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Wagons of War:
A History of 10 Transport Company 1951-2011

A thesis presented in partial fulfillment of the requirements for the degree of

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in
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New Zealand.

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2012
Abstract

This thesis examines the origins, formation, operations, activities and future of 10 Transport Company. It recounts that over six decades of service, the company has continued to meet the demands placed on it to provide distribution and transport support to the New Zealand Defence Force despite a number of challenges. These range from personnel shortages, to equipment serviceability and obsolescence, ever-changing command structures and threats to its unique identity. Changes in the regional and global security environment have also historically played their part, with lessons learned and doctrine from other nations influencing and shaping activities, and experiences gained on exercises and operations by the company’s own members providing much needed training realism and validity.

Now in its sixtieth year, 10 Transport Company is one of only two remaining specialist military transport providers available to the New Zealand Army, and the only one located in the North Island. Its current structure and required outputs have been driven by the changes undergone within the NZ Army over a number of years; most noticeably effects are being felt through the advent of Army Transformation, with its focus on modernisation and motorisation. The company has continued to evolve from being part of a Divisional Supply Column in a conventional war setting, to supporting infantry Brigade-sized operations in a South East Asian environmental construct, to providing task-organised elements to sustain disbursed motorised combat teams fighting in complex terrain.

Acknowledging 10 Transport Company as an evolutionary entity, and within a contemporary context, this thesis then examines the relevance of the company to the New Zealand Defence Force’s anticipated future international and domestic commitments, speculating as to whether 10 Transport Company will still exist in another sixty years.
Preface

In 1996 I was posted to 10 Transport Squadron (as it was known then) as a young Platoon Commander, my first appointment in the Regular Force. From the very first day I was struck by the complete professionalism and dedication displayed by those in the unit, and the legacy of service that had preceded my arrival that was evident everywhere I looked. Nine years later, I found myself back at 10, this time as the Officer Commanding. During my two year tenure, as much as time would allow, I endeavoured to ‘unearth’ as much unit history as I could. Even at that stage 10 Company was the longest serving service corps unit in the New Zealand Army, a legacy I was keen to inculcate into every facet of the unit’s outputs, identity and culture. Primarily, it was about recognition of a distinguished unit that had occupied a key position within the New Zealand Army for over half a century. Although my efforts had some limited success, I left the unit with a sense of incompletion. Time and resources had not been on my side. Now, some years later, the opportunity to finish what I started has arisen. This thesis is my contribution to affording 10 Transport Company the recognition it deserves, and honouring the men and women who have served in it.

Research for this thesis has been conducted in accordance with the provisions of the Privacy Act 1993 and the ethical guidelines stipulated in both New Zealand Defence Force Order 21/2002: Authority to Conduct Personnel Research, and the Massey University Code of Ethical Conduct for Research, Teaching and Evaluations involving Human Participants. A Notification of Low Risk Research involving Human Participants has also been lodged with the Massey University Ethics Approval Committee. New Zealand Army approval to conduct this research was authorised by the Assistant Chief of General Staff (Human Resources), for the Chief of Army, on 17 March 2010.

Completion of this thesis would not have been possible without the help of a number of people and organisations. In particular, I would like to thank Mr Doug
Agnew and the members of the Royal New Zealand Corps of Transport Association; former and current Officers and Soldiers of 10 Transport Company; Dr John Tonkin-Covell of the New Zealand Army Military Studies Institute; Dr John Moremon from the Centre for Defence and Strategic Studies at Massey University; Mrs Rebecca Young and Ms Cathy Dransfield at the New Zealand Defence Force Command and Staff College Library; Mrs Caroline Carr and the staff of the New Zealand Defence Force Library; Mr Peter Connor and the staff of NZDF Archives; and the always-helpful staff at the Wellington Office of Archives New Zealand. Finally, special thanks must go to Kathy, Andrew, Piper, Eden and Griffin; for tolerating my obsession and accepting my absences, both physically and mentally.

This thesis is dedicated to the men and women of 10 Transport Company; past, present and future. Ma Nga Hua Tu Tangata.
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Military Nomenclature

For ease of explanation the following seeks to clarify the organisation and structure of 10 Transport Company, its subordinate elements and where it fits in a wider organisational context. Explanation though, must be prefixed with the caveat that military organisations change to reflect changing circumstances or situations. Re-organisations are common and increasingly units are task organised to meet a specific purpose, rather than remaining under traditional command arrangements. During its history, 10 Transport Company has been subject to such changes, so the following is indicative only.

New Zealand Army organisations in general are established on traditional British military hierarchical lines. As units increase in size, correspondingly higher-ranked officers command them.

The smallest Army component is the section, usually comprising of 10-12 soldiers under a Corporal. Three or more sections make up a platoon or troop, commanded by a Second Lieutenant or Lieutenant. Two or more platoons are organised into a company, squadron or battery, commanded by a Major. Companies usually also have a small headquarters and ancillary elements such as a Q Store or Light Aid Detachment. A company level organisation is known as a sub-unit.

A battalion or regiment is referred to as a unit. A battalion comprises of three or more companies (sub-units) and has an organic headquarters and ancillary elements similar to a company, but on a larger scale. A battalion is commanded by a Lieutenant Colonel. It is important to note here that the term ‘regiment’ does have connotations under different circumstances. Under the British system, different arms of service are grouped into corps, for example, the Royal New Zealand Corps of Transport, or regiments. A regiment may consist of a number of battalions or may encompass a whole arm, such as the Royal New Zealand
Army Logistics Regiment. This is in direct contrast to the usage in the United States military context, where a regiment has a precise meaning as a unit equivalent to a British brigade.¹

A brigade comprises of three battalions, or units, with its own supporting arms, commanded by a Colonel or Brigadier. Groupings larger than a brigade are formations, the basic one being a division, consisting of three brigades with supporting arms, under a Major General. That said, in the current contemporary climate, the term ‘formation’ has been used to describe the Land Force Groups within the New Zealand Army. These are essentially brigade sized organisations, but exist for administrative purposes only.

Over the last 60 years, 10 Transport Company has at one time or another been part of, or attached to, a battalion, a regiment, a corps, a division and a formation, hence the requirement for an explanation.

New Zealand Army Ranks

Commissioned Officers
- Lieutenant General
- Major General
- Brigadier
- Colonel
- Lieutenant Colonel
- Major
- Captain
- Lieutenant
- Second Lieutenant
- Officer Cadet

Non-Commissioned Officers
- Warrant Officer Class One
- Warrant Officer Class Two
- Staff Sergeant
- Sergeant
- Corporal/Bombardier
- Lance Corporal/Lance Bombardier
- Private*
- Recruit

*Private rank equivalent depending on Corps:
- Gunner
- Trooper
- Signaler
- Sapper
- Driver
- Craftsman
New Zealand Army Rank Insignia

Officers

Brigadier  Major General  Lieutenant General

Major  Lieutenant Colonel  Colonel

Second Lieutenant  Lieutenant  Captain
New Zealand Army Rank Insignia

Soldiers

Staff Sergeant

Warrant Officer
Class Two

Warrant Officer
Class One

Lance Corporal
or
Lance Bombardier
(RNZA only)

Corporal
or
Bombardier
(RNZA only)

Sergeant
Glossary

2IC  Second in Command
2NZEF  2nd New Zealand Expeditionary Force
8-tonner  Mercedes Benz MB2228/41 truck
AO  Area of Operations
APC  Armoured Personnel Carrier
ASR  Alternate Supply Route
ATG  Army Training Group
Bde  Brigade
Bn  Battalion
Bty  Battery
C2  Command and Control
CATG  Combined Arms Task Group
CES  Complete Equipment Scale
CL  Commercial Line
CMD  Central Military District
CMT  Compulsory Military Training
CO  Commanding Officer
Comp  Composite
Coy  Company
CP  Command Post
CSM  Company Sergeant Major
CVA  Counter Vehicle Ambush
DMZ  Demilitarized Zone (Korea)
DST  Director of Supply and Transport
DVRALR  The NZ Army Driver Trade (Driver, RNZALR)
Ex  Exercise
FLOC  Future Land Operating Concept
FMG  Force Maintenance Group
FOB  Forward Operating Base
FOL  Fuels, Oils and Lubricants
FRG  Forward Repair Group
FSG  Forward Support Group
FST  Forward Surgical Team
Gp  Group
GPMG  General Purpose Machine Gun
GS  General Service
HADR  Humanitarian Assistance and Disaster Relief
HQ  Headquarters
HT  Heavy Trade
IEF: Integrated Expansion Force
INTERFET: International Force East Timor
ISAF: International Security Assistance Force (NATO led - Afghanistan)
ISTAR: Intelligence, Surveillance, Target Acquisition and Reconnaissance
JNCO: Junior Non-Commissioned Officer
Kayforce: New Zealand’s land force in the Korean War
KPA: Korean Peoples Army
LAV: Light Armoured Vehicle
LFG: Land Force Group (2 LFG and 3 LFG)
LOC: Lines of Communication
Log Coy: Logistics Company (1 RNZIR)
LOV: Light Operational Vehicle (Pinzgauer)
LSG: Logistic Support Group
LSW: Light Support Weapon
LTG: Light Task Group
M16: Semi-Automatic Rifle (also known as the Armalite AR15)
Mog: Mercedes Benz U1300/L or U1700/L truck
MSR: Main Supply Route
NCO: Non-Commissioned Officer
NGO: Non-Government Organisation
NVE: Night Vision Equipment
NZBATT: New Zealand Battalion (NZBATT 1 – 6: East Timor)
NZWRAC: New Zealand Women’s Royal Army Corps
OC: Officer Commanding
OOTW: Operations Other Than War
Op: Operation
ORBAT: Order of Battle (Organisational structure)
Platoon
POL: Petrol, Oils and Lubricants
QAMR: Queen Alexandra’s Mounted Rifles
RAAF: Royal Australian Air Force
RASC: Royal Army Service Corps
RACT: Royal Australian Corps of Transport
RAMSI: Regional Assistance Mission in the Solomon Islands
Regt: Regiment
RNZAA: Corps of Royal New Zealand Artillery
RNZALR: Royal New Zealand Army Logistic Regiment
RNZAO: Royal New Zealand Army Ordnance Corps
RNZASC: Royal New Zealand Army Service Corps
RNZCT: Royal New Zealand Corps of Transport
RNZE: Corps of Royal New Zealand Engineers
<table>
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<th>Abbreviation</th>
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<tr>
<td>RNZEME</td>
<td>Royal New Zealand Electrical and Mechanical Engineers</td>
</tr>
<tr>
<td>RNZIR</td>
<td>Royal New Zealand Infantry Regiment</td>
</tr>
<tr>
<td>ROK</td>
<td>Republic of Korea</td>
</tr>
<tr>
<td>RRF</td>
<td>Ready Reaction Force</td>
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<tr>
<td>RSM</td>
<td>Regimental Sergeant Major</td>
</tr>
<tr>
<td>RWAU</td>
<td>Rotary Wing Aviation Unit (Sinai)</td>
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<tr>
<td>Sect</td>
<td>Section</td>
</tr>
<tr>
<td>SLR</td>
<td>Self Loading Rifle</td>
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<tr>
<td>SNCO</td>
<td>Senior Non-Commissioned Officer</td>
</tr>
<tr>
<td>Sqn</td>
<td>Squadron</td>
</tr>
<tr>
<td>SSR</td>
<td>Secondary Supply Route</td>
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<tr>
<td>Subaltern</td>
<td>Junior Officer (Second Lieutenant, Lieutenant or Captain)</td>
</tr>
<tr>
<td>SSM</td>
<td>Squadron Sergeant Major</td>
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<tr>
<td>TF</td>
<td>Territorial Force</td>
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<tr>
<td>TMCS</td>
<td>Tactical Mobile Communication System</td>
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<tr>
<td>TNI</td>
<td>Indonesian Army</td>
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<tr>
<td>Tp</td>
<td>Troop</td>
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<tr>
<td>UNTAET</td>
<td>United Nations Transitional Administration in East Timor</td>
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<tr>
<td>VCP</td>
<td>Vehicle Check Point</td>
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