) clarify any legal issues;
  - (2) establish which parts of the policy need not be included and may be better placed in a subordinate publication or manual;
  - (3) establish whether the proposed policy conflicts with legal principles or legislation (for example, the [Defence Act 1990](#), [Armed Forces Discipline Act 1971](#), [Defence Regulations 1990](#), etc);
  - (4) obtain legal advice when drafting or amending written orders to ensure mandatory language is used where required and that the use of mandatory language is lawful; and
  - (5) more broadly consider the legal implications of policy implementation and other issues as they arise.

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- b. When drafting content of authorised publications, the writer is to ensure the draft is legally correct and expressed as clearly and simply as possible. Authorised publications comprising orders, directions and instructions are to be—
- (1) consistent with legislation (Acts and Regulations), international treaties, conventions and protocols ratified by the New Zealand Government, and central agency policies;
  - (2) clear and easy to understand;
  - (3) written in the present tense to clearly convey current standard practice;
  - (4) enforceable under the [Armed Forces Discipline Act 1971](#) and the NZDF [Civil Staff Code of Conduct](#);
  - (5) consistent in presentation style;
  - (6) accessible by all users (in print and in the digital environment);
  - (7) up-to-date and easy to amend; and
  - (8) created in approved *Microsoft Word (MS Word)* templates.

**4.3.17 Record keeping**

All information relevant to the development of a publication (eg reviews, consultation drafts/notes, approvals, etc), including the final and approved version of the document to be published, must be filed in an appropriate Defence Document Management System (DDMS) library of the business group that authored the document. This will ensure required metadata to meet legal record keeping retention and disposal requirements is captured, and that information is authenticated, accessible, secure from unauthorised alteration or deletion, and retrievable until appropriately disposed of.

**4.3.18 Publication repeal and reissue**

- a. **Repealed publications.** Authorised NZDF orders, instructions and manuals can only be repealed by the relevant Authorising Authority. If the incorporation of content in a new or amended publication is intended to replace or supersede some or all of a current publication's content, approval to repeal must be sought from the current publication's Authorising Authority before promulgation of the new or amended publication.
- b. **Reissued publications.** When an NZDF publication is renumbered, it is to be reissued under the new number with the version number incremented one whole number higher than the publication under its previous number (for more information on publication version numbers refer to footnotes [100](#) and [101](#)). This information must be detailed within the preliminary provisions and record of change of the renumbered publication. Upon promulgation of the renumbered and reissued publication, the publication under its previous number is to be repealed.

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## Chapter 4 - Style and Layout Conventions of Authorised Publications

### 4.4.1 Style and layout of authorised publications

- a. The New Zealand Defence Force (NZDF) is committed to drafting and promulgating orders, directions and instructions as clearly and simply as possible and, so far as practicable, retaining a consistent standard of format and style in all publications.
- b. This publication is an exemplar of the style and layout standards for authorised publications issued by the Chief of Defence Force (CDF) or an executive exercising a delegated authority.
- c. The provisions of this section are applicable to the production of Defence Force Orders (DFOs), Defence Force Instructions (DFIs) and Defence Manuals (DMs). The official templates for authorised publications are available in the [NZDF Publications Centre](#) or in the NZDF\_DSMT folder inside the *Microsoft Word (MS Word)* custom templates area. Templates include styles and formats for an authorisation page, introductory and preliminary provisions, main content and end matter.
- d. The initial design of an authorised publication will relate to the length of the publication and the amount of text and information in each element of the document. Subject matter experts (SMEs) and the writer should plan the structure of the information that will make up the publication. Two basic architectures that may be used to design an authorised publication are—
  - (1) Large publications comprising 100 pages or more should be divided into parts, further sub-divided into chapters and sections; using cross headings, group headings, paragraph headings and paragraphs to present content.
  - (2) Smaller publications should be divided into chapters, further sub-divided into sections; using use cross headings, group headings, paragraph headings and paragraphs to present content.

### 4.4.2 Standard order of the content of Defence Force Orders, Defence Force Instructions and Defence Manuals

DFIs and DMs are structured using four divisions. The standard arrangement of DFIs and DMs is—

- (1) introductory provisions;
- (2) preliminary provisions;
- (3) main content; and
- (4) end matter.



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#### 4.4.3 Introductory provisions

- a. The introductory provisions do not form part of the order, direction or instruction, and are not an enforceable part of the order, direction or instruction.<sup>96</sup> Introductory provisions include—
- (1) title page;
  - (2) authority order;
  - (3) foreword; and
  - (4) table of contents.
- b. The use of a ‘foreword’ is optional. A foreword is used to place the purpose of the publication and its content in context and with other related documentation. The ‘foreword’ is not part of the orders or instructions.

#### 4.4.4 Preliminary provisions

- a. Preliminary provisions include—
- (1) purpose;
  - (2) application and compliance (and exclusions where applicable);
  - (3) commencement date;
  - (4) identification of the Custodian of the publication;
  - (5) repeal;
  - (6) meanings of terms;
  - (7) authoritative version (print version or online version);
  - (8) related publications; and
  - (9) the annex detailing the meaning of terms in the specific publication.
- b. Commencement date refers to the date when the instruction, or part thereof, comes into force.

#### 4.4.5 Main content

- a. Main content is arranged and grouped by subject matter into parts (and sub-parts if necessary), further subdivided into chapters, sections and sub-sections. Main content may include reference to annexes, which are placed after the relevant part, chapter or section. Main content may also include reference to schedules, which are placed at the end of the main content.

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<sup>96</sup> The [Armed Forces Discipline Act 1971](#) s 39 and direction promulgated in the NZDF [Civil Staff Code of Conduct](#).

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- b. Content should be arranged in a logical order, for example—
  - (1) substantive matters should come before procedural matters;
  - (2) the general should come before the particular;
  - (3) orders, directions and instructions that have an NZDF-wide application should come before those that have limited application; and
  - (4) administrative and procedural matters should be located after any substantive matters to give prominence to what is most important.
- c. Schedules at the end of the main text are instruments annexed to an instruction presenting, in detail, matters referred to in the principal document. Schedules are part of the order or instruction and are enforceable.
- d. Schedules serve a number of functions including—
  - (1) the setting of agreements (determinations) for regulating and administering entitlements, and financial and non-financial benefits conferred by the principal orders; and
  - (2) matters of detail or definition mandated in the main content that may vary due to changing circumstances.

**4.4.6 End matter**

- a. Items in the end matter are supportive text only and are not an enforceable part of the order, direction or instruction. End matter contains the record of change and may contain documents attached in the form of enclosures to the principal publication. End matter may include—
  - (1) information in support of the publication's content, including tables, figures, and forms; or
  - (2) content that does not form part of an order, direction or instruction but is important to putting the order in context.
- b. The content of any enclosures and schedules should be referred to in the main body of the publication and are to be created as complete standalone documents, able to be read without reference to other documentation.

**4.4.7 Page format of authorised publications**

- a. In addition to the standard Defence Force writing layout conventions outlined in this publication, authorised publications must conform to the following format—
  - (1) Margins for publications are custom set at; top, 3 cm, bottom, 2.5 cm and left and right at 2.5 cm.

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- (2) Security Classification and Endorsement Markings appropriate to the content must be applied to all pages<sup>97</sup> of all publications, including on the front and back covers.
- (3) Parts must commence on a new page.
- (4) Chapter 2 and succeeding chapters must commence on a new page.
- (5) Section breaks are to be used to separate parts within the publication.
- (6) Annexes are listed at the end of the part, chapter or section that they apply to. The list of annexes is not preceded by a page break.
  - (a) **Numbering of annexes in an authorised publication.**
    - (i) Each annex has a right-aligned identifying block in bold upper case at the top right of the first page. The identifying block details the reference or unique identifier (the part number or, if the publication is not divided into parts, the chapter number) and the individual annex alphabetical reference, eg ANNEX 1A.
    - (ii) If an annex spans multiple pages, the identifying block is to be followed with the abbreviation (cont.), eg ANNEX 1A (cont.).
    - (iii) Alphabetical references re-start at A for each part/chapter. If there is no principal reference (as in the preliminary provisions) then the identifying block only details the alphabetical reference.
  - b. If an authorised publication is classified Restricted or below, page numbers are to be applied to all pages as follows—
    - (1) The authority order, introductory provisions, foreword and contents pages are numbered using consecutive Roman numerals set in lower case Calibri 12 pt font. Numbers are centred in the footer immediately above the protective security marking, commencing with ‘i’ on the first page of the authority order. Blank pages are numbered.
    - (2) The preliminary provision’s pages are numbered using consecutive Arabic numerals set in Calibri 12 pt font. Numbers are centred in the footer immediately above the protective security marking.
    - (3) Main content is numbered using consecutive Arabic numerals set in 12 pt Calibri, formed using the part (or if the publication is not divided into parts, the chapter number) followed by a hyphen and a consecutive page number (for example, 3-10 indicating page 10 of chapter 3). Numbers are centred in the footer immediately above the protective security marking. Annexes are not identified separately and are to be included in the sequential page numbering for the relevant part/chapter.
    - (4) Blank pages are numbered using either Roman or Arabic letters and numerals depending on their location in the publication.

97 DFO 51 Defence Force Orders for Security [Volume 1](#) Protective Security.

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- (5) Pages comprising 'end matter' are numbered using Arabic numerals, preceded by the letters 'EM' (for example EM-1).
- c. If an authorised publication is classified or includes a codeword or an endorsement, all pages must be sequentially numbered in accordance with the conventions of DFO 51 *Defence Force Orders for Security [Volume 1 Protective Security](#)* as follows—
- (1) Content is numbered using consecutive Arabic numerals set in 12 pt Calibri. Numbers are centred in the footer immediately above the protective security marking, commencing with '1' on the title page.
  - (2) Blank pages are sequentially numbered as they appear in the publication.

#### 4.4.8 Headers and footers in authorised publications

- a. Headers are set 1 cm from the top of the page and incorporate—
- (1) where required, a protective security marking centred in bold upper case on the first line;
  - (2) the publication long title in sentence case, aligned against the left margin on the line below the protective security marking;
  - (3) the version number in sentence case, aligned against the right margin on the same line as the publication long title;<sup>98</sup>
  - (4) the part or chapter of the publication in sentence case, aligned against the left margin immediately below the publication long title; and
  - (5) the commencement date in numerical format dd Month yyyy, aligned against the right margin immediately below the version number.
- b. Footers are set 1 cm from the bottom of the page and incorporate—
- (1) the page number centred, immediately above the protective security marking; and
  - (2) where required, protective security and endorsement markings are centred in bold upper case on the last line.

#### 4.4.9 Table of contents

The table of contents comprises the following headings, each hyperlinked to the main content—

- (1) **Parts.** A part is an amalgamation of a cohesive group of chapters within a publication, identified by its own part heading. Parts are numbered sequentially using Arabic numerals.
- (2) **Chapters.** A chapter is an amalgamation of a cohesive group of sections within a part, identified by its own chapter heading. Chapters are numbered sequentially using Arabic numerals.

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98 If the publication is not separated into parts then leave this line blank.

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- (3) **Sections.** A section is an amalgamation of a cohesive group of sub-sections or paragraphs, identified with its own heading. Sections are numbered sequentially using Arabic numerals.
- (4) **Main content.** A group heading (first-paragraph level) introduces a paragraph or paragraphs all related to the same general topic. All main headings are numbered. There can be a number of sub-paragraphs relating to the subject of the main paragraph, all deemed part of the numbered paragraph.
- (5) **Annexes.** Annexes are listed under a cross heading at the end of the relevant part, chapter or section according to the sequential order that they are referenced.
- (6) **Schedules.** Schedules (if used) are listed after the end of the main text in numerical order.

#### 4.4.10 Other headings in authorised publications

The following headings are also used in authorised publications—

- (1) **Cross headings.** Cross headings may be used to partition sections. They should be used to group orders, directions and instructions relevant to a specific provision or theme. A cross heading is also used to introduce a list of annexes. Cross headings are not numbered.
- (2) **Paragraph headings.** Paragraph headings may be used in paragraphs and sub-paragraphs to indicate the content. When used in sub-paragraphs, headings are to be applied to all sub-paragraphs under their introductory paragraph.

#### 4.4.11 Publication heading styles and structure

The standard style template provides for five headings and a title. The styles listed are incorporated in the templates for writers and editors of DFOs and DFIs, and may be used in DMs. Editorial staff may adjust the standard settings to meet the presentation and readability needs of the publication. The architecture and structure is—

### HEADING 1 (PART 1 -)

(Upper case, Calibri 16 pt, bold, centred)

### Heading 2 (Chapter 2 -)

(Capitalise each primary word, Calibri 16 pt, bold, centred)

### *Heading 3 (Cross heading and Section heading)<sup>99</sup>*

(Sentence case, Calibri 14 pt, non-bold, italic, centred)

### n.nn **Heading 4 (Group heading)**

(Sentence case, Calibri 12 pt, bold, left aligned)

<sup>99</sup> Sections are expressed by the word 'Section' followed by a consecutive Arabic numeral, a spaced dash and the appropriate heading title. There are examples of section headings throughout this publication.

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**Heading 5** (Tables, figures and graphics)

(Sentence case, Calibri 11 pt, bold identifier and roman title,  
centred above the table or under figure)

**4.4.12 Publication line spacing**

Line spacing to be used in NZDF publications is—

- (1) Part headings are spaced with 12 pt before and 12 pt after.
- (2) Chapter headings are spaced with 12 pt before and 12 pt after.
- (3) Section and cross headings are spaced 12 pt before and 12 pt after.
- (4) Subject, main and group headings are spaced with 12 pt before and 6 pt after.
- (5) Paragraphs and sub-paragraphs are spaced with 6 pt before and 3 pt after.
- (6) Single line spacing is used within paragraphs and sub-paragraphs.
- (7) Notes, cautions and warnings use single line spacing with 6 pt before and 6 pt after.
- (8) Headers and footers use single line spacing.
- (9) Footnotes use single line spacing.

**4.4.13 Paragraph numbering of introductory provisions and end matter**

Paragraphs in introductory provisions and end matter are given consecutive Arabic numerals followed by a full stop. Sub-paragraphs are given consecutive lower case Roman letters followed by a full stop.

**4.4.14 Format of first-level paragraphs (group headings)**

- a. A numbered paragraph forms a main content heading and is used to identify a block of information in the form of an order, direction or instruction. This first-level paragraph, (variously referred to as an article, clause, rule, or order) should be short and clearly state what is covered by the block of text underneath.
- b. First-level paragraphs are to have a unique heading (group heading) covering one topic. This allows for searching and linking later amendments, maintains the numbering of information and ensures that any references to the paragraph do not change.
- c. Paragraph numbering—
  - (1) When a publication is split into parts, each first-level paragraph is aligned against the left margin and is numbered consecutively in Arabic numerals. The paragraph text begins indented by two tab stops (2 cm). The numbering retains the part as the first identifying numeral followed by a full stop then the chapter number followed by a full stop and a sequential number starting from '1'.

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- (2) When a publication is not split into parts, each first-level paragraph is aligned against the left margin and is numbered consecutively in Arabic numerals. The numbering retains the chapter as the first identifying numeral followed by a full stop and a sequential number starting from '1'. 'Reserved' and 'not allocated' paragraphs are not used.

**4.4.15 Format of second-level paragraphs**

- a. There can be a number of second-level paragraphs relating to the main paragraph subject, all deemed part of the numbered paragraph.
- b. If there is only one second-level paragraph under a first-level paragraph, the second-level paragraph is not numbered, including when a second-level paragraph is followed by sub-paragraphs.
- c. Where there is more than one second-level paragraph, these are given consecutive lower case Arabic letters followed by a full stop. Letters are placed on the left margin, with text commencing and wrapping at the first tab (1 cm).

**4.4.16 Format of main content sub-paragraphs**

- a. Text in the main content is set in Calibri 12 pt with spacing at 6 pt before and 3 pt after. A space is to be added between paragraphs of the same style.
- b. As a general rule, a paragraph should not be divided below the fifth sub-paragraph level. Sub-paragraphs are presented as follows—
  - (1) sub-paragraphs are given consecutive Arabic numerals set in parenthesis, indented to the first tab (1 cm), with text commencing and wrapping at the second tab (2 cm). The first word of the text in sub-paragraphs is not capitalised unless it is a proper noun.
    - (a) the next level sub-paragraph is given consecutive lower case Arabic letters set in parenthesis, with text commencing and wrapping at the third tab (3 cm).
      - (i) the next level sub-paragraph is given consecutive Roman numerals set in parenthesis, with text commencing and wrapping at the fourth tab (4 cm).
        - (A) the final subdivision, if absolutely necessary, is given consecutive upper case Arabic letters set in parenthesis, with text commencing and wrapping at the fifth tab (5 cm).

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#### 4.4.17 Numbering paragraph amendments

- a. **Deleting paragraphs.** When a minor amendment<sup>100</sup> requires a paragraph be deleted, the paragraph is to retain the original number with the comment 'repealed' and repeal date inserted in place of the deleted text. Repeal information is set in 10 pt italic, for example *[0.0.0 repealed on 02 October 2015 by CDF Directive 12/2015] OR [0.0.0 repealed on 02 October 2015 in version 2.02]*.
- b. **Adding paragraphs.** When a minor amendment requires a paragraph be added, the paragraph should be inserted within a relevant section and identified with the previous paragraph number followed by a consecutive upper case Arabic letter, for example 4.4.8A or 4.4.8B.
- c. When a major amendment<sup>101</sup> or publication rewrite requires paragraphs be deleted/ added, indication or identification of the paragraph, as above, is not required.

#### 4.4.18 Use of graphics in publications

- a. Complex information may be supported tables or figures such as diagrams, graphs, photographs and flow charts.
- b. Graphics should only be used if they are relevant to the text, have a clear purpose and only if they are of high quality. Graphics should be set at a distance of 12 pt from other graphics or text and should not extend beyond the left and right margins.
- c. If graphics are required in a publication they are to be provided in the appropriate file format listed in [Table 4-3](#).

**Table 4-3** Preferred Image File Formats

Colour images (high quality)	.tiff (tagged image file format)
Colour images (low quality)	.jpg or .jpeg (joint photographic experts group)
Text and/or line-based only	.emf (enhanced metafile)
Combination text and graphics	.png (portable network graphics)
Monochrome images	.png (portable network graphics)

**Note:** Pdf files can be supplied in place of any of the file types listed in [Table 4-3](#). If you are unsure of which format to use or if you have any other questions regarding publication graphics, please contact [PIDS Wellington](#) for advice and/or assistance.

#### 4.4.19 Table format in Defence Force Orders and Defence Force Instructions and Defence Manuals

Information on the use of tables and figures can be found in paragraph [1.2.25](#) of this publication.

100 A minor amendment is one promulgated with a version number incremented one decimal place from the previous version (for example version 1.00 to version 1.01).

101 A major amendment is one promulgated with a version number incremented the next whole number up from the previous version (for example, version 1.00 to version 2.00).



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**4.4.20 Highlights for authorised publications**

- a. The writer of a publication may highlight critical or essential information for users in the form of a warning, caution or note.
- b. Warnings and cautions must not contain references to other sources of information, ie the message must be a self contained explanation. Notes can contain references.
- c. Information within a warning, caution or note should be presented in a simple and straightforward manner. Warnings and cautions are to contain actions required to avoid or minimise a hazard. Where possible, include information regarding the location or source and specific nature of the hazard, as well as time considerations (where critical) and the consequences of failing to heed the warning or caution. Warnings, cautions and notes are not to contain procedural steps.
- d. Warnings, cautions and notes are to be formatted as follows—
  - Warning:** Must appear before the relevant paragraph before any cautions, set in red (RGB red 192) 12 pt Calibri with a 1 cm tab. The word warning is set in bold followed by a colon and the relevant content.
  - Caution:** Must appear before the relevant paragraph under any warnings, set in orange (RGB red 227, green 108, blue 10) 11 pt Calibri with a 1 cm tab. The word caution is set in bold followed by a colon and the relevant content.
  - Note:** Appears after the relevant paragraph, set in green (RGB green 128) 10 pt Calibri with a 1 cm tab. The word note is set in bold followed by a colon and the relevant content.
- e. To determine the highlight that is most suitable, the following criteria is to be used—
  - (1) **Warning.** Conditions, practices or procedures which must be observed to avoid—
    - (a) loss of life;
    - (b) personal injury; or
    - (c) long-term health hazard.
  - (2) **Caution.** Conditions, practices or procedures which must be observed to avoid—
    - (a) destruction of equipment;
    - (b) damage to equipment; or
    - (c) breach of security.
  - (3) **Note.** Additional information of special importance, interest, or an aid to job performance which should be observed. Notes are not to be used for information which should be in a separate paragraph.
- f. Warnings, cautions and notes do not form part of the order, direction or instruction.

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#### 4.4.21 Editorial assistance

Editorial staff or publishers may make minor changes to the format of authorised publications to enhance the clarity of content and the presentation of the publication. However, before final publishing, the responsible Custodian must be made aware of all changes that have been made.

#### *Annexes to Chapter 4*

- [4A](#) Title Page – DFO, DFI/DM – Templates
- [4B](#) Authority Order – DFO, DFI/DM – Templates
- [4C](#) Foreword – DFO/DFI/DM – Template
- [4D](#) Contents – DFO/DFI/DM – Template
- [4E](#) Preliminary Provisions – DFO, DFI/DM – Templates
- [4F](#) Main Content – DFO/DFI/DM – Template
- [4G](#) End Matter – DFO/DFI/DM – Template
- [4H](#) New Zealand Defence Force Publications Quality Assurance Form – Template

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ANNEX 4A

TITLE PAGE – DFO, DFI/DM – TEMPLATES

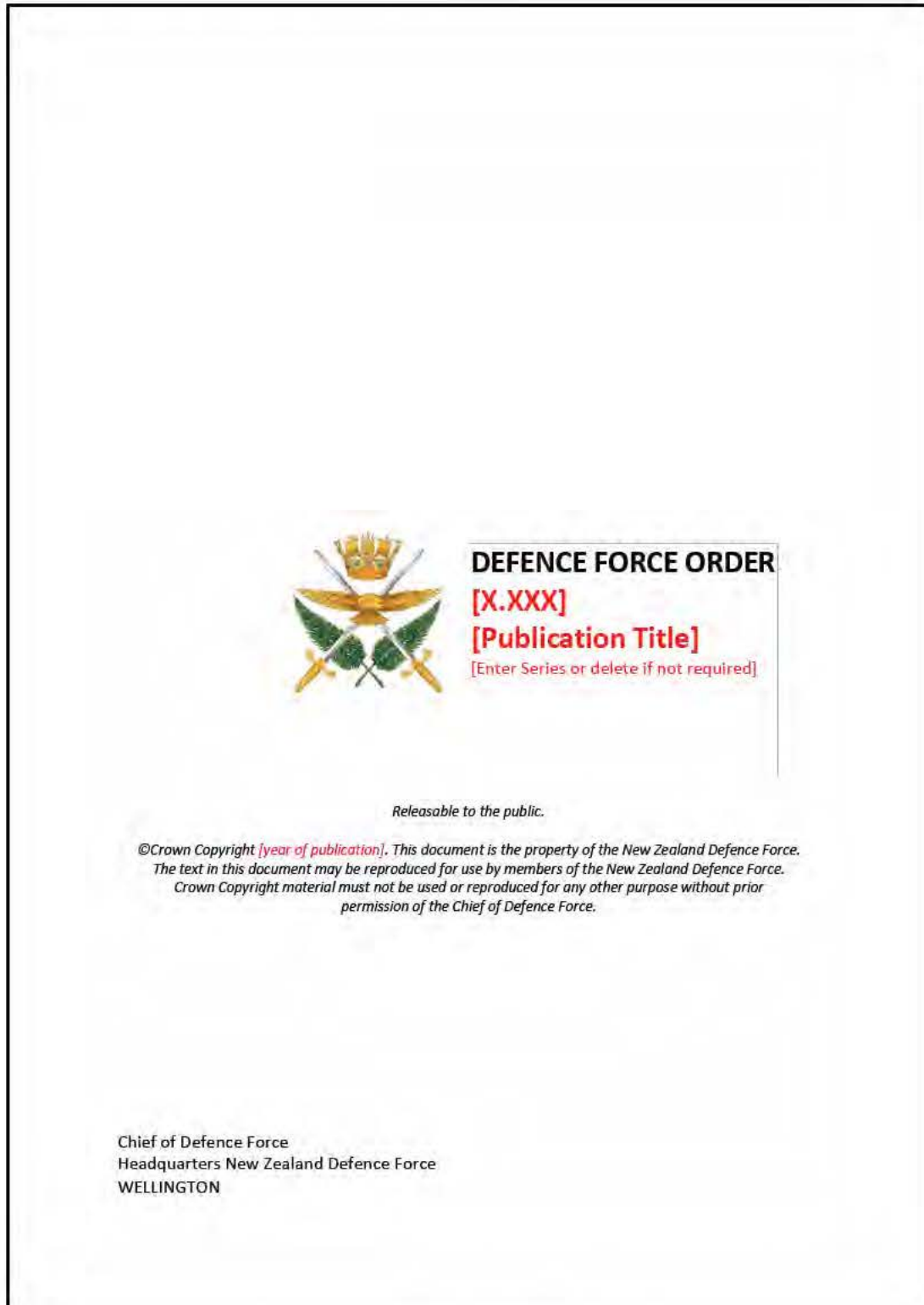



Figure 4-2 Title Page – DFO Template

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ANNEX 4A (CONT)



**[PUBLICATION TYPE]**  
**[X.XXX]**  
**[Publication Title]**  
[Enter Series or delete if not required]

*[Is this document releasable to the public?]*

*©Crown Copyright [year of publication]. This document is the property of the New Zealand Defence Force.  
The text in this document may be reproduced for use by members of the New Zealand Defence Force.  
Crown Copyright material must not be used or reproduced for any other purpose without prior  
permission of the Chief of Defence Force.*

**[Approver]**  
Headquarters New Zealand Defence Force  
WELLINGTON

Figure 4-3 Title Page – DFI/DM Template

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**ANNEX 4B**

**AUTHORITY ORDER – DFO, DFI/DM – TEMPLATES**

UNCLASSIFIED

[DFO X.XXX] [Publication Title]  
Authority Order

[Version X.XX]  
[click to select publication date]

**Authority Order**

**[DFO X.XXX]**  
**[Publication Title]**

---

**Issued by the Chief of Defence Force**

---

**Authority**

1. [DFO X.XXX] [Publication Title] is issued and promulgated by the Chief of Defence Force pursuant to s 27 of the *Defence Act 1990*.

**Conflict**

2. Nothing in this publication is to be construed as prevailing over any relevant Act of Parliament or regulations made under it.

3. Any conflict between the mandatory requirement stated in this publication and any other policy, order, rule or procedure issued within the New Zealand Defence Force is to be reported to the Custodian without delay.

[Initials and name]  
[Rank/Title]  
Chief of Defence Force

[click to select publication date]

ii  
UNCLASSIFIED

**Figure 4-4** Authority Order – DFO Template

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## ANNEX 4B (CONT)

<b>UNCLASSIFIED</b>	
[DFI/DM X.XXX] [Publication Title] Authority Order	[Version X.XX] [click to select publication date]
<b>Authority Order</b>	
<b>[DFI/DM X.XXX] [Publication Title]</b>	
<hr/>	
Issued by [click to enter text]	
<hr/>	
<b>Authority</b>	
1. [DFI/DM X.XXX] [Publication Title] is issued and promulgated under the delegated authority of the Chief of Defence Force to [insert appointment] pursuant to s 30(2) of the <i>Defence Act 1990</i> and promulgated in the <i>Chief of Defence Force's General Orders</i> . <i>[Note: Until CDF's General Orders are issued, refer to other authorising documents such as a relevant DFO]</i>	
<b>Conflict</b>	
2. Nothing in this publication is to be construed as prevailing over any Act of Parliament or regulations made under it, or Defence Force Orders and Directives issued by the Chief of Defence Force.	
3. Any conflict between these orders and any other policy, order, direction or instruction issued within the New Zealand Defence Force is to be reported to the Custodian without delay.	
[Initials and name] [Rank/Title] [Appointment]	[click to select publication date]
ii <b>UNCLASSIFIED</b>	

Figure 4-5 Authority Order – DFI/DM Template

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**ANNEX 4C**

**FOREWORD – DFO/DFI/DM – TEMPLATE**

<p>[DFO X.XXX] [Publication Title] Foreword</p>	<p>UNCLASSIFIED</p>	<p>[Version X.XX] [click to select publication date]</p>
<p><b>Foreword</b></p>		
<p>1. [Click to enter text]</p>		
<p>iv UNCLASSIFIED</p>		

**Figure 4-6** Foreword – DFO/DFI/DM Template

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**ANNEX 4D**

**CONTENTS – DFO/DFI/DM – TEMPLATE**

<b>UNCLASSIFIED</b>	
[DFO X.XXX] [Publication Title]	[Version X.XX]
Contents	[click to select publication date]
<b>Contents</b>	
Authority Order .....	ii
Contents .....	iii
Foreword .....	iv
Preliminary Provisions .....	1
Part 1 - Heading 1 - Part Heading.....	1-1
Chapter 1 - Heading 2 - Chapter Heading.....	1-1
Section 1 - Heading 3 - Section heading .....	1-1
Head 4 - Cross heading .....	1-1
1.1.1 Heading 5 - Group heading.....	1-1
Table 1-1 – Heading 6 - Tables, figures and graphics.....	1-1
End Matter .....	EM-1
Schedules .....	EM-1

iii  
**UNCLASSIFIED**

**Figure 4-7** Contents – DFO/DFI/DM Template



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## ANNEX 4E

### PRELIMINARY PROVISIONS – DFO, DFI/DM – TEMPLATES

<b>UNCLASSIFIED</b>	
[DFO X.XXX] [Publication Title] Preliminary Provisions	[Version X.XX] [click to select publication date]
<b>Preliminary Provisions</b>	
<b>Purpose of [DFO X.XXX]</b>	
<ol style="list-style-type: none"><li>1. These orders set out the Defence Force policies and direction to be followed when—<ol style="list-style-type: none"><li>a. [Click to enter text]</li><li>b. [Click to enter text]</li></ol></li><li>2. [DFO X.XXX] - [Publication Title] directs the [click to enter text] must be read in conjunction with [click to enter text].</li></ol>	
<b>Application</b>	
<ol style="list-style-type: none"><li>3. This is a written order to all members of the Armed Forces pursuant to s 27 of the <i>Defence Act 1990</i> and instructions to members of the Civil Staff.</li><li>4. All members of the Defence Force must comply with the orders stipulated in this publication.</li><li>5. The orders in [DFO X.XXX] apply equally to persons seconded to the NZDF from external employers, contractors, sub-contractors and their respective employees working in defence areas. It is the responsibility of the member of the Defence Force engaging any contractor, consultant or other person not a member of the Defence Force to make them aware of this requirement and include such requirements in their contracts.</li><li>6. Non-compliance with these orders may result in disciplinary action being taken in accordance with the <i>Armed Forces Discipline Act 1971</i> or may result in possible sanctions in accordance with the <i>NZDF Civil Code of Conduct</i>.</li><li>7. Non-compliance by a contractor, consultant or other person or organisation engaged by the Defence Force could lead to a contract being terminated.</li></ol>	
<b>Commencement date</b>	
<ol style="list-style-type: none"><li>8. The commencement date of [DFO X.XXX] is [click to select publication date].</li><li>9. Amendments to this publication are documented in the Record of Change in the end matter.</li></ol>	
<b>Repeal</b>	
<ol style="list-style-type: none"><li>10. These orders supersede [list previous publications that are to be withdrawn or cancelled with the issuance of this publication].</li></ol>	
<b>Custodian</b>	
<ol style="list-style-type: none"><li>11. The Custodian for [DFO X.XXX] is the [appointment].</li></ol>	
<b>Meanings of terms</b>	
<ol style="list-style-type: none"><li>12. Terms used in [DFO X.XXX] and not explained or stated in the authorised references are defined in <a href="#">Annex A</a> to these preliminary provisions.</li></ol>	
1 <b>UNCLASSIFIED</b>	

Figure 4-8 Preliminary Provisions – DFO Template – Page 1 of 3

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**ANNEX 4E (CONT)**

**UNCLASSIFIED**

[DFO X.XXX] [Publication Title]

Preliminary Provisions

[Version X.XX]

[click to select publication date]

**Authoritative version of Defence Force Order [X.XXX] [Publication Title]**

13. The online copy of [DFO X.XXX] [Publication Title] promulgated on the New Zealand Legislation website<sup>1</sup> is the authoritative version. Any printed copy or any other electronic copy is deemed uncontrolled and is to be used for guidance only.

**Related publications**

[Enter hyperlinked publication titles here]

---

<sup>1</sup> During the transition phase following the enactment of the Secondary Legislation (Access) Bill, all Defence Force Orders will be published on the NZDF Internet website (Publications).

**UNCLASSIFIED**

**Figure 4-9** Preliminary Provisions – DFO Template – Page 2 of 3

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**ANNEX 4E (CONT)**

**UNCLASSIFIED**

[DFO X.XXX] [Publication Title] [Version X.XX]  
Preliminary Provisions [click to select publication date]

**Annex A**

**Meanings of Terms**

1. Words and phrases are to be given their ordinary grammatical or military meaning promulgated in relevant legislation, military glossaries and authorised dictionaries.
2. Meanings of terms used in this publication are—

Term	Meaning
[Click to enter text]	[Click to enter text]
[Click to enter text]	[Click to enter text]

3  
**UNCLASSIFIED**

**Figure 4-10** Preliminary Provisions – DFO Template – Page 3 of 3

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## ANNEX 4E (CONT)

UNCLASSIFIED

[DFI/DM X.XXX] [Publication Title]  
Preliminary Provisions

[Version X.XX]  
[click to select publication date]

### Preliminary Provisions

#### Purpose of [DFI/DM X.XXX]

1. These orders set out the Defence Force policies and direction to be followed when—
  - a. [Click to enter text]
  - b. [Click to enter text]

#### Application

2. This is a general order to all members of the Armed Forces pursuant to s 30 of the *Defence Act 1990* and instructions to members of the Civil Staff.
3. All members of the Defence Force must comply with the orders stipulated in this publication.
4. The instructions in [DFI/DM X.XXX] apply equally to persons seconded to the NZDF from external employers, contractors, sub-contractors and their respective employees working in defence areas. It is the responsibility of the member of the Defence Force engaging any contractor, consultant or other person not a member of the Defence Force to make them aware of this requirement and include such requirements in their contracts.
5. Non-compliance with these instructions may result in disciplinary action being taken in accordance with the *Armed Forces Discipline Act 1971* or may result in possible sanctions in accordance with the *NZDF Civil Code of Conduct*.
6. Non-compliance by a contractor, consultant or other person or organisation engaged by the Defence Force could lead to a contract being terminated.

#### Commencement date

7. The commencement date of [DFI/DM X.XXX] is [click to select publication date].
8. Amendments to this publication are documented in the Record of Change in the end matter.

#### Repeal

9. These orders supersede [list previous publications that are to be withdrawn or cancelled with the issuance of this publication].

#### Custodian

10. The Custodian for [DFI/DM X.XXX] is the [appointment].

#### Meanings of terms

11. Terms used in and not explained or stated in the authorised references are defined in [Annex A](#) to these preliminary provisions.

1

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Figure 4-11 Preliminary Provisions – DFI/DM Template – Page 1 of 3

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**ANNEX 4E (CONT)**

**UNCLASSIFIED**

[DFI/DM X.XXX] [Publication Title] [Version X.XX]  
Preliminary Provisions [click to select publication date]

**Authoritative version of [Publication Type] [X.XXX] [Publication Title]**

12. The online copy of [DFI/DM X.XXX] [Publication Title] promulgated in the defence information environment is the authoritative version. Any printed copy or any other electronic copy is deemed uncontrolled and is to be used for guidance only.

**Related publications**

[Enter hyperlinked publication titles here]

2  
**UNCLASSIFIED**

**Figure 4-12** Preliminary Provisions – DFI/DM Template – Page 2 of 3

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**ANNEX 4E (CONT)**

**UNCLASSIFIED**

[DFI/DM X.XXX] [Publication Title] [Version X.XX]  
Preliminary Provisions [click to select publication date]

**Annex A**

**Meanings of Terms**

1. Words and phrases are to be given their ordinary grammatical or military meaning promulgated in relevant legislation, military glossaries and authorised dictionaries.
2. Meanings of terms used in this publication are—

Term	Meaning
[Click to enter text]	[Click to enter text]
[Click to enter text]	[Click to enter text]

3  
**UNCLASSIFIED**

**Figure 4-13** Preliminary Provisions – DFI/DM Template – Page 3 of 3

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ANNEX 4F

MAIN CONTENT – DFO/DFI/DM – TEMPLATE

UNCLASSIFIED

[DFO X.XXX] [Publication Title] [Version X.XX]  
Part 1 - Heading 1 - Part Heading [click to select publication date]

**PART 1 - HEADING 1 - PART HEADING**

**Chapter 1 - Heading 2 - Chapter Heading**

*Section 1 - Heading 3 - Section heading*

*Head 4 - Cross heading*

**1.1.1 Heading 5 - Group heading**

a. Para 1 - 1st Level - a.  
Para 1 - 1st Level (no numbering)

(1) Sub-para 1 - 1st level - (1)

(a) Sub-para 2 - 2nd level - (a)

(i) Sub para 3 - 3rd level - (i)

(A) Sub-para 4 - 4th level - (A)

Table Heading - Left Justified	Table Heading - Centred
Table Content - Left Justified	Table Content - Centred
Table Content - Left Justified	Table Content - Centred

**Table 1-1 – Heading 6 - Tables, figures and graphics**

**Warning:** Calibri 12pt – “Warning:” is in bold – Red colour is R192 G0 B0

**Caution:** Calibri 11pt – “Caution:” is in bold – Orange colour is R227 G108 B10

**Note:** Calibri 10pt – “Note:” is in bold – Green colour is R0 G128 B0

1-1  
UNCLASSIFIED

Figure 4-14 Main Content – DFO/DFI/DM Template

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**ANNEX 4G**

**END MATTER – DFO/DFI/DM – TEMPLATE**

**UNCLASSIFIED**

[DFO X.XXX] [Publication Title] [Version X.XX]  
 End Matter [click to select publication date]

**End Matter**

**Record of Change**

Amendment Number	Commencement Date	Reference	Details of Change	Approving Authority
[Click to enter text]	[Click to choose a date]	[Click to enter text]	Initial Issue	[Click to enter text]

**Note:** Record of Change terminology—

**On Issue** Initial issue or subsequent reissue of the publication.

**Withdrawn** A complete publication is withdrawn for use by the NZDF.

**Repealed** A complete part of a Defence Force Order or Defence Force instruction is repealed/cancelled.

**Replaced** Complete parts, chapters or sections may be replaced with new parts, chapters or sections.

**Inserted** New text may be inserted within parts, chapters or sections.

**Substitute** Published text is substituted with new text or words.

*Schedules*

EM-1  
**UNCLASSIFIED**

**Figure 4-15** End Matter – DFO/DFI/DM Template



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ANNEX 4H

NEW ZEALAND DEFENCE FORCE PUBLICATIONS QUALITY ASSURANCE FORM –  
TEMPLATE

[SECURITY CLASSIFICATION (where required)]  
[ENDORSEMENT MARKING (where required)]

**Headquarters New Zealand Defence Force**  
**Defence Force Publications**  
Quality Assurance Form

*The Quality Assurance Form is to be completed for new and amended publications administered within the NZDF Publications System (Defence Force Orders, Defence Force Instructions and Defence Force Manuals).*

Publication Short Title	[Click here to enter text]		Secondary Legislation	<input type="checkbox"/>	NZDF Policy	<input type="checkbox"/>
Publication Long Title	[Click here to enter text]					
Category	New publication	<input type="checkbox"/>	New version	<input type="checkbox"/>	Amendment	<input type="checkbox"/>
		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Custodian <sup>1</sup>	Name [Click here to enter text]	Contact [Click here to enter text]	Signature [Click here to enter text]	Date [Select a date]		
Scope of the publication - <i>New publication or changes or amendments to current publication</i>	[Click here to enter text]					
Consultation <i>Internal and external consultation undertaken in preparing the new publication or changes to a current publication</i>	[Click here to enter text]					
Consequential changes to other publications <i>Orders, directions or instructions to be updated</i>	Publication [Click here to enter text]			Custodian informed [Click here to enter text]		
Defence Legal Services <sup>2</sup> <i>Publication and/or changes consented</i>	Name [Click here to enter text]		Signature [Click here to enter text]		Date [Select a date]	
Approving Authority <sup>3</sup> <i>Publication and/or changes approved for promulgation</i>	Name [Click here to enter text]		Signature [Click here to enter text]		Date [Select a date]	

<sup>1</sup> Responsibility of a publication custodian. The custodian is responsible for monitoring a publication as a whole and, where necessary initiating and processing amendments, including those recommended by others, to keep the content up-to-date.

<sup>2</sup> Responsibility of Defence Legal Services. Defence Legal Services must ensure that the content of new and changed publications is lawful and generally meets legislative requirements and Defence Force policies.

<sup>3</sup> Responsibility of an approving authority. The approving authority is responsible for ensuring that the publication clearly and unambiguously presents CDF direction and Defence Force policies, and that their publications remain fit for purpose. The approving authority's role is to approve routine amendments and incorporate ratified changes to the publications for which they are responsible, ensuring that the relevant subject matter experts, and others with an interest in the purpose of publication, have been consulted and the content of a new or changed publication is correct.

[SPECIAL HANDLING MARKING (where required)]  
[PROTECTIVE SECURITY MARKING (where required)]

Figure 4-16 NZDF Quality Assurance Form – Template

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## End Matter

### Record of Change

Amendment Number	Commencement Date	Reference	Details of Change	Approving Authority
Version 1.00	29 February 2020	CMMS W/O 70116377	<b>On Issue</b> Supersedes all previous orders, directions and instructions for Service writing standards promulgated for use by members of the NZDF.	<b>AJ WOODS</b> Air Commodore Chief of Staff HQNZDF
Version 2.00	03 November 2021	CMMS W/O 70125052	<b>Replaced/Inserted</b> Major content update and standardisation carried out. Publication renumbered from DFI 0.102 to DFI 5.1 to align with refreshed NZDF Publication Numbering System.	<b>XO HQNZDF</b>

**Note:** Record of Change terminology—

<b>On Issue</b>	Initial issue or subsequent reissue of the publication.
<b>Withdrawn</b>	A complete publication is withdrawn from use by the NZDF.
<b>Repealed</b>	A complete Defence Force Order or Defence Force Instruction is repealed/ cancelled.
<b>Replaced</b>	Complete parts, chapters or sections may be replaced with new parts, chapters or sections.
<b>Inserted</b>	New text may be inserted within parts, chapters or sections.
<b>Substitute</b>	Published text is substituted with new text or words.