

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

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

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

**Master of Arts
in
Defence and Strategic Studies**

**at Massey University, Manawatu,
New Zealand.**

Grant John Morris

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 incompleteness. 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.

Contents

Abstract	ii
Preface	iii
Contents	v
List of Illustrations	vi
Military Nomenclature	vii
New Zealand Army Ranks	ix
New Zealand Army Rank Insignia – Officers	x
New Zealand Army Rank Insignia – Soldiers	xi
Glossary	xii
Introduction	1
Chapter One: Korean Genesis	7
Chapter Two: Formation to Disbandment	19
Chapter Three: Reformation and Refocus	40
Chapter Four: Change Aplenty	54
Chapter Five: New Vehicles and a New Focus	71
Chapter Six: Peacekeeping and another New Corps	84
Chapter Seven: A New Century	101
Chapter Eight: An Uncertain Future	121
Conclusion	134
Appendix One: Principal Appointments	150
Appendix Two: Honours and Awards	154
Appendix Three: Memorial Roll of Honour	155
Appendix Four: The Rocky Road	156
Bibliography	157

List of Illustrations

This is a listing of all illustrative material and tables in the order they appear, with page numbers.

New Zealand Army Rank Insignia – Officers	x
New Zealand Army Rank Insignia – Soldiers	xi
10 Transport Company ‘patch’	111

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

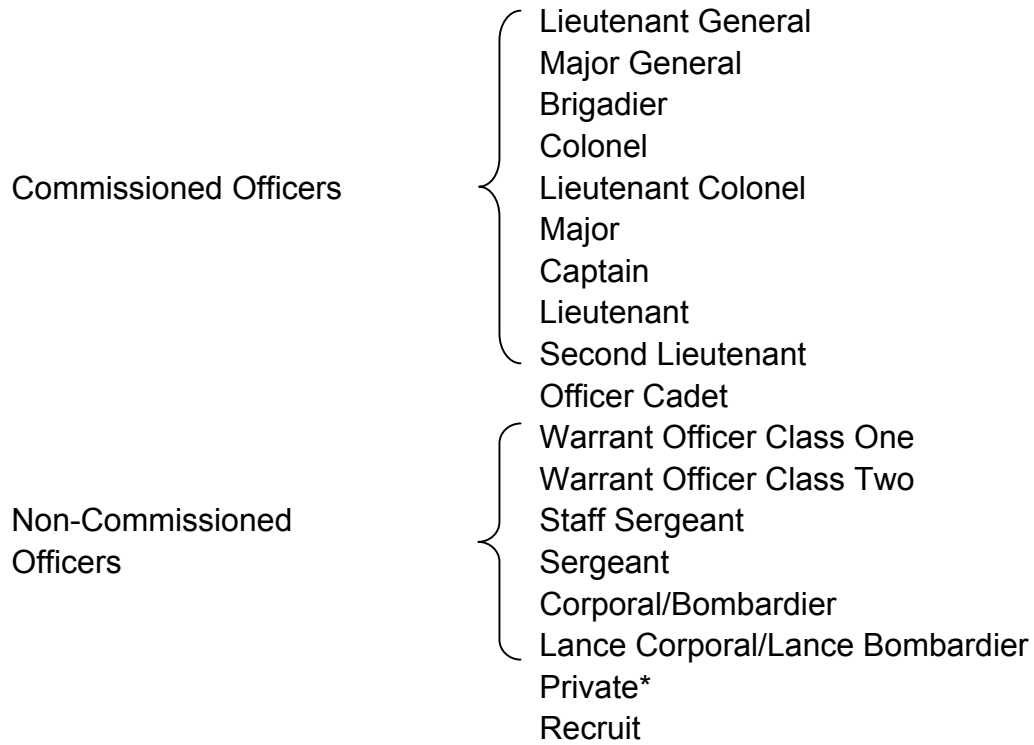
Army Logistics Regiment. This is in direct contrast to the usage in the United States military context, where a regiment has a precise meaning as a unit equivalent to a British brigade.¹

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.

¹ McGibbon, Ian (ed). *The Oxford Companion to New Zealand Military History*, Auckland: Oxford University Press, 2000, xx.

New Zealand Army Ranks



*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



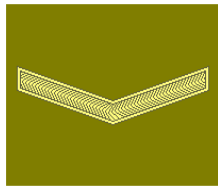
Staff Sergeant



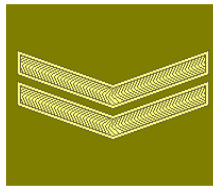
Warrant Officer
Class Two



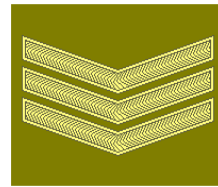
Warrant Officer
Class One



Lance Corporal
or
Lance Bombardier
(RNZA only)



Corporal
or
Bombardier
(RNZA only)



Sergeant

Glossary

2IC	Second in Command
2NZEFC	2 nd 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)
PI	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
RNZA	Corps of Royal New Zealand Artillery
RNZALR	Royal New Zealand Army Logistic Regiment
RNZAOC	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

RNZEME	Royal New Zealand Electrical and Mechanical Engineers
RNZIR	Royal New Zealand Infantry Regiment
ROK	Republic of Korea
RRF	Ready Reaction Force
RSM	Regimental Sergeant Major
RWAU	Rotary Wing Aviation Unit (Sinai)
Sect	Section
SLR	Self Loading Rifle
SNCO	Senior Non-Commissioned Officer
Sqn	Squadron
SSR	Secondary Supply Route
Subaltern	Junior Officer (Second Lieutenant, Lieutenant or Captain)
SSM	Squadron Sergeant Major
TF	Territorial Force
TMCS	Tactical Mobile Communication System
TNI	Indonesian Army
Tp	Troop
UNTAET	United Nations Transitional Administration in East Timor
VCP	Vehicle Check Point