



**NZ ARMY**  
NGATI TUMATAUENGA

# SUSTAINER

MAY 2010

**Professional journal of New Zealand Army Logistics,  
equipping and sustaining the NZ Army to be world class,  
operationally focused and equipped to win.**





**Mission:** Army Sustainer is the professional journal of NZ Army Logistics, published quarterly by Headquarters Army Logistics, Trentham. Its mission is to publish information on Army and Defence logistics plans, programs, policies, operations, procedures and doctrine that contributes to the professional development of military and civilian logistic personnel.

**Disclaimer:** Articles express views of the authors, not the New Zealand Defence Force or any of its agencies, and do not change or supersede information presented in other official NZDF publications. The masculine pronoun may refer to both genders.

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## ON THE COVER



Presentation of the Prince Andrew Banner by the Colonel in Chief, Royal New Zealand Logistic Regiment, His Royal Highness Prince Andrew on 16 Nov 1998 in Palmerston North.

The Prince Andrew Banner is an outward sign of the Regiment's heritage, an acknowledgement of the important role it performs today, and the role its predecessors performed with courage and resilience in the past. The Banner represents the focal point for the traditions, loyalty and spirit of the Royal New Zealand Army Logistic Regiment.

This medium is approved for the official dissemination of material designed to keep individuals within the Army Logistic Community knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

C.A.S Lott MNZM  
Col



Welcome to the first edition of **ARMY SUSTAINER**.

**ARMY SUSTAINER** is the COMLOG(A) portal for Army Logistics into the wider RNZALR.

**ARMY SUSTAINER** has several goals:

- Provide a centralised portal for current information on Army Logistics,
- Provide a forum to ask questions of Army Logistics,
- Provide a forum to express new ideas or concepts,
- Provide a forum for papers written as part of professional development,
- Promote the understanding of the work undertaken by Army Logistics.

**ARMY SUSTAINER** is structured into the following areas;

### **COMMAND EFFECT**

Command Effect is HQ Army Logistics forum to pass on any messages, news and developments.

### **RNZALR FWD**

RNZALR FWD is a summary as at the time of publication of where RNZALR personnel are deployed to.

### **ARMY LOG BRANCH UPDATES**

This is the forum for the branch heads of Army Log to pass on messages, news and developments within their respective areas. The branch pages are linked to the respective branch web pages.

### **STAB UPDATES**

Each trade Senior Trade Advisory Board (STAB) has dedicated space to inform not only the respective trade community but also the wider Logistic community and Army on current issues, events and initiatives. These pages will be linked to the respective trade web page.

### **SPOTLIGHT**

SPOTLIGHT is a feature which focuses on an activity, unit or individual.

### **REGIMENTAL MATTERS**

REGIMENTAL MATTERS is a round up of any RNZALR Regimental events, such as Banner parades or Sports events.

### **FROM THE PIPELINE**

FROM THE PIPELINE provides a forum for individuals to write articles expressing personal views on any logistic related topic. FROM THE PIPELINE will also feature articles of interest from other Logistic and Military journals and periodicals. Given the length of some articles, an abstract of the article will be published, and a link provided to the full article. The views expressed in FROM THE PIPELINE are the views of the individual author and are not necessarily representative of official policy.

### **FORESIGHT**

FORESIGHT is a feature of **ARMY SUSTAINER** intended to present researched, referenced articles, such as Defence papers and articles typical of a scholarly journal. Given the length of some articles, an abstract for the article will be published, and a link provided to the full article.

### **FEEDBACK & MESSAGE BOARD**

FEEDBACK is a feature of **ARMY SUSTAINER** intended to allow individuals to provide feedback and discussion, and to list any messages on Logistic matters.



For Army Logistics, 2010 began pretty much as 2009 ended – at an incredibly fast pace. The Army Logistics Transformation Programme (ALTP) began to deliver benefits in the latter part of 2009 with the successful rollout of bar-coding of the SAP receipting function, the CES/LIA Workstream beginning to gain traction with the User Acceptance Testing (UAT) of the software and the development of business rules and processes and our thinking around Army's Managed Fleet Utilisation (MFU) clarifying as we socialised what we are trying to achieve with it. These three work-streams are part of the 23 streams that make up the ALTP and it is fair to say that all streams have and are delivering as promised. Some streams are longer term but as I've said to you all at some stage it took us ten years to break Army Log – it will take at least five to repair it.

Down here in Wellington we are working with the wider COMLOG and the Logistics Change Programme (LCP) team in developing the new consolidated DLC. I'm pleased to be able to report that our relationship with COMLOG is excellent and we have a committed team of quality people inside the LCP and from what I've seen the DLC is an organisation that will work for army and Army can work with it.

The Senior Trade Advisory Boards (STABs) continue to run allowing senior tradespeople to advise me of issues affecting Army logisticians so that together we can right the wrongs of the past and make sure that we as logisticians are shaped for and relevant to the future for our Chief. The Sup Techs attended a Supply Development week in November of 2009 whose theme was 'Exponential Times'. The week was a fantastic opportunity for senior suppliers to be exposed to new and emerging themes in supply chain management. The week was well attended and enjoyed by all and just shows what happens when a group of initially sceptical loggies are exposed to concepts previously not discussed in Army logistics circles – 80 odd converts to things like 'lean logistics', 'Six Sigma' and how to cope with change.

On the equipment side of the house we took delivery of four new LAV transporter trailers with the trucks being modified as we speak, the CSS Immediate Needs equipment is beginning to be delivered and Soldier Survivability and Protective Equipment (SSPE) continues to be delivered.



**COL C.A.S LOTT MNZM**

*Commander Logistics (Army)*

*Regimental Colonel RNZALR*

Out in the formations, I am aware that your Commanders' are dead keen to reinvigorate logistics collective training. The two formation exercises run in late 2009 (Ex MALO E LELEI and Ex BLACK TEMPLAR) had a good level of logistic involvement which is great to see after a few years of not being able to do our real jobs in support of real customers.

Apart from the ALTP and LCP changes, we have finally received approval to engage Lockheed Martin to provide the goods and services currently provided by SPEL and Transfield under FM585 and FM1060 respectively. Project Alexander delivered mostly as promised and we now work with Lockheed Martin (LM) and SPEL to transition in and out respectively in time for 1 Jul 10. To the SPEL team many thanks for your hard work and support over the last 13 years – it has been a pleasure working with you. To the LM team a warm welcome to Army Logistics, we look forward to working with you for the next ten years.

Finally a comment about business versus Combat Service Support (CSS). I often hear that “we can't adopt best business practice – we are military and we are different”. I would counter this comment by saying no we are not a business in the true sense of the word because we don't have to generate a profit. In every other sense of the word though we are a business;- we have customers (our dependency), we have shareholders (the taxpayers) we are required to be fiscally prudent. We spend about a quarter of the Defence budget per year and so if we are prudent we would treat ourselves as a business, look at what practices are being used by modern business and adapt them for use as our own. If you look at what business is doing outside, innovation is the key to them getting market share – we should also encourage innovation to make sure we are shaped for and relevant to the future. As someone recently said to me 'sooner or later the opportunities to make 'savings' run out – you have to then look at generating revenue to remain competitive. Worth thinking about really. - Col. Charlie



## Members of the RNZALR are currently deployed to the following countries

1. EGYPT
2. TIMOR LESTE
3. SOLOMONS
4. AFGHANISTAN
5. DUBAI
6. CANADA
7. UNITED STATES
8. SOUTH KOREA
9. CHINA
10. UNITED KINGDOM
11. TONGA
12. AUSTRALIA



Army Log, Ops and Plans staff have been working closely with the LCP team for the development of the Defence Logistics Command (DLC) organisation. The focus has been identifying and defining roles and responsibilities for the common and specific environments within the DLC. The final design for the DLC has been confirmed, and there are no major changes to the structure of the branches as they currently stand. The impact of the change of command WEF 1 Jul is not known, however it is not anticipated to be significant. The main effort remains maintaining the level of service that currently exists throughout the transition. Clarity is still required over funding and linkages with single services, but it is expected that these will become clearer over the next few months as the Army goes through its annual planning and budgeting processes.

Other key activity in Ops and Plans:

- **LCP (A).** The last three months has seen Ops/Plans dedicate one officer as the project officer for the TOE, MFU and MEM/MCM projects. These are all significant projects that will require a dedicated project officer for the next 12 – 18 months. Ops/Plans has one other officer responsible for monitoring the outputs of the remaining LCP(A) projects and reporting on them monthly.
- **Catering.** Work on the Bidvest contract was completed this quarter and the provision of rations by Bidvest began 1 Apr 10. The ESS contract for Waiouru is in place for 1 Jul 10 and will transition over the next three months. The catering contract for Papakura is still being negotiated with ESS, as an extension to the Whenuapai contract.
- **SA1977.** Ops/Plans continues to support the transition to SA1977 with two dedicated officers. It is anticipated that they will return to Ops/Plans WEF1 Jul 10 once the transition is complete.
- **ABCA.** The NZ Army ran a successful ABCA meeting in Auckland during the month of Mar. Army Log was represented by COMLOG (A) as the CG SUSTAIN Group Leader, with three others as a Group Members. The meeting reinforced the relationship between the contributing nations. Army Log has accepted two tasks as a result of the meeting, which will be completed over the next 12 months.

[Click here to go to the Ops/Plans WEBSITE](#)

**POSTAL ADDRESS:**  
Operations and Plans  
Army Logistics  
Messines Army Centre  
Private Bag 901  
UPPER HUTT  
Telephone: (04) 527 5636



The Directorate of Equipment Procurement (DEP) is responsible for the procurement and the introduction into service of all Minor Items of Army Capital Equipment up to the value of \$7m (incl. GST), and for the introduction into service of Major Items of Army Capital Equipment procured by the Ministry of Defence.

DEP currently is managing a portfolio of 88 equipment projects with a value of approx. \$90m that includes:

- 45 CP Minor Projects
- 37 CP Discretionary Projects

DEP works closely with ACGS (Capability) and DEM in the delivery of these projects and with the MoD Acquisition Division for the delivery into service of Major Army Projects.

### During the next six months several projects will be delivered and introduced into service; these include:



**The In-Service Weapon Replacement Upgrade Programme** is an NZDF sponsored programme of work to replace or upgrade many of the current in service weapon systems

**POSTAL ADDRESS:**  
Directorate of Equipment Procurement  
Army Logistics  
Messines Army Centre  
Private Bag 901  
UPPER HUTT

DEM WEBSITE  
<http://org/l-ags/pages/Log-Exec/DEP/DEP->

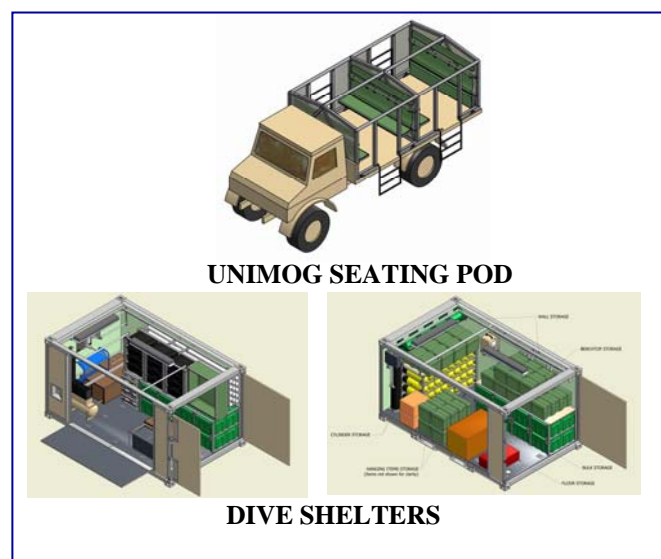




The Standards Quality and Engineering Authority is responsible for exercising corporate engineering governance for NZDF and Army Land Equipment. This is done through the provision of engineering control, support, and policy advice to ensure that the outcomes, or products, of Army Logistics comply with legislative requirements and appropriate engineering standards. As such, SQ&EA is the NZ Army's Engineering Authority.

### SQ&EA's tasks include:

- engineering control of NZ Army maintenance support related activities
- limited design and development capability
- engineering and logistics publication support
- engineering drawings and graphics
- limited engineering research capability
- equipment configuration management and change control
- Single POC for external scientific/research agencies
- Fostering engineering excellence with respect to RAM, CM, and equipment husbandry
- Foster maintenance of legislative requirements and appropriate standards.



UNIMOG SEATING POD

DIVE SHELTERS

Within NZDF, SQ&EA works closely with ACGS (Capability), Directorate of Equipment Management, Directorate of Equipment Procurement, Defence Technical Agency and our sister organisations within Air and Navy. SQ&EA has a small team, whose main job is the advice and control/ governance of engineering processes and development of an idea or modification. What should be noted here is that SQ&EA is not a jobbing organisation responsible for implementing modifications / changes to the entire fleet, rather, SQ&EA is more focused on developing an outcome and solution, that can be applied by elsewhere to the entire fleet. Future issues of Army Sustainer will look in more detail at what SQ&EA can and can't do, how we can help you, and the individuals in each area.

One important area that SQ&EA would like you to take away from this issue of Army Sustainer is the NZ P92 Equipment Care User Guide and the importance of getting units and personal to use it. As many of you would have heard before, the NZ Army has been quite shocking in the recent past when it comes to equipment husbandry and care of equipment. While things are improving, we still have some catch up to do. The purpose of the NZ P92 is to advise unit commanders, officers and soldiers of Equipment Care (EC) procedures that should, and in some cases must, be adopted to look after equipment in their charge. The NZ P92 is intended as a guide only and should not conflict with other policy, but read in conjunction with those policies. It should be seen as a publication which consolidates the different areas of EC and points to the relevant policy for further action. This is the first issue of the NZ P92 and as such comments and recommendations for improvements or changes are most welcome.

### POSTAL ADDRESS:

Standards Quality and Engineering Authority  
Army Logistics  
Trentham Camp  
Private Bag 901  
UPPER HUTT

### SQEA WEBSITE

[http://awi-teams/ags\\_le/sq&ea/](http://awi-teams/ags_le/sq&ea/)



Firstly, thanks to those members who have been posted out from the Board as a result of the Dec 09 annual posting round, the contribution made by the inaugural members was vital to ensuring the successful initiation of the Board and the corresponding Charter. The Board has now been operating for 13 months and is beginning to embed some routine operations. For example, the first meeting of the year always reviews the critical trade appointments and also reviews the VCP and OTP in preparation for subsequent processes within Army. Additionally, it is important that the first meeting be held in February to meet the required lead times. Two key products have been achieved so far and these are:

**The Supply Review 2009**, which was a substantial analytical piece that mapped the trade development over the past 20 years and the resultant affects. In particular, the Review was able to transpose the analysis into future remedial actions that would run adjacent to programmes designed to ensure supply support to an Agile Force of 2015 and beyond. The review also proposed a strategic framework for the trade and it's leadership, for example:

**Mission:**

To provide world class agile and responsive supply support and supply services that is self protected, capable of it's own precision manoeuvre and complimented by corporate organisation and embedded civilian partnership.

**Objectives:**

- A culture that spotlights the customer, self reliance and Value-add.
- Army growth that meets the sensor-shooter-supporter, and mission needs.
- A trade model that meets the organisation, training and education for readiness and directed outputs.
- Leadership for strategic review, road-mapping, policy guidance, vision and follow-ship.
- Training, education and experience for combat and supply chain agility, performance, collaboration and 'factory to the foxhole' understanding.
- Velocity assurance for responsiveness, effect not ownership, process efficiency, attitude and culture.
- Technology and equipment for mobility, protection, handling and velocity efficiency.
- An ERP to enable information velocity, management effectiveness and enhanced responsiveness.

**Core Competencies:**

- Supply Chain Management
- Battle Replenishment
- High Standard of Soldiering skills
- Reliable Supply Services
- A continuous improvement culture
- Exceptional Management Skills
- Effective Training and Professional Development Framework
- Transformational Leadership at all levels
- Superior vehicle driving skills
- Adaptive Thinking skills

**Supply Professional Development Workshop 2009.** The 2009 Annual Supply Workshop was diverse, dynamic and ambitious aimed at investing in our people with knowledge, skills and collaboration. The workshop was designed to significantly accelerate the progress of supply chain improvements and trade modernisation. The workshop was also designed to contemporise our understanding of supply and CSS in the modern battle-space. The up-skilling allows attendees to return to their work-place with a tool box of skills and knowledge to take control, make improvements and contribute to the agile force. The event was quoted by one senior officer to have "*propelled us into the 21st Century*". Highlights from the event included:

- Up-skilling in SCM, MRP, SAP and Lean Supply.
- Presentations on LCP and PROJECT ALEXANDER.
- The contemporary operating environment, NZ Army FLOC and CSS Concept.
- Working Groups for trade issues.
- Presentations on IEDD and Combat Logistic Patrols.
- Presentations on SAP future.
- KAIZEN Lean Training.
- Expectation Management Workshop.



**SUP TECH LINKS**



**CAP BR CSS PAGE**

<http://org/1-ags/pages/Capability/CSS-HSS.aspx>

**TTS SUP TECH WING**

<http://awi-teams/ATG/LOTC/TTS/SupQM/Default.htm>

Major Diamond was the initial chairperson for the STAB(S) and the current incumbent is Major Cavanagh the GSO2 Supply, Capability Branch, Army General Staff



The third MS STAB was held over the period 16 – 17 Feb 10 at Trade Training School and the following work streams are active, have been discussed or resolved:

- **Workshop Open Day** – Recruiting staff have been invited to spend some time with RNZALR Maintenance Support personnel to gain a better understanding of the tasks and day to day activities a MS per will undertake.
- **MS Driver Training Scheme** – RNZALR (MS) Personnel Under Training (PUT's) at Trade Training School have undergone a pilot scheme to progress driver licences during their time at TTS. This has been very successful with a majority achieving Class 1 licences and several advancing to various levels of Class 2. This scheme has now secured permanent funding to continue and should go a long way to bridging the driver licence shortage in Formations.
- **Recovery Training** – Recently the establishment of regional a Recovery Centre of Excellence (COE) was approved and paralines should be filled in the Dec 10 posting cycle. The Recovery COE will be under the command of TTS, led by an Artificer Recovery with 2 Regional Instructors (located Linton and Burnham). Their role will be to initially reinvigorate recovery practices and then ongoing monitoring and improvement of recovery techniques and equipment.
- **CANZEX** – Recently two RNZALR Tradesmen deployed on CANZEX to attend the Canadian Army's Recovery Course. They were selected based on their 'Top Student' awards from the RNZALR Recovery Crew Commanders Course. The information they have gained from the Canadian Recovery Mechanic will go a long way to helping shape recovery in the NZ Army when heavier vehicles come into service.

The next MS STAB is planned for Jun (dates TBC), so if there are any issues or concerns contact your Regional Rep or ASM so they can bring to the meeting.

Lieutenant Preston is currently the GSO3 (MS), Capability Branch, Army General Staff



The inaugural STAB (Transport) was held at Trentham over the period 10-12 March 2010. The purpose of this meeting was to;

- Assess where the Driver trade was sitting from a capability perspective,
- Identify the current issues affecting the Driver trade
- look at the future operating environment, and
- Identify the direction the trade must head towards.

Col Collett (ACGS Capability) provided an opening address which encouraged board members to explore future challenges and identify areas for development to maintain relevancy. COMLOG(A) spoke of the wider logistics picture and provided an update on the progress of the Defence Logistics Programme.

The current warfighting environment sees battlefield distribution of equipment and supplies conducted as a combat patrol and poses challenges in terms of;

- mobility,
- self protection, and
- command.

Success relies on highly trained personnel, adherence to SOP/TTP's and the interoperability of force elements. Drivers must be able to competently operate the vehicle and the 'on-board' systems. They must be able to secure, protect and account for their loads. Drivers must be able to use a range of weapons, communications, navigation and situational awareness equipment. Drivers must be able to operate as part of a vehicle crew, be proficient in combat first aid and maintain the vehicle and equipment in a task worthy condition.

Transport commanders must be competent in making decisions as problems arise in order to 'fight' through the supplies. They must maintain situational awareness and be decisive in contact. Commanders must be able to employ weapons and fire support systems effectively. Ultimately success will be measured in terms of getting the right supplies to where they are needed to the correct call sign with personnel, vehicles, loads and weapons in good order.

Adjacent to this operational context runs the Driver trade's longstanding commitments to Army's (NZDF) domestic transport needs and the provision of driver training and testing. It is anticipated these outputs (or elements of) will continue to necessitate subject matter expertise from within our ranks.

The majority of issues raised at the STAB centred on personnel and equipment. Deficiencies at Corporal/Sergeant rank impact on the provision of supervision, the conduct of training and our ability to fill posts within combat and combat support units. Garrison and unit support tasks, whilst noting certain training benefits, have to be balanced against the ability to conduct individual, collective and combined arms training. Certain equipment shortages within Transport and Logistic units hinder either initial or continuation training to occur.

The challenge for the Driver trade is to ensure that our people can perform to level required within a task group in the contemporary war fighting environment. New vehicles, weapons and equipment are planned to come on line. The STAB now has to look forward and advise on those areas which require enhancement and opportunities which should be taken in order to for the Transport capability and Driver trade to maintain currency and relevancy.

Warrant officer Class One Mortiboy is currently the Regimental Sergeant Major of 2 Logistic Battalion.



On the 9th March 2010 COMLOG(A) approved the establishment of the Senior Trade Advisory Board (STAB) for the Movement Operator (MOVOP) Trade.

The STAB (MOVOP) has been established to provide leadership, vision, capability development and personal management to the MOVOP trade. Over the past twelve years the trade has experienced numerous changes. It has dealt with the challenges of being disbanded in 1998 and relocating from Hobsonville Airbase to Linton Military Camp. The MOVOP trade went from a stand alone Movements Company to a Movements Platoon, embedded into a Transport Company - 10th Transport & Movements Company (10 TM Coy). The trade lost a numerous amount of experience through attrition and early releases.

In 1999, Operation CASTALL reinforced the importance of the Movements capability to the NZDF. This operation also highlighted several areas where improvements could be made with respect to the management of the Movements capability within Army, with the key lesson being the requirement to have a dedicated Movement organisation. This resulted in, 10 TM Coy being disbanded and 5th Movements Company (5 Mov Coy) being stood up.

The MOVOP trade continues to face many other challenges, such as, the introduction of HMNZS CANTERBURY, establishing an Amphibious capability, Maintaining an Aerial Delivery (AD) and Movement Control (MC) capability and Retention of skilled personal at all levels, especially at the JNCO level. Numerous and ongoing deployments to locations geographically and environmentally diverse such as East Timor, Antarctica, Iraq, Solomon Islands and Afghanistan. And a lack of robust vision within the trade.

### **The objectives of the STAB (MOVOP) are to:**

- Discuss all areas of concern or issues raised by NZDF organisations pertaining to MOVOP trade;
- Provide advice and guidance to NZDF organisations with regards to future development affecting MOVOP trade;
- Provide recommendations to COMLOG (A) on issues affecting MOVOP trade management and requiring higher level consideration;
- Provide recommendations on issues affecting MOVOP trade and requiring higher level consideration to the RNZALR Corp Review Board (CRB), RNZALR Corps Development Advisory Board (CDAB), and RNZALR Regimental Matters Conference.
- Recommend changes and amendments to the appropriate DFOs, DFO(A) and NZP publications that can improve the efficiency of MOVOP trade.
- Advise on training issues affecting MOVOP trade; and
- Advise on capability issues affecting MOVOP trade.

The STAB (MOVOP) will conduct its first meeting over the period 19 - 20 May 2010 in Palmerston North.

Major Thomas is currently the Officer Commanding, 5th Movements Company, of 2 logistic Battalion.



2010 started with the School of Army Administration (Sch Admin) prepared to rewrite the trade model to align itself to the new admin trade that would be coming from the Defence Transformation Programme (DTP). However, due to circumstances outside the control of the Sch Admin, direction was provided to recommence instruction using the current trade model in April starting with a Band 5 course.

The Administrator of the Year Competition was held in Burnham over the period 26/27<sup>th</sup> Mar 10, SSGTs Edwardes and Hunter officiating as part of the RNZALR Regimental week.

Currently the most concerning matter with the Admin Trade is the uncertainty of what is actually going to become of the Trade (is there going to be an Admin Trade?) once the DTP team has completed their staff work into this project. As there has not been a great deal of information forthcoming from this in-depth project there has been an element of alarm and despondency within the trade. There is little point in worrying about something that you have no control over – embrace the change and make the best of what may follow out of this Defence wide transformation.

There will always be an age old argument of unit commanders needing administrators in their lines (so that they can see them every day) or the requirement to have administrators deployed as part of the force structure. These arguments will not go away in the short term. Until the DTP provides guidance as to the future structure of administration to deployed personnel then again all arguments are mute.

A variety of options are being discussed at various levels to the viability of retaining single service trade models for administration. A Defence administration trade (in whatever form it may take) is a potential option – one that administers the Defence Force entirely (military and civilian). This has some merit and would go well with the relocation of the Admin Sch when this does occur.

"Ki te whakaarohia ka taea. Ki te whakaarohia ranei kaore e taea. He tika koe"

Ma Nga Hua Tu-Tangata

## School of Army Administration



### Mission Statement

To provide superior administrative training to all ranks and selected civilians of the NZ Army through residential courses and distance education (DE) IOF personnel to carry out their primary and secondary administrative duties.

### Intranet Website

<http://streweb2/ATG/LOTG/SCHADMIN/>

Major Couchman is currently posted as the Chief Instructor of the School of Army Administration in Waiouru



Welcome to Trentham Regional Support Battalion or TRSB. TRSB provides support and services to a broad range of organisations in both Trentham and Waiouru. TRSB is a unit that provides enabling support and services to units, HQ and other agencies so that they can achieve their operational outputs – training, commanding, and policy provision.

In providing support and services, TRSB is not training but actually delivering an operational effect. When things don't get done it is not a soldier not being trained, but a soldier not getting fed, accommodated, physically trained, or transported. In Trentham the support and services are provided not just to Army but to Navy and Air Force service personnel working in a number of HQ NZDF elements and HQ JFNZ..

In providing support and services, TRSB has a vision of being a “service provider of choice”. In this statement choice is the most important word. Service personnel when eating can now choose where they pay to eat. Units can choose to “hire” a CL vehicle from the TRSB Tpt Sect or hire an Avis vehicle. Thus TRSB has to provide a quality service that service personnel and units choose to use.



To achieve this service of choice the guiding principles for TRSB are “ease of achievement” (about the customer and effect created) and “ease of doing” (about TRSB personnel, processes and efficiency of that work). This is all areas from services to information delivery. Continuous improvement is a must if that choice preference is to be achieved and maintained. A couple of areas where TRSB has worked hard to win the customers choices are:

### Dining

The main mess in Trentham has had considerable investment in fittings over past two years. The aim has been to move from the industrial dining experience to a softer modern experience. This reflects the café dining environment in the New Zealand community and that a soldier, through PAYD, can choose not to eat in the mess but at McDonalds or a local café or restaurant.

## **CL Vehicles**

Historically a service person collected, drove, cleaned and fuelled a CL vehicle from the CL Pool. But this is not industry practice – AVIS does not require it. So the Tpt Sect was challenged to lift its performance to the AVIS level as a minimum. It has done so and continues to strive to improve its service provision.

## **Q Store**

A one stop shop for the customers of TMC/TRSB has been established. At this location, just inside the main gate of Trentham camp, consolidated clothing, tailoring, quartermaster, UPF and freight services are provided. This means no more wandering around the camp to multiple locations. This should make it easier for the customer, by having one service desk and reduced process types

## **Waiouru**

In Waiouru logistic and camp services have been contracted to TSL for almost 10 years. This contract has had a checkered past. TRSB through the efforts of the Contract Management Team and a committed TSL Site Management Team have worked hard to improve the service standards in line with Army's requirements. TSL has approximately 200 personnel working to deliver the support the Army units have planned and articulated.

Waiouru Support Company in its role as the Army leader for house and grounds matters in Waiouru continues to develop plans and seek funding for improving the lives of the service personnel in Waiouru. It is also strongly focused on delivering support to Army Culture, through developing and delivery of training at the Army Marae.

## **TRSB: The future**

Like all organisations TRSB can not afford to stand still. Services and support must continue to be reviewed for effectiveness and efficiency. TRSB is directly affected by DTP across a broad range of areas. It will see significant impact on unit focus, structure and alignment.

## **HR**

Admin centres have already been reassigned to LAC as part of the consolidation of admin in anticipation of the next step to a NZDF administration service/transaction centre.

## **Padre/Psych Services**

It is anticipated that by 1 Jul 2010 the Padres in TMC and WMC and the Psych in Waiouru will move under command the Centre of Expertise within HQ NZDF.

## **Logistics**

The impact of DTP and the new DLC on TRSB has yet to be determined.

## **Medical and Physical Training:**

On going work is being undertaken to develop a change management plan for the placing of the TMC MTC and PTI establishments under command 2 HSB (NZ) as part of the ATP. At the same time work continues to bring the City Medical Contract under the TMC MTC.

## **Looking to the future**

TRSB is looking to develop the concept of being a Force Support Battalion focused on the provision of support and services to the Force troops and HQ JFNZ. To be the home for the NSE and FET. To be a partner with HQ JFNZ in that TRSB does the doing at the direction of HQ JFNZ decision. History and



present operations tell us that Third line or Force level organisations are needed to achieve the deployment and sustainment of the NZDF expeditionary forces. The FSB concept is to recognise this and formally task a unit (TRSB) with the provision of this support.

All organisations change with time and what we look like and command today is not what it was or will be. What should be consistent are the guiding vision and principles of TRSB.

For TRSB and its people the endstate of every day is to continue to strive to be collectively and individually the Service provider of choice by making sure the services and support provided wherever and whenever are:

- Easy to achieve (customer/effect); and
- Easy to do (ourselves/efficient)



TRENTHAM BASED SOLDIERS, UPPER HUTT CHARTER PARADE 2009

## RNZALR CORE SKILL COMPETITION 2010

2ND LT MATT FRASER



**Ma Nga Hua Tu Tangata - By Our Actions We Are Known**

Our actions over the Core Skills Competition week have shown that we are a proud and fiercely competitive regiment with a strong sense of comradeship.

This year the RNZALR Core Skills Competition was hosted by 3 Log Bn. The Regiment was officially welcomed into Burnham Camp on Friday the 26<sup>th</sup> of March by the Commanding Officer Lt Col J.C. Bliss. We were also honoured by the presence of Brigadier Talbot and Brigadier Leigh and numerous other Army and local government dignitaries through the competition. The Core Skills Competition allows members of the Regiment to compete in both trade skills, shooting and sporting events and also creates an environment that fosters comradeship and esprit de corps. The competition is contested between individuals and teams from Army units for the trade and shooting competitions, and then regionally for the sports. There was also a Navy contingent who competed in the Roy Smith, winning the Operational Cup.

The trade competitions allowed our trades people to put their professional skills to the test in a competitive environment, and celebrate the pursuit of trade excellence. Many of this year's competitions came down to the wire with results separated by only a few points. The competitions were also a good source of entertainment for those not competing, with the Farrier's Cup competition providing spectators with an excellent display of can crushing, dumping, and launching. The other trade competitions also provided spectators with interesting displays as many of the scenarios were set in an operational environment thus further challenging competitors.

Core Skills Week also gives the chance for the Regiment to get together and compete at shooting and various sports. A high standard of sportsmanship was present and there were many excellent displays of sporting prowess. The sporting competitions are an important part of the Core Skills Competition as they give members of the regiment a chance to let off some steam and are a great basis for friendly inter-unit rivalry.

The social program gave everyone a good atmosphere in which to foster and build relationships within the Regiment. 3 Workshops Company transformed their compound into an accommodation and recreation area, and the MT hangar was converted into a makeshift bar and function venue. Nightly guests were entertained with live bands, pub quizzes and the opportunity to mix and socialise. Throughout the event a high standard of behaviour was maintained, with the RSM of 3 Log Bn saying that he was impressed by the professional conduct of both guests and hosts.

The nature of our work as logisticians means that we must provide continued support to formations throughout Core Skills Week. For those who stayed behind and took on the extra work load to support operations, training and courses; your efforts are much appreciated. Without you, we would not be able to conduct an event like this. To all those in 3 Log Bn; well done hosting an excellent RNZALR Core Skills Competition.

CO of the hosting unit, Lt Col Bliss, said that the benefit of such a competition for individual soldiers, units and the Regiment as a whole was immeasurable. The trade competitions, some of which date back over 30 years, allows the Army to benchmark our professional trade skills against civilian industry, of which many are actively involved in the sponsorship and judging of the competition. The operational stands, including shooting, ensure that the breadth of skills required of all RNZALR soldiers is tested. Being able to conduct such an activity, whilst continuing to support current operations, training and courses throughout the country, is testament to the Regiment's "can do" and professional attitude.

## RNZALR CORE SKILL COMPETITION 2010

### Major Results

#### Driver of the Year (DOTY)

- LCpl Constable, 2 Engineer Regiment

#### Roy Smith Catering Trophy

- 2 Logistic Battalion

#### Rickshaw Supply Technician Trophy

- Pte Pan, Northern Logistic Company.

#### Material Support Farriers Cup

- 2 Logistic Battalion

#### Administrator of the Year

- Cpl Irvine, 3 Logistic Battalion, Burnham

#### Shooting Competition

- Top Shot                      Pte Smith, 2 Logistic Battalion
- Top Gunner                  Pte Fenton, 3 Logistic Battalion
- Section match              2 Logistic Battalion
- Overall winner              3 Logistic Battalion

#### Sports

- Volleyball                      Central
- Basketball                      Southern
- Touch Rugby                  Southern
- Netball                          Central
- Clay-bird Shooting          Southern
- Golf                                Southern
- Softball                          Southern
- Soccer                            Southern
- Rugby                             Southern



*Lee Yeaw Lip and Devendran Selvarajoo. Article From Ethos Magazine July 2004*

The Singapore Armed Forces (SAF) had warehouses located throughout the island. To develop a seamlessly integrated supply chain, it was decided that all the warehouses should be centralised to enhance inventory management. With this end in mind, the Army Logistics Base (ALB) was conceptualised to meet the Army's growing demands for logistical support. The key initiative in this project was the novel contracting approach used to develop the ALB which hinged upon a Finance, Design, Build and Operate concept. Under the contract, the existing supply chain operator will be allowed to build and operate the ALB for a fixed guaranteed period. Under a novel financing scheme, MINDEF paid a down payment while the contractor took up a bank loan, with bank repayment being paid for from the Defence Budget. MINDEF will service the loans from the savings arising from the centralisation of the ALB over a mutually agreed time frame. The contractor is responsible for the overall design, construction, acceptance and operation of the ALB. This approach offered many tangible benefits:

- a. **Transfer of Risks.** It transferred the risks associated with the design, construction and operation to the contractor who is better placed to manage such risks. This ensures that the project is on schedule, fit for purpose and within costs.
- b. **Harnessing of Commercial Logistics Expertise.** It allowed MINDEF to tap the management experience and technical skills of commercial operators in warehouse operation instead of developing and maintaining such expertise in-house.
- c. **Financial Advantage.** It minimised MINDEF's cost burden, permitting the allocation of short-term funds to other pressing priorities while smoothing MINDEF's cash flow over time.
- d. **Innovative Design.** It motivated the contractor to produce innovative design features that saved construction costs, conserved energy during operations, and maximised the efficiency and productivity of material handling, like Automated Storage and Retrieval System, Automatic Guided Vehicles, vertical carousels and mobile racking.

### **ALB Contract Features**

We introduced an Open Book concept into the ALB contract to create a climate of trust that would facilitate gains sharing through greater efficiency and lower operating costs. The Open Book concept involves the contractor making available his costs and technical efficiencies for scrutiny to ensure that the annual warehouse management fees chargeable to MINDEF will be transparent. A public accounting firm with expertise in supply chain management will be brought in to audit the books and assess technical efficiencies. Besides the Open Book concept, features were incorporated into the ALB contract to bring about the desired outcomes of high service levels, productivity and gain sharing:

- a. **Measuring Outcomes.** With the experience gained from the existing contracts, the following productivity indicators were pegged to the desired contractual service level: Operating Cost, Response Time, and Customer Service. Actual performance was then measured against these targets, as well as referenced against best practice benchmarked data.

b. Encouraging Productivity. The contractor maintains a sinking fund for funding productivity investment. The investment will be repaid with the realised gains from its past years' profits and productivity gains. c. Gain Sharing. At the beginning of each year, the contractor will establish the projected costs upon which the management fee will be based. Upon the conclusion of each year, an independent auditor will assess the actual operation costs. Any savings in productivity will be shared between MINDEF and the contractor. MINDEF's share of the savings would be channelled toward the repayment of the bankloan. On the other hand, any deficit will be absorbed by the contractor, provided it does not stem from changes in government policies/regulations, national wage recommendations, or taxation. If the deficit is due to such changes, MINDEF and the contractor will bear the cost increase equally.

## Lessons Learnt

**Design Risk.** Although Singapore Technologies Logistics was responsible for the design of the ALB, the contract was honed to allow MINDEF to influence the design, without bearing the design risk. This was deemed appropriate as we need to ensure that it meets operational requirements. However, in practice we had to guard against being over-zealous in the vetting of the design as we were traditionally more accustomed to bearing the design risks. This should be taken into account in future design-build-operate contracts.

**Maintenance and Life Cycle Costs Risks.** In order to ensure reasonable returns for the contractor within the agreed contractual period, major system and M&E maintenance and replacement are largely borne by MINDEF. Otherwise, the contractor would not be prepared to guarantee the savings needed to repay the bank loans and a longer repayment period would have been required resulting in higher financial costs. However, this is a significant risk especially if the contractor is not incentivised to take good care of the systems they operate to reduce repair costs to MINDEF and even replacement during the contract period. On hindsight, MINDEF should not have conceded to bear these risks. Recognising that the contractor is better placed to manage these risks, they ought to be assigned these risks and have them incorporated into the overall cost transparency model.

## Conclusion

MINDEF has benefited from the novel contracting approach taken for the Army Logistics Base. The design-build and operate model has resulted in a robust win-win contract to support the SAF not only for the present but also for the future. Private financing also allows MINDEF to avoid lumpy capital expenditure, thus smoothing the defence budget cash flow. However, while the benefits are persuasive, things do not always go as planned and lessons learnt have to be incorporated into future contracts to obtain better value.

## Logistics Ops fuel the fight against the Taliban

Brigadier Chris Tickell, 8 Force Engineer Brigade's Commander, reports back after six tough months supplying troops in Helmand with bullets, bandages and beans.

We took command in the same week that 19 Light Brigade launched Operation PANTHER'S CLAW - arguably the most sustained, violent and bloody period of combat that British Forces have been committed to since the Falklands War. For 30 days the battle groups in southern Helmand took the fight into Taliban positions throughout the Babaji area, while simultaneous operations held ground in the Sangin Valley and around Musa-Qala in the north. Giving the troops the support they needed was gruelling, particularly for our recovery teams, the medics in the frontline and those dealing with the wretched aftermath in the hospital.

Supporting PANTHER'S CLAW and the elections that followed was our number one priority, but there was plenty more for us to do. A major challenge was clearing damaged and obsolete vehicles and surplus stock out of theatre. In the six months to December around 370 vehicles and more than 7,000 tonnes of stock will have been returned to the UK. The Joint Force Logistics Component HQ had been earmarked to do our tour but was deployed at short notice to manage the drawdown from Iraq. So, we were asked to step up to the plate, filling the joint force support role in Afghanistan. We soon discovered this job was far broader than simply delivering people and stuff to the right place at the right time in the most cost effective manner.

Commanding more than 3,000 military, civilians, contractors and local nationals in Camp Bastion and smaller support units in Kabul and Kandahar, brought with it a host of tactical force protection and ground defence responsibilities. We also had responsibility for the treacherous 1,100km route from Karachi to the forward operating bases in Helmand, principally supporting the 5,000 men and women of Task Force Helmand. And, our support stretched beyond Helmand province, to British interests in and around Kabul and Kandahar, including 904 Expeditionary Air Wing and Joint Aviation Group.

Responsibility for 10,300 military and civilian personnel, 1,550 vehicles and more than 16,000 weapon systems, meant having to hold 700,000 individual rations, 3 million litres of water, 4 million litres of fuel and 3,000 tonnes of ammunition. The Close Support Logistics Regiment generated around 350 tonnes of combat logistic patrol lift every ten days or so - about half the full requirement. To fill the gap we had air despatch, civilian contract haulage and various helicopter options, but none of these proved wholly reliable. For example, the shooting down of a civilian Mi-26 helicopter over Sangin in July effectively meant that half the forward operating bases (FOBs) could not use civilian contract helicopter missions.

Our attempt to fight a civilian convoy into the same area - which took two months of contract negotiations - was only partly successful. Three of its 24 loads of construction stores were lost to IED strikes on the outward journey and an ambush on the return leg left 10 drivers dead and up to 20 vehicles destroyed. We put further such moves on hold until we could guarantee better security and more control. Despite setbacks there have been successes using contractors. We were able to resupply several southern Helmand bases with independently run local (Jingly) convoys and, towards the end of our tour, more locations were being opened up for contract helicopter missions.

Reliance on contractors in a hostile environment is fraught with difficulties. Despite the successes, and the dogged resilience of many who suffered significant casualties on our behalf, civilian delivery cannot be guaranteed.

Contractorised solutions work well in relatively benign areas but costing at least \$10,000 for each truckload, they are very expensive to run. There are still a great many places in Afghanistan where we must use military combat logistic patrols, supported by combat arms activity, to fight stores and materiel through to the FOBs.

Combat logistic patrols are deliberate manoeuvre operations and require the same degree of integrated planning, force protection, surveillance and air support that any other battle group mission receives. It is worth highlighting the role of the vehicle mechanics and recovery teams on these missions. Every IED strike, vehicle bog-in or breakdown requires them to dismount, conduct an inch-by-inch search to the stricken vehicle before conducting the repair, denial or recovery task - often under enemy fire. Contrary to what the media would have us believe, we have seen an unprecedented inflow of new and specialised equipment to theatre - more than £200m's worth.

The media have done much to fuel the public perception that our equipment is not fit for purpose and has largely ignored the arrival of Mastiff, Jackal, Ridgeback and the excellent new fleet of cargo and recovery vehicles.

The equipment capability programme also fielded several more discrete persistent surveillance capabilities and weapon systems which were deliberately not exposed to the public scrutiny. The impact on the morale component of our troops who know that they are now travelling in vehicles able to withstand significant blast is significant.

If managing theatre logistics, equipment and infrastructure caused us the biggest headaches, it was support to the troops that caused the most heartache.

To date, the small team have initiated more than 500 notifications of casualty and dealt with nearly 180 compassionate returns.

More than 60 British personnel have died so far during our tour. Nearly 500 have been wounded, many with life changing injuries. Our hospital surgical teams have conducted more than 1,000 operations requiring nearly 1,800 hours of surgery. More than 500 Afghan nationals, including many seriously injured children, received critical care treatment during the same period. The medical teams - British, Danish and American - behaved with superb professionalism and saved countless lives and limbs. The casualty figures are, on average, double those for the same period in 2008. Some were an inevitable consequence of our taking the fight to the Taliban. Most, however, were caused by the insurgents' use of IEDs, which killed and maimed our soldiers and Afghan civilians with indiscriminate savagery. Commanding a joint HQ and command has been an immense privilege; as ever I was struck by the quality of the men and women across the Services and the Civil Service who were very much part of the team.

*This article is taken from the December 2009 edition of Defence Focus - the magazine for everyone in Defence. <http://www.mod.uk/DefenceInternet/DefenceNews/MilitaryOperations/LogisticsOpsFuelTheFightAgainstTheTaliban.htm>*



MESSAGE BOARD

# Spot the difference

Ten changes have been made to the bottom photo  
Can you spot them?



Solution on page 26





Available from your camp Library

**THE SUSTAINER** - *Journal of the RLC*  
**ORDNANCE** - *Journal of the RAAOC*  
**RAEME CRAFTSMAN**—*Journal of the RAEME*  
**THE CRAFTSMAN**— *Magazine of the REME*

#### On the Internet

**US Army Sustainment Magazine**, Quarterly periodical, was formally Army Logician and QM Professional Bulletin  
[www.almc.mil/alog](http://www.almc.mil/alog)

**UK Army Rumour Service**, unofficial site but full of lots of interesting information  
[www.arrse.co.uk](http://www.arrse.co.uk)

## WRITING FOR ARMY SUSTAINER

If you are interested in submitting an article to *Army Sustainner*, here are a few suggestions that may be helpful. Keep your writing simple and straightforward (try reading it back to yourself or to a colleague). Attribute all quotes. Identify all acronyms and technical terms. *Army Sustainners* readership is broad; do not assume that those reading your article are necessarily Soldiers or that they have background knowledge of your subject. Do not worry too much about length; just tell your story, and we will work with you if length is a problem. However, if your article is more than 4,000 words, you can expect some cutting.

The word limit does not apply to *Foresight* articles. *Foresight* is a feature of *Army Sustainner* intended to present researched, referenced articles typical of a scholarly journal. *Foresight* articles can be longer than standard feature articles and are published with footnotes.

Do not submit your article in a layout format. A simple Word document is best. Do not embed photos, charts, or other graphics in your text. Any graphics you think will work well in illustrating your article should be submitted as separate files. Make sure that all graphics can be opened for editing by the *Army Sustainner* staff.

### Instructions for Submitting an Article

Photos are a great asset for most articles, so we strongly encourage them. Photos may be in colour or black and white. Photos submitted electronically must have a resolution of at least 300 dpi (.jpg or .tif). Make sure to include a description of what each photo depicts. Please try to minimise use of PowerPoint charts; they usually do not reproduce well, and we seldom have the space to make them as large as they should be.

Ask your command chain for approval for open publication before submission to *Army Sustainner*. **Approval from the command chain should accompany your submission.** Exceptions to the requirement for clearance include historical articles and those that reflect a personal opinion or contain a personal suggestion. If you have questions about this requirement, please contact us at DTELN 347 7861

Submit your article by email to [robert.mckie@nzdf.mil.nz](mailto:robert.mckie@nzdf.mil.nz)

or by mail to :  
 EDITOR ARMY SUSTAINER  
 Ops/Plans  
 HQ Army Log  
 Private Bag 905  
 TRENTHAM

If you send your article by mail, please include a copy on CD if possible. We look forward to hearing from you.



## 30 DAYS

EX Benghazi Stakes  
25/26 May NZDF Supply Warrant Officer Workshop

## 90 DAYS

- 1 July 2010
- Establishment of Defence Logistic Command
  - Renaming of Army Logistics to Logistic Command (Land)
  - COMLOG(A) Title becomes Logistics Commander (Land) or LC(L)
  - Standing up of SA1977 Lockheed Martin takes over provision of base support
- Next Issue of ARMY SUSTAINER

### SPOT THE DIFFERENCE SOLUTION





The RNZALR badge features a Southern Cross on an oval device. The Southern Cross was selected as it is a recognised New Zealand identifier and was used by 2NZEF to identify non divisional unit vehicles, primarily logistics, in 1942 at Maadi, Egypt.

It was again adopted as the Logistic Support Group identifier and it reappeared as the Headquarters Support Command identifier.

The Green fern is also unique to New Zealand and the crossed swords represents Army. The Crown located at the peak of the badge represents our ties with the Monarch and the bottom inscription scroll is the title of the Regiment.