

WAY OF THE NEW ZEALAND WARRIOR



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CHIEF OF ARMY

INTRODUCTION



As warriors of the New Zealand Army – Ngāti Tūmatauenga – there is a single, unifying set of core values by which we all serve.

Courage | **Tū Kaha**
Commitment | **Tū Tika**
Comradeship | **Tū Tira**
Integrity | **Tū Māia**

These values are as important as the warfighting skills we will all develop as part of our modern, agile, highly adaptive, light combat force.

Within the pages of this booklet you will find an insight into what makes up our warrior culture, and a selection of stories taken from the thousands created which clearly demonstrate the NZ Army values in action.

From the battlefields of the New Zealand Wars to the complex and constantly evolving fighting environment of modern conflict – New Zealand soldiers operate under a set of principles that have proven, time and again, that being part of Ngāti Tūmatauenga means more than the corps you represent or unit distinction you wear on your arm: it's inherent within each of us, and guides our actions daily.

Being a part of our organisation is a privilege afforded to few. I challenge you to uphold our ethos and values with mana and pride in all aspects of your life and career.

Welcome to New Zealand's Army.
Welcome to Ngāti Tūmatauenga.

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

Major General John Boswell, DSD
Chief of Army



WELCOME TO THE NEW ZEALAND ARMY

The New Zealand Army is highly trained, disciplined and well equipped to respond rapidly to a range of situations in New Zealand and overseas. We are made up of professionals working together from our Regular Force, Reserve Force and civilian employees. Our soldiers, led by professional and trusted leaders, are physically and mentally prepared to meet the rigours of military operations.





The background of the page features silhouettes of people in traditional Maori attire, including a prominent figure on the left in a dark tunic and several figures in the foreground wearing traditional hats (taiaha) with red and black details. The background is a soft, warm gradient of light, suggesting a sunset or sunrise.

YOUR JUNIOR

LEADERSHIP GUIDE

This booklet forms part of your junior leadership toolkit, so please use this as a resource. It illustrates strong leadership through inspirational stories from the past and present.

Leadership occurs at all levels and in all environments, from the more dynamic operational environments through to the more static, but no less important, camp environment.

The values of **Tū Kaha** (Courage), **Tū Tika** (Commitment), **Tū Tira** (Comradeship) and **Tū Māia** (Integrity) – and our strong warrior Ethos will help guide your leadership actions and behaviours. This booklet translates these values and ethos into everyday actions and behaviours.

DEVELOPING YOUR ETHOS AND VALUES

Due to our unique role in New Zealand society, and the trust of our soldiers, the Army expects much higher standards of behaviour, and of personal and professional responsibility than in general society. These standards mean soldiers work more effectively as part of a team, and have a greater chance of surviving on the battlefield – making a positive difference when deployed, both domestically and internationally.

We are all introduced to our values for the first time during initial training. One of the main aims of initial training is to put soldiers through situations that allow them to learn the future behaviours expected of them. But remember - initial training is only the start. Your behaviours will develop as your career does. Rank carries privilege, but also carries heavy responsibility. Part of the responsibility for leaders is to uphold the Army's values and act as role-models for soldiers in everything that they do. World-class soldiers demonstrate the Army's values 24/7.

It is the ultimate responsibility of every soldier to accept the New Zealand Army's values and to live them in their Army careers and in their life outside the Army. If all soldiers work towards this goal the New Zealand Army will fulfil its mission, realise its vision, and serve New Zealand loyally and honourably.

The Army's values are only useful if the behaviours which embody them are demonstrated on a day-to-day basis. At the back of this booklet you will find the Daily Application and Table of Behaviours sections, which outlines some of the ways that the Army's values and ethos can be applied on a daily basis.



WHAT IS AN ARMY?

National armies are a relatively recent phenomenon. Only in the last three hundred or so years have national armies been developed to defend the nation.

Prior to this, wars were fought mainly by individual monarchs rather than by the nation as a whole. City leaders or local nobles had their own forces and, during a war, would join their monarch and bring their soldiers with them. Success often depended on the ability of the monarch to hold the loyalty of their nobles, and to keep enough troops fighting.

With the development of nation states in the 17th century, the loyalty of people gradually changed from their local noble lord to the overall head of state. These leaders raised armies to fight for the state. Rather than simply being disadvantaged by a war, now the people of a country were involved in the war and the concept of the 'nation at arms', or the whole society involved in the fight, came about.

Today, governments are charged with the defence of the nation and protecting society's wider interests. Governments carry out this defence, in part, by raising and sustaining military forces, including armies.

An Army's Constitutional Role

An army's constitutional role, or its relationship to the government, is to serve its country through serving the government. Since an army serves the elected government, it is, in effect, a servant of the state.

Commanders and the army obey the government's instructions and follow the government's policies in everything that they do.

An Army's Function

An army's primary function is to fight on land as directed by its government. When no fighting is required, a government may give its army other tasks to do, such as peacekeeping, civil aid or humanitarian assistance - both domestically and internationally. These operations may be in support of the United Nations or at the request of our partners and allies. To fulfil its primary function, an army should always be either preparing to fight, demonstrating that it is prepared to fight, or actually fighting; it must be fighting fit.

While most members of society expect to live out their lives and die peacefully, the members of the military must be prepared to fight and possibly die for the attainment of wider national interests, including peace and security. This creates a difference in the way an army thinks and works compared with the rest of its society.

WHAT IS THE NEW ZEALAND ARMY?

The New Zealand Army exists to defend New Zealand and New Zealand's interests. Although New Zealand's relative isolation has historically provided a protection against direct threat, this is changing with time.

There have been many occasions when the government felt that it should send the Army overseas to defend New Zealand's interests; this could be to support international peacemaking efforts or provide humanitarian aid. In spite of not having the added motivation to fight for their homes and families, New Zealand troops have performed exceptionally well overseas. Examples of high praise for New Zealand soldiers are numerous.

New Zealanders: "They were by general consent regarded as, on an average, the best mounted troops in South Africa." In an overview of the fighting forces of the twentieth century, the well-known British historian, Sir John Keegan, considered that the best infantry of the century were New Zealanders.

Internationally, the New Zealand Army is considered world-class, and our vision and mission is to maintain that world class standard for many years to come.

“They were by general consent regarded as, on an average, the best mounted troops in South Africa.”



THE NEW ZEALAND ARMY'S VISION & MISSION



VISION:

To be a world-class army with mana

'World-class' means to be at a standard where the New Zealand Army is considered leading from the front and amongst the best in the world. As an example of this standard, consider the way the All Blacks and the Black Ferns are described. Every All Black and Black Fern player is striving to be world-class, not just the best in their own era, but also better than all other players worldwide, both past and present. Therefore, New Zealand Army's vision of being world-class means being the best of the best.

'Mana' is a word with a special meaning to New Zealanders, and incorporates a variety of definitions such as prestige, respect, pride and high status, all of which are earned and given, rather than assumed or taken. Mana is earned and is not afforded by right. To continue earning the esteem and mana built by past generations we must live our ethos and values daily.

MISSION:

To provide world-class combat ready land forces that are trained, led and equipped to win as part of an integrated defence force.

While an army's primary role is to fight for its country, for it to be considered a world-class army, the New Zealand Army needs to go beyond just simply fighting. There is no point in fighting if you cannot win. The New Zealand Army's mission is to be good enough to win in every situation. And we must be world-class if we are to achieve this.

We will be a world class, fully integrated Army, interoperable with, and valued by, our allies and coalition partners. Our force will be well-equipped and highly trained to meet the full spectrum of likely operations, both domestically and internationally, and be successful on the battlefield. Our personnel, led by professional and trusted leaders, will be physically and mentally prepared to meet the rigours of military operations.

THE WAY OF THE

NEW ZEALAND

WARRIOR -

OUR ETHOS

The Way of the Warrior is also called the Army's ethos. Ethos is a Greek word, which means the distinctive character and attitudes of a community or a culture. Because the Army is an organisation, which exists to fight for the nation, and whose members must be prepared to fight, the Army has its own distinctive culture and traditions. In the New Zealand Army this ethos, our culture and traditions, is the Way of the New Zealand Warrior. Every soldier who joins our Army must conform to the Army's ethos and follow the Way of the Warrior.

Serving New Zealand Loyally And Honourably

Our ethos is the characteristic spirit and belief in our Army. It incorporates two elements that have stood the test of time in peace and war: loyalty and honour.

Loyalty

Loyalty is reflected in the solemn oath of allegiance to the Crown and the New Zealand Government. Loyalty to New Zealand means that the greater good of the nation comes first and the soldier's personal needs often come second. Soldiers are part of an organisation, which represents and protects New Zealand and cannot have a loyalty to other organisations which conflict with this mission. This is why soldiers cannot be members of gangs, for example, as their aims are at odds with the aims of the Army.

Loyalty has a further meaning within the Army. It means support for commanders by their soldiers and support for subordinates by their leaders. Soldiers should support their commanders, giving advice and assistance when required and carrying out their orders to the best of their ability. Leaders must, in turn, represent the interests of their soldiers and develop their abilities. This also means soldiers being loyal to the organisation and respectfully challenging orders when required.

Honour

Honour requires a high standard of behaviour both in war and peace. Acting honourably means to act in a way that gains the respect of other people. Nothing done by a soldier should damage the reputation or respect for New Zealand in any way, either at home or overseas. This is why the Army teaches and enforces the Law of Armed Conflict. Adhering to these laws ensures that New Zealand soldiers always act honourably when on operations. It is also why the Army cannot tolerate substance abuse or any other criminal action by its officers or soldiers, as the behaviour of individuals reflects on the organisation as a whole. Honour is reflected by our high standard of behaviour, which protects our proud reputation and respects our military heritage.

CHARACTERISTICS

OF THE NEW ZEALAND SOLDIER



The Māori Warrior

The Māori embraced a warrior culture in which the strong thrived and the weak were subdued. Warfare was a very personal matter between individual warriors. Warriors looked in their enemy's eyes as they fought hand-to-hand with stone, wood or bone weapons. Under the Māori warrior culture, the more chiefly a person's status, or the better fighter he was, the shorter his weapon of choice was, so he had to get closer and more personally involved with his enemy to kill him. Thus, the short thrusting clubs, such as mere and patu, were chiefly weapons, while the longer taiaha fighting stick was more likely to be the weapon of the common warrior.



The British Soldier

By the time British troops came to New Zealand in the 19th century, the British Army was a highly disciplined force, with an extremely structured way of fighting. Their soldiers did not fight purely as individuals, but were grouped together in units. Since Roman times a solid mass of men standing shoulder to shoulder had proved more than a match for an attack by a loose bunch of individual warriors, and European armies mainly fought in this style. Individuals were only a small part of the larger unit; individual actions were a part of the unit action and were designed only to aid the unit's success.



British style versus Māori style

When the British first fought the Māori in the open at Puketutu in Northland, the British bayonet charge proved too strong and the Māori retreated inside their pa, from where they got the better of the rest of the battle. From this time on the Māori adapted to fighting from prepared positions and won many of the battles of the New Zealand Wars. The Māori were formidable opponents with a great ability to adapt tactically and create innovations on the battlefield in order to win the immediate fight. The British troops, and later the New Zealand government forces, were not initially as tactically innovative, but nonetheless had a stronger sense of the overall strategic goals. This allowed them to concentrate less on winning the individual battles, and more on winning the war overall.

The modern New Zealand warrior

The modern New Zealand soldier is a mixture of cultures and backgrounds. The two great warrior cultures of the Māori and the British dominate the mix and have created a truly unique soldier. For over a hundred years New Zealand soldiers have shown that they are different from their British counterparts; that they have taken aspects of the British military culture, but have refined that rigidly disciplined approach into something new, something unique. Equally, the modern New Zealand soldier is different from the traditional Māori warrior but aspects of the aggressive and adaptable warrior culture are still maintained in the makeup of the modern New Zealand warrior. The New Zealand Army's establishment as Ngāti Tūmataunga, the Tribe of the War God, reflects the dual European and Māori heritage of the current Army.

A soldier in silhouette is shown from the side, looking towards the left. The soldier is wearing a helmet and a tactical vest, and is holding a rifle. The background is a bright, hazy sky with a sun low on the horizon, creating a strong backlighting effect. The foreground shows a field of tall, dry grass.

SOLDIERS AND THEIR STORIES

Some of the fundamental characteristics of the modern New Zealand warrior, seen since the formation of the New Zealand Army, are **independence, initiative and strong junior leadership.**

During the New Zealand Army's operational deployments other characteristics have also become very evident. New Zealand soldiers have demonstrated tenacity, endurance, conscientiousness and adaptability in often complex and stressful situations. Some examples of these characteristics are detailed on the following pages.

INDEPENDENCE

Independence has been demonstrated many times in the New Zealand Army's history. From service in South Africa 1899-1902 when they were often used as scouts, to service in East Timor where small patrols scoured the jungle for the militia, New Zealand soldiers have shown an ability to think for themselves and operate independently whilst remaining mission focused.

Long Range Desert Group

A classic example of independence came during World War II, when the Allied commanders in Egypt wanted to form a special long-range patrol force to range through the desert behind the enemy lines. They wanted independent soldiers who could turn their hands to anything and operate in small groups far from their commanders. Therefore they formed the Long Range Desert Group initially with soldiers from the New Zealand Division. This group became legendary in the desert war, partly as a result of its large component of independent thinking New Zealand soldiers.

INITIATIVE

New Zealand soldiers have shown initiative since the establishment of the New Zealand Army. Innovative thinking, adapting to the current environment, and operating in response to changing situations are the marks of initiative. Sergeant Dick Travis provides a great example of this.

Sergeant Dick Travis VC, DCM, MM.

Sergeant Dick Travis became a legend of World War I for his courage, initiative and innovative approach to warfare.

His exploits began on Gallipoli when, although left behind in Egypt to tend the horses, he made his own way to the peninsula in order to get into the fighting. Following Gallipoli he served with the New Zealand Division on the Western Front in France and Belgium. In the mud and slaughter of trench warfare Sergeant Travis began to make his name as a scout and a killer of snipers. He made no-man's-land his second home and would spend hours prowling in front of his own trenches by night. The information and prisoners he brought back from the enemy positions enabled New Zealand raids and attacks to be conducted with good knowledge of the enemy and, therefore, with better likelihood of success.

For more than two years Sergeant Travis was the outstanding fighting soldier in one of the best fighting divisions in France. His reputation for unflinching bravery and willingness to go where no other person was prepared to go and do things that other men considered impossibly dangerous made him a legend, not just in the New Zealand Division, but also in the wider British Army.

His unofficial scouting of the enemy positions and capturing of prisoners was so valuable that it was officially approved, and the New Zealand Division formed new observation sections to work with Sergeant Travis in this role. Sergeant Travis thus initiated the development of battalion reconnaissance platoons.



Sergeant Travis was awarded the Distinguished Conduct Medal, the Belgian Croix de Guerre, the Military Medal and, finally, the Victoria Cross for his courage, making him the most decorated New Zealand soldier ever. His VC was awarded posthumously (after his death) as he was killed by shellfire just months before the end of the war. Sergeant Travis remains one of the finest New Zealand examples of initiative and innovation in war.

STRONG JUNIOR LEADERSHIP

The New Zealand Army's junior leaders - section, troop and platoon commanders - have had a great impact on the way New Zealanders perform on operations, whether in combat or peacekeeping.

Strong leadership has also been demonstrated and role modelled within the Army camp and garrison environment. Most of the individuals whose stories are told in this booklet were junior leaders within the Army. Major Wilson building leadership networks in Afghanistan, Lance Sergeant Manahi and Staff Sergeant Marfell commanding a section, Second Lieutenants Upham, Ngarimu and O'Donnell as platoon commanders, each demonstrated outstanding leadership that has been the hallmark of the New Zealand Army throughout history.

TENACITY

Tenacity means not giving up, a stubbornness and determination to hold on, to win. Tenacity comes from mental toughness.

Second Battle of the Somme

Tenacity was most evident in France at the Second Battle of the Somme in 1918. The Germans had mounted a major offensive and broken the British defences. A huge hole had been punched in the line and the Germans were pouring through. The New Zealand Division was hurriedly rushed into the gap and told to halt the German advance no matter what. This they did over several days of hard fighting against continual attacks. If the New Zealanders, and the other divisions thrown into the gap, had not tenaciously held their positions it is possible that Germany could have won the war with this breakthrough. Significantly, the flight of the French population from the sector to which the New Zealanders were deployed ceased as soon as the New Zealanders arrived.

ENDURANCE

Endurance means that you can last the distance despite difficulties and discomfort.

Gallipoli

The classic example of endurance by the New Zealand Army is the eight month action on the Gallipoli peninsula. The New Zealand soldiers were in a terrible situation, overlooked by the Turkish positions, facing death on a daily basis, continually short of food and water, and enduring intense heat, the stench of death, flies and disease. Yet, through all this, they endured and fought in a way that gained the admiration of both their allies and the enemy.

CONSCIENTIOUSNESS

Conscientiousness means carefully completing every aspect of a task, paying great attention to detail and not cutting corners or taking the lazy option.

In the wars in South East Asia following World War II, New Zealand soldiers showed a conscientious attitude, which enabled them to perform effectively in all their operations.

NZ Special Air Service (SAS) in Malaya

The New Zealand SAS was established in 1955 for service in Malaya and showed conscientiousness by establishing a new style of patrolling in the jungle. Previous patrols by the Commonwealth forces had been a matter of getting between two points quickly and hoping to encounter the enemy on the way.

The New Zealand SAS developed a patrol style which saw them move through the jungle very slowly and carefully, disturbing nothing and observing everything. This was a huge advantage to them in dealing with the communist terrorists who were also at home in the jungle, and it meant that the New Zealand SAS were extremely successful in clearing their area of enemy. This careful and conscientious attitude was developed further by the New Zealanders in Vietnam and still characterises the New Zealand Army today.

ADAPTABILITY

While the Army is essentially a fighting force, in recent years it has also proved its adaptability during peacekeeping and when providing humanitarian assistance.

The Army's recent deployment to Fiji in response to Cyclone Winston is a great example of this.

East Timor

In East Timor the New Zealand battalions were required to conduct armed patrols against the militia, but also had to adapt to undertake humanitarian aid, carry out police and customs actions at border crossings, and win the hearts and minds of the local people. All these actions were carried out successfully. Winning hearts and minds is an aspect of recent operations in which the New Zealand soldier has proved to be extremely effective. Adapting from aggressive warlike actions to friendly interaction with local people has proved to be one of the New Zealand soldier's greatest skills.



VALUES

The values of the New Zealand Army are **Tū Kaha** (Courage), **Tū Tika** (Commitment), **Tū Tira** (Comradeship) and **Tū Māia** (Integrity). The following pages detail exactly what these words mean and give some examples of New Zealand soldiers who showed behaviours that illustrate these values. Our values are expected of our soldiers and leaders in all environments; deployments, operations, in camp and at home.



COURAGE TŪ KAHA

There are two forms of courage: physical and moral. Courage is also known as bravery, valour or gallantry and is a vital requirement for soldiers if they are to fight effectively and win.

Courage is also going first and leading from the front. Taking calculated risks and learning from your mistakes.

Physical courage gives a soldier the strength and drive to do what has to be done, no matter how difficult or dangerous the task. Physical courage involves overcoming fear so you can still operate effectively in spite of the danger or risks.

Moral courage is the strength of character to do what you know is right in spite of pressure. Pressure can take the form of peer pressure, bribes or, on operations, illegal orders contrary to the Law of Armed Conflict. Moral courage also allows a leader to make decisions, which may be unpopular but still have to be enforced. Those with moral courage make difficult decisions and stand by their principles in the face of adversity.

Examples of both forms of courage are very easy to find in the New Zealand Army's history. Our most famous soldiers are those whose courage has been recognised by the award of medals such as the Victoria Cross. The following examples include one of New Zealand's most famous Māori soldiers; an action that demonstrated the highest level of courage, commitment and comradeship; and a brilliant example of courageous leadership in Vietnam.



Second Lieutenant Moana-nui-a-Kiwa Ngarimu VC



During the battle of Mareth in March 1943, the New Zealand Division was sent on a wide flanking manoeuvre to find a way through desert and mountains to outflank the German defensive line. The only way

they could go was through a mountain pass called Tebaga Gap. The entrance to Tebaga Gap was heavily defended as the Germans realised the tactical importance of the pass.

When the New Zealanders attacked Tebaga Gap on 26 March 1943, the Māori Battalion was directed to attack a hill that dominated the entrance to the pass, Point 209. The actual hill attacked by two platoons from

Charlie Company of the Māori Battalion was a smaller hill directly to the front of Point 209, and was later named Hikurangi by the Ngāti Porou soldiers who fought on it.

The Germans heavily held Hikurangi, but Second Lieutenant Ngarimu led his platoon straight up it, personally destroying two machine gun posts on the way. After a short fierce fight the Māori took the top of the hill. Once on top, Second Lieutenant Ngarimu realised that they had not taken the main feature, Point 209, but with his small force he was unable to advance further.

The two platoons of Charlie Company then held on to Hikurangi in the face of continual counter-attacks from the Germans.

All night the Māori defended their hill inspired by ferocious leadership from their young commander who was wounded several times but refused to leave the battle. The Māori soldiers defeated every counter-attack by much larger forces. When Germans penetrated the defences during one attack, Second Lieutenant Ngarimu forced them out alone, firing his Tommy gun from the hip. As the Germans retreated in disarray he looked for grenades but finding none he threw rocks with great effect. At one point the Māori were forced off the hilltop but Second Lieutenant Ngarimu rallied his men and led them back in an irresistible charge. As dawn broke, from a distance the Māori Battalion headquarters staff saw Second Lieutenant Ngarimu, wounded several times but still firing his Tommy gun from the hip, leading the defence. For a moment he was silhouetted on the hilltop and in that moment he was killed, defiantly facing the enemy.

Second Lieutenant Ngarimu showed spectacular courage during his night of fighting and was posthumously awarded the Victoria Cross, becoming the first Māori soldier to receive this medal. The second Māori recipient, Lance Corporal Willie Apiata, was awarded the Victoria Cross on 2 July 2007, the first New Zealand soldier to be thus honoured since World War Two.

Corporal Willie Apiata VC



In 2004, then Lance Corporal Willie Apiata was part of a New Zealand Special Air Service Troop on patrol in Afghanistan. The Troop had laid up in defensive formation for the night, and at approximately 0315 hours was attacked

by a group of about 20 enemy fighters.

Rocket-propelled grenades struck two of the Troop's vehicles, destroying one and immobilising the other. The opening strike was followed by dense and persistent machine gun and automatic rifle fire from close range. Blown off the bonnet of his vehicle by the impact of rocket propelled grenades, Corporal Apiata was dazed, but unhurt. The two other vehicle crew members had been wounded by shrapnel, and one of them was in a serious condition.

Illuminated by the burning vehicle, and under sustained and accurate enemy fire directed at and around their position, Corporal Apiata assumed command of the situation. He realised that his comrade urgently required medical attention or he would likely die. Pinned down by the enemy, in the direct line of fire between friend and foe, he also judged that there was almost no chance of such help reaching their position. As the enemy pressed its attack towards his position, and without thought of abandoning his colleague to save himself, he took a decision in the highest order of personal courage under fire. Knowing the risks involved in moving to open ground, he decided to carry his comrade single-handedly to the relative safety of the main Troop position, which afforded better cover and where medical treatment could be given.

In total disregard of his own safety, Corporal Apiata stood up and lifted his comrade. He then carried him across the 70 metres of broken, rocky and fire swept ground, fully exposed in the glare of battle to heavy enemy fire and into the face of returning fire from the main Troop position. Having delivered his wounded companion to relative shelter with the remainder of the patrol, Corporal Apiata re-armed himself and re-joined the fight in counter-attack. By his actions, he removed the tactical complications of casualty rescue, allowing the Troop to concentrate entirely on prevailing in the battle itself. After an engagement lasting approximately 20 minutes, the assault was broken up and the numerically superior attackers were routed with significant casualties.

Corporal Apiata's actions show the highest levels of courage, commitment and comradeship. Committed to the success of the Troop's mission and committed to saving the life of his comrade, he put all consideration of personal safety to one side when he stepped into the heat of the battle carrying his comrade. His actions not only saved his comrade's life, but also contributed to the tactical success of the engagement.

In receiving the Victoria Cross for New Zealand, Corporal Apiata was thrown into the public spotlight, but continued to demonstrate the behaviour and attitudes that underpin the Army's values. He showed himself to be a humble individual who credited his act of bravery on his training and 'looking after my mates'.

Corporal Albert (Albie) Moore NZGS



Corporal Moore was the commander of the rear vehicle of a New Zealand Provincial Reconstruction Team patrol when it was ambushed by insurgent forces near the town of Chartok in Bamyán Province,

Afghanistan on 3 August 2010. The insurgents set off an improvised explosive device, which immobilised the lead vehicle and then began firing at all four vehicles with small arms fire and shoulder launched rockets, in an engagement that was to continue for some 35 minutes.

Corporal Moore immediately ordered his vehicle to pull back in order to establish a firm base from which to support the patrol's withdrawal. This was done in the vicinity of a nearby house. He then coordinated suppressing fire to support the rearwards move of the surviving two vehicles. One of these was able to reach the base, but the other was immobilised by small arms fire some 30 metres away. Despite this, all members of the patrol, except those in the lead vehicle, were now consolidated in one location.

It was apparent, however, that the patrol's position was exposed and that they were both under observation and subject to direct fire from enemy positions on surrounding high ground. Recognising the need for air support and to communicate with higher command, Corporal Moore remounted his vehicle and, under continuous fire from the enemy, drove forward 30 metres to the immobilised vehicle to recover communications equipment.

Still under direct fire, he made two further trips to the immobilised vehicle. The first was to collect a general purpose machine gun and the second to pick up extra ammunition. At one stage during these actions, as he mounted and dismounted from his vehicle, he was struck on the shoulder by shrapnel from an enemy rocket.

It was during this time that the two surviving members of the lead vehicle made radio contact to advise that they were wounded, their patrol commander had been killed and that they were pinned down by enemy fire in a dry creek bed near to where their vehicle had been immobilised. After receiving approval from the officer who had assumed command, Corporal Moore remounted his vehicle a fourth time and went forward 350 metres to where the lead vehicle was located.

Throughout this move he coordinated suppressing fire on to the high ground from his vehicle and established communications with the wounded soldiers (Lance Corporal Ball and Private Baker). On arrival he positioned his vehicle between the enemy and the soldiers so that they could safely mount the vehicle. He then took them back to the patrol's base for medical treatment.

For his actions, Corporal Moore was awarded the New Zealand Gallantry Star.

COMMITMENT TŪ TIRA

Commitment involves putting the needs of the team or organisation before your own personal needs while at work. It includes dedication to the completion of a task, despite discomfort or difficulties.

One very common example of commitment in the Army is serving on operations overseas even when it means leaving home and family for long periods. Commitment also means balancing your work and family time to keep yourself, and your family, well.

The following soldiers demonstrated fine examples of commitment. They include a soldier who refused to accept defeat or retreat, two soldiers who were determined that a fire would not beat them, and a young officer who rapidly assessed a critical situation and achieved his task.



Lance Sergeant Haane (Jack) Manahi DCM

On 20 April 1943, the Māori Battalion attacked Takrouna, a steep rocky feature in the North African desert. The attack was stopped by fierce resistance until 12 soldiers, including Lance Sergeant Jack Manahi, fought their way through the positions at the foot of the feature, climbed the cliffs and, after heavy fighting, captured a very small area of the village on top. Since most of his men had become casualties, Lance Sergeant Manahi climbed down the cliffs and brought up reinforcements. He continued to lead attacks on the defenders of the village and held off fierce counter-attacks by hand-to-hand fighting. After being relieved, Lance Sergeant Manahi and his few remaining men climbed down for a rest. But the enemy counter-attacked once more and Lance Sergeant Manahi again went up the cliffs to lead the defence. After beating off this attack, the officers on top decided the position could not be held. They were preparing to leave and were about to call in a huge bombardment of the position when Lance Sergeant Manahi led his men in further assaults on the enemy positions, capturing more of the village. The retreat was cancelled and the entire feature was eventually taken.

Lance Sergeant Manahi not only showed a tremendous example of physical courage, but also demonstrated unswerving commitment by continuing to fight for the objective even when nearly everyone else had given up. He was recommended for a Victoria Cross, but instead was awarded the next highest award, the Distinguished Conduct Medal.

Acting Corporal Dion Lowery and Lance Corporal Bobby Hunn

Acting Corporal Lowery and Lance Corporal Hunn deployed to Darwin as part of the logistics team for Exercise PREDATORS GALLOP over the period 27 June to 14 September 2004. During the unloading of the CEC Spring at East Army Wharf on 29 June 2004, civilian contractors were employed to use oxyacetylene equipment to cut lashing points off the removable pontoon deck, immediately above the hold containing 18 tightly stowed Light Armoured Vehicles (LAV) and various other vehicles.

Sparks from this cutting fell into the hold and ignited two tyres on one of the LAVs. Within a short time the tyres were burning fiercely, producing four metre flames and pouring a cloud of toxic smoke more than 20 metres into the air.

On seeing the fire, Corporal Lowery, along with Lance Corporal Hunn, jumped into the hold. Corporal Lowery first attempted to extinguish the fire with a chilly bin of water, but it had no effect. The two soldiers then attempted to put out the fire with a fire extinguisher provided by a member of the ship's crew, however, the fire extinguisher was unserviceable and of no use. At this stage, the civilian crew and stevedores evacuated the hold as the fire was increasing in intensity and the smoke was becoming extremely dense and acrid.

While Lance Corporal Hunn found a fire extinguisher on an NZDF vehicle and attempted to crawl underneath the burning LAV with it to get closer to the fire, Corporal Lowery convinced a member of the ship's crew to connect a fire hose onto a ship's hydrant and pass the hose down to him. The crew member did this, but it took several minutes to activate the hydrant and charge the hose. By the time the hose was ready, Lance Corporal Hunn had re-joined Corporal Lowery and they extinguished the fire and damped down as many vehicles as the short length of the hose would allow. They then filled buckets with water and damped down the remaining vehicles.

The two NCOs' level-headed actions stopped the fire from spreading out of control and probably prevented the destruction of most of the LAVs that were deployed on the exercise. Their commitment to their task in the face of great difficulties ensured that the damage was minimised. Both soldiers were awarded Chief of Army's Commendations.

Lieutenant Timothy O'Donnell DSD



Only 16-months after graduating from the Officer Cadet School (New Zealand), then Second Lieutenant O'Donnell was serving as a Platoon Commander in Timor Leste as part of the International Stabilisation Force (ISF). His platoon

was conducting a security patrol in April 2007 when it encountered a crowd of approximately 1,000 Fretlin supporters returning from an election rally in Dili. The crowd, escorted by UN police officers, halted on the outskirts of Manatuto fearing attacks from opposition political supporters. While the platoon was endeavouring to secure a safe route, the UN police began moving the Fretlin supporters across a bridge towards Manatuto. The crowd was then ambushed by some 600 opposition supporters throwing rocks and firing steel darts and arrows. Under the hail of projectiles the police escort was quickly overwhelmed and withdrew, leaving the Fretlin convoy stranded on the bridge. Lieutenant O'Donnell made a quick decision to intervene in the melee, which meant that his platoon also came under attack. Eventually, his platoon managed to push back the attackers and secure a bypass route around Manatuto for the Fretlin convoy, which safely circumnavigated the town without loss of life or serious injury.

As a young officer, Lieutenant O'Donnell demonstrated an ability to rapidly assess a changing situation, to use his initiative and to act decisively. He and his platoon demonstrated a commitment to their task and role that ultimately saved lives and ensured a successful outcome for not only their patrol task, but also for the wider ISF mission. For his action Lieutenant O'Donnell was awarded the Distinguished Service Decoration.

Lieutenant O'Donnell went on to serve his country until he and his comrades were involved in an IED attack and further firefight while on patrol in Afghanistan in August 2010 – during which he sadly lost his life. He paid the ultimate price for his service, and is remembered with honour and respect. Other New Zealand soldiers involved in that incident were awarded gallantry awards for the roles they played on that day. Some of their stories are included in this booklet.

COMRADESHIP TŪ TIRA

Soldiers join the Army for a variety of reasons, such as patriotism, duty to country, or a sense of adventure; but when the action starts and bullets are flying, soldiers generally fight out of a sense of loyalty to their mates.

Many soldiers who have been involved in enemy contact overseas have said that they couldn't let their mates down, so in spite of their fears they stayed and fought.

This is the sense of mateship that makes an army a cohesive force and why comradeship is one of the most essential values required of a soldier. Teamwork is the key to success in the Army and comradeship is an essential element.

It means looking after each other, despite our differences, understanding that more can be achieved by working as a team than as individuals.

Comradeship also extends to the camp, barrack and home fronts. There are many great stories of soldiers going the extra mile to help struggling mates, partners and subordinates here in New Zealand. Looking after each other also includes striving to build trust with your comrades rather than actively breaking it with unproductive or anti-social behaviour.

The following soldiers showed great examples of comradeship in putting the lives of their friends ahead of their own safety. These examples range from an officer in the 1960s, through three soldiers whose actions provide an outstanding example of comradeship in a non-operational setting, to two soldiers coming to the aid of their comrades in East Timor. All six showed the same strong sense of comradeship.



Captain John Masters MC

Captain Masters served in Borneo with the New Zealand forces during the “Confrontation” between Malaysia and Indonesia. Although part of 1 RNZIR, he was attached to the 4th Light Regiment of Royal Artillery. On 2 September 1965, Captain Masters was acting as the Artillery Forward Observation Officer with a patrol from Support Company of the 2/2nd Gurkha Rifles. The patrol was attacked by a force of about 100 Indonesian soldiers and withdrew under intense fire in the face of superior numbers. Captain Masters and the Company Sergeant Major (CSM), a Gurkha NCO, checked to be sure that all the patrol had got clear and then ran to re-join them.

As they did so, the CSM was shot in the leg and fell in front of the enemy who were closing in fast. Captain Masters saw the CSM fall and turned to assist him. He fired shots at the advancing enemy and then picked up the CSM and carried him into the jungle. The denseness of the jungle and the enemy fire meant they were unable to re-join their patrol, which had continued withdrawing. For the rest of the day Captain Masters carried the wounded Gurkha about six kilometres through thick jungle and thigh deep swamps in the heat of the day. By nightfall he was completely exhausted. During the night he tended the CSM’s wounds as best he could.

Next morning Captain Masters decided he was unable to carry the Gurkha any further and stood a better chance of saving both their lives if he went for help alone. He hid the CSM in deep vegetation and walked at an exhausting pace until he reached the British base in late afternoon. Exhausted as he was, Captain Masters then insisted on leading the search party back through the jungle and swamp to find the wounded CSM. Captain Masters’ actions were an outstanding example of comradeship. He also showed great courage and commitment in risking his own life to save a comrade. He could have easily saved just himself, but instead chose to risk his life and then drive himself virtually to collapse. Captain Masters was not only awarded the Military Cross for his selfless actions, but he also became a living legend among the Gurkhas.



Private Brendon Burchell NZBM, Private David Stewart NZBM, and Private Sonny Terure NZBM

Privates Burchell, Stewart and Terure were members of an Army Adventurous Training Course, which became trapped near the summit of Mount Ruapehu by adverse weather conditions on 11 August 1990. While attempting to reach the Dome Shelter the following morning, weather conditions forced them to stop and seek shelter on an exposed feature. With members of the party succumbing to hypothermia, two members of the party left in the afternoon to attempt to get assistance. One of these was Private Burchell who volunteered to accompany one of the instructors to descend the mountain despite having no previous mountaineering experience. The weather conditions were extreme with windblown snow, limited visibility, darkness and a high wind chill factor. Remaining with the group and despite the continuing high winds, Privates Stewart and Terure maintained a continual vigil over their companions throughout most of the night, providing what assistance they could.

During the descent of the mountain Private Burchell and the instructor were continually blown off course by the winds and, as a result, had to traverse treacherous terrain including several steep bluffs with limited direction finding assistance.

Some 11 hours later, they eventually managed to raise the alarm to enable a full search and rescue operation to be mounted. Private Burchell not only had to cope with the most extreme conditions but, because of his lack of experience, had no knowledge of how to adequately overcome them. His courage, determination and perseverance to continue in the face of extraordinary adversity not only brought great credit on himself, but certainly assisted in the rescue of five survivors from Mount Ruapehu the next day.

When a rescue party arrived at the scene about midday on 13 August, Private Stewart was found to have died during the night. Private Stewart would have been fully aware that his actions in continually moving out of shelter and the warmth of his sleeping bag to assist those of the party, who were affected by hypothermia, meant that he had an increased chance of also becoming a casualty. He was also aware that the continual battling of the elements was increasingly exhausting him. Privates Stewart and Terure displayed a selfless commitment to their mates, courage to continue in the most extreme conditions and a sense of comradeship that put the team first despite the danger to their own lives. For their actions, all three soldiers received the New Zealand Bravery Medal.

Lance Corporal Allister Baker NZGD and Corporal Matthew Ball NZGD



Lance Corporal Baker (then in the rank of Private) was the turret gunner, and Corporal Ball the driver in the lead vehicle of a New Zealand Provincial Reconstruction Team patrol when it was ambushed by insurgent forces near the town of Chartok in Bamyán Province, Afghanistan on 3 August 2010.

The insurgents set off an improvised explosive device, which immobilised their vehicle and then began firing at all four vehicles with small arms fire and shoulder launched rockets, in an engagement that was to continue for some 35 minutes. Lance Corporal Baker immediately sought to return fire but the machine gun, which he had been manning at the time of the ambush, had been blown off its mount and another weapon, a general purpose machine gun, was also badly damaged. As he leant down inside the turret to recover his personal weapon, he saw that a fire had broken out in the rear of the vehicle and that the patrol commander, Lieutenant Tim O'Donnell, was slumped forward in the front passenger seat.

Although suffering a broken ankle, incurred in the initial explosion, he extracted himself through the top of the turret and, while under direct observation and fire from the enemy, climbed down from the vehicle and made his way around to the front passenger door to provide assistance to his patrol commander. On opening the door of the vehicle, Lance Corporal Baker noticed that Corporal Ball was not moving, and he shouted for him to get out of the vehicle to assist him.

On regaining consciousness, Corporal Ball became aware that a fire had broken out in the rear of the vehicle, which was still being hit by enemy fire, and his right leg was impaled on the vehicle's engine housing. After pulling his leg free, he then extracted himself from the vehicle in full view and under fire from the enemy only 45 metres away and made his way around to the front passenger door to assist Lance Corporal Baker. For the next five minutes, while under continuous fire from the enemy, both soldiers took turns to try and recover their commander. As they persevered, enemy fire intensified and the vehicle was hit by two rockets, one exploding against the driver's door and the other against the bonnet. The fire inside the vehicle began to spread and the heat became so intense that Lance Corporal Baker had to put out Corporal Ball's hair when it caught alight. It was only when ammunition stored inside the vehicle began to explode that both soldiers were forced to withdraw and seek shelter in a dry creek bed some 40 metres away.

In order to reach the creek bed, Corporal Ball crawled alongside Lance Corporal Baker, whose movements were significantly restricted due to a broken ankle, across open ground and in direct observation and fire from the insurgents. Corporal Ball, in addition to the wound to his leg, had also received shrapnel wounds to both legs and both arms, muscular damage to an ankle and burns to his head and face. On reaching the relative safety of the creek bed, communication was established with the remainder of the patrol. A decision was made for both soldiers to remain where they were and wait for support to come forward to reach them. This occurred some 20 minutes later, during which time they continued to be targeted by the enemy.

For their actions, each were presented the New Zealand Gallantry Decoration.



INTEGRITY TŪ Māia

Integrity within the military involves responsibility, reliability, honesty, sincerity, consistency and sound moral principles.

Soldiers must be prepared to take responsibility for their own actions and accept the consequences for those actions whether they are good or bad. Soldiers own their mistakes and agree to learn from those mistakes. Soldiers must also be reliable so that they can be trusted to carry out whatever task is required of them.

Sincerity requires soldiers to follow what they truly believe to be right and carry out only those actions. Sound moral principles will ensure that soldiers do not attempt to gain a personal advantage, either financial or organisational, by a selfish or dishonest act. Integrity includes staying true to what you said you were going to do.

The following people demonstrated outstanding integrity during their military careers doing what they knew was the right thing.



Lance Corporal David Russell GC



While serving in the New Zealand Division during World War II, Lance Corporal Russell was wounded and captured at Ruweisat Ridge in North Africa in 1942. After being imprisoned in Italy, Lance Corporal

Russell escaped and became active in the local resistance while living with an Italian peasant, Guiseppe Vettorello. On 22 February 1945, Lance Corporal Russell was arrested by a patrol of Italian Fascist troops near the home of Vettorello, who was also arrested on suspicion of having harboured the New Zealander. The prisoners were taken to the headquarters of Oberleutnant Haupt at Pone di Piave. Here an attempt was made to force Lance Corporal Russell to betray Vettorello, but he refused to do so, denying that he had ever seen him before. Lance Corporal Russell was beaten up by Haupt, but maintained his silence and Vettorello was released.

The Germans were convinced that Lance Corporal Russell had been in contact with other escaped prisoners of war and local partisans and were determined that he should disclose their whereabouts. He was chained to a wall in a stable and told that unless he gave the required information within three days, he would be shot as a spy. Again, Lance Corporal Russell was beaten repeatedly, but he refused to speak. A civilian who took him food tried to persuade him to save his life, but he replied: 'Let them shoot me'. On the third day Lance Corporal Russell was shot by firing squad. The German warrant officer in charge of the execution wrote: '...the prisoner died very bravely'.

Lance Corporal Russell demonstrated the ultimate example of a soldier's refusal to compromise his integrity. He showed great loyalty to his principles and his comrades and took full responsibility for his actions. He was true to his beliefs, true to himself and to those who trusted him, and he upheld the finest principles of integrity. After the war, Lance Corporal Russell was posthumously awarded the George Cross, the civil award equal to the Victoria Cross.

Lieutenant Colonel Melanie Childs



Lieutenant Colonel Childs served as the Deputy Chief and then Chief of Plans at the United Nations Headquarters in Juba, South Sudan, from 9 March to 26 September 2016.

From 8-12 July 2016, the UN

Headquarters in Juba was caught in crossfire when heavy fighting broke out between two rival rebel groups, involving mortars, machine guns and rocket-propelled grenades. Also caught in the crossfire were thousands of displaced civilian refugees living in camps around the United Nations base, many of whom sought refuge in the United Nations Headquarters. In a situation described in official reports as “chaotic”, rocket-propelled grenades, mortar shells and machine gun rounds struck the Headquarters building.

According to witness reports, Lieutenant Colonel Childs kept her cool and showed considerable courage and leadership, directing infantry and police units that were in disarray. She remained with the civilian refugees, calming them and eventually leading them to areas that offered greater protection. Her conduct during this period received high praise from the Head of the Special Investigation Team sent by the UN Secretary-General to look into the incident. Lieutenant Colonel Childs was one of the few UN personnel to come through this period with an accolade for their performance and, as a result of her actions, was awarded the Defence Meritorious Service Medal.

Major Christopher Wilson, DSD



Major (then Warrant Officer Class One) Wilson served in Afghanistan with the New Zealand Provincial Reconstruction Team from April to October 2010. His duty as Patrol Liaison Officer was to establish a network of relationships

with both local government representatives and community leaders in the Kahmard and Sayghan districts of Bamyán Province, to promote reconstruction efforts in governance, development and security

In June and July, the local where he worked were devastated by the worst flooding in living memory. His careful management of scarce resources resulted in significant and much-needed relief being provided to the local populations.

On 3 August, his Patrol Commander was killed in an ambush. He had to take immediate command of the patrol, win the resulting fire fight and adopt a defensive position until the arrival of a supporting force.

He then assumed command of the patrol, providing leadership and guidance necessary for young soldiers to come to terms with what has been a traumatic event, without losing operational integrity, at a time when security was becoming an increasing concern.

As a result of his actions, Major Wilson was awarded the New Zealand Distinguished Service Decoration.

**TODAY'S SOLDIER –
SOME STORIES IN SHORT**



Captain Alia Bojilova



In May 2013, whilst serving as a UN military observer in Syria, Captain Bojilova and two of her UN colleagues were taken hostage from an isolated observation post. Armed militia members had swarmed

the post, and while Captain Bojilova and, her colleagues were unarmed, help was unlikely.

Her group was forced to walk through minefields to the heart of the crossfire zone in a nearby village – an area under heavy shelling by the Syrian Armed Forces that night.

“The goal was to stay focused on surviving this incident as a team. You focus on demonstrating mental toughness, faith and focus for yourself, but crucially for your comrades,” Captain Bojilova said. “We were not allowed to speak to each other, but we could see one another. The consequences of our every word and action, our mood and disposition became amplified. If any one of us lost composure I have no doubt the events would have spiraled out of control rapidly. We also knew that demonstrating we were worthy of respect was critical, so that we were treated accordingly by our captors.”

Personnel who were deployed to observe and report on the agreement between Israel and Syria suddenly become pawns in the Syrian civil war.

The observers were unarmed and heavily outnumbered. The hostage-takers were heavily armed, and the more the observers hesitated to engage with their demands, the more aggressive the hostage-takers became. The observers had to find a way to de-escalate without creating greater risk for themselves or for others.

Captain Bojilova's solution was to start talking - in effect, establishing a relationship with the leaders of the militia group, deescalating the situation and eventually leading to her release and that of her military team.

The comradeship between Captain Bojilova and her colleagues was instrumental in their eventual release. “If you trust in and are trusted by those around you, you are better set to give it your all and to perform at your best.”

Staff Sergeant Nick Marfell



In 2000, Staff Sergeant (then Corporal) Marfell was a section commander with Bravo Company in East Timor. He had been deployed for a couple of months with operational activity reasonably quiet and a low

threat level present, with militia groups having already fled. However, this all changed on 24 July 2000, when his patrol was ambushed on a steep rocky jungle covered hilltop.

One afternoon a group of locals approached Staff Sergeant Marfell's section and explained they'd seen an armed militia group. This open display of aggression was highly unusual. Staff Sergeant Marfell was unable to raise communications with anyone, so set out on patrol with his section to investigate.

All seemed quiet until 2.00am, when a flare was tripped and previously heard noises of suspected threat group movement became prominent. With no friendly reinforcements available, Staff Sergeant Marfell ordered everyone to be prepared for a possible firefight, "Just hunker down and we'll just see what happens". The rest of the night was quiet, and in the morning the remainder of the platoon regrouped with Staff Sergeant Marfell's section and continued tracking.

"Just before the sections intended departure from the area – all of a sudden, bang! The first shot rang out," said Staff Sergeant Marfell. "We all hit the deck. At least four unidentified firing positions 10 to 15 metres away were shooting directly at us. No one saw him go down, but Private Leonard Manning was shot and killed instantly by a militia sentry stationed on the hilltop."

Following the firefight, and due to go on leave, Staff Sergeant Marfell asked to be the contingent representative at the funeral back in New Zealand. With the stress of losing a soldier in battle, and with many subsequent operations planned to nullify the increased militia activity, it would have been easy to choose not to return to the company, but that idea never entered his mind; Staff Sergeant Marfell wanted to be back with his team.

"That's what you do in leadership when there is a mission to complete; you carry on, even when the mission and environment is hard and unforgiving."

Warrant Officer Class Two Kelly Carter



Throughout her career, Warrant Officer Class Two Carter has been preparing personnel for operations in her role as a Physical Training Instructor in the New Zealand Army. The diversity of the role has allowed Warrant

Officer Class Two Carter to develop the physical and mental strength of personnel across all trades and ranks, be it in a physical training class, one-on-one coaching or as a rehabilitation instructor.

Physical and mental fitness underpins an individual's ability to operate as a part of a team on operations, and Warrant Officer Class Two Carter has enjoyed the ability to positively influence the lives of service personnel. Warrant Officer Class Two Carter has held responsibilities for training units, rehabilitating individuals, supporting commanders to meet their operational needs, deploying to Bougainville in 2002, Timor Leste in 2010 and has had the opportunity to support a team of wounded, injured and ill service personnel at the US Marine Corps and Invictus Games.

The leadership qualities Warrant Officer Class Two Carter displayed in her commitment to preparing the force has seen her rise through the ranks to hold both training and regimental appointments, notably as a Regimental Wing Instructor at the Officer Cadet School of New Zealand and as a Squadron Sergeant Major in the Deployable Health Organisation. "I have enjoyed interacting with service personnel and seeing the difference physical training has on the lives of our personnel and their ability to be ready for operations" Warrant Officer Class Two Carter says.

Warrant Officer Class Two Shane Hutson



In the pursuit of excellence it is natural to employ the Army's values of Courage, Commitment, Comradeship and Integrity. More than fancy sounding words, these values are the basis of who we are as soldiers,

spouses, parents and citizens. Warrant Officer Class Two Shane Hutson is an infantry Company Sergeant Major, husband, father, student and mentor.

With a holistic philosophy and approach, he does not consider these roles as distinct entities but an overlapping balance with different components taking priority to meet competing needs of service to the nation and his family. In the garrison environment, it is absolutely pivotal that a healthy work/life equilibrium is maintained to create space for the occasions that service demands prohibit this. Conscious planning and critical consideration of tasks is essential.

This critical thought process is extended and encouraged through his role as lead facilitator of the Bystander Intervention Framework where Warrant Officer Class Two Shane Hutson uses education to increase the professionalism, safety and respect found in the Force's workplaces. Participants gain knowledge to recognise issues, the power to take responsibility, the tools to effectively interrupt harmful sexual behaviour and the confidence and agency to act.

Commanders shape their environments - let this be a space where every soldier has a voice to speak up and address issues that are contrary to our desired culture and distinct values. "The standard you walk past is the standard you accept."

Warrant Officer Class Two Rob McGee, CSM



On 4 August 2012, Warrant Officer Class Two (then Sergeant) McGee and his team were conducting vehicle checkpoints around Do Abi, Afghanistan. When the Afghanistan National Directorate of Security came

through the checkpoint with injured staff requesting assistance, saying there were more wounded at the contact site. Warrant Officer Class Two McGee asked and gained authority from his command to go and assist. When the kiwi troops arrived on site, he was told the location of the wounded soldiers and he was also informed that the enemy party had withdrawn up the hill. Warrant Officer Class Two McGee's first job was to secure the site for the coalition forces and to secure the high ground making it safer to collect the wounded for transport back to Do Abi.

The track was a single-file goat track; Warrant Officer Class Two McGee and his troops slowly pushed up onto the ridge, at which point their air support moved on to other taskings. The enemy seized this moment and initiated contact. SGT McGee and his troops returned fire and at the same time the coalition ground forces were also coming under attack. There was so much going on; it was chaotic. During the firefight LCPL Rory Malone and LCPL Pralli Durrer had been shot and killed, Major Craig Wilson and Private Dion Taka were critically wounded. The fighting continued for most of the afternoon.

“The easy decision on that day would be to pick up the NDS wounded and withdraw. That would be the easy decision, but the hard decision, whether it was right or wrong, was to secure the area,” said Warrant Officer Class Two McGee.

“If we had chosen to withdraw it would be just telling the Afghan population that we were only there for ourselves and not for the greater good.”

On that day, courage was required to make the hard decision to complete the mission and to secure the site – one of the Army's core values Warrant Officer Class Two McGee lives by daily.

CONCLUSION

Finally, merely knowing the Army's values is not enough for soldiers to reach the standards expected of them. Our values are fundamental guides to our behaviours and actions that must be demonstrated by soldiers if they are to meet the Army's standards.

The individuals whose stories appear in this booklet showed behaviour that best represents the Army's values. It is now up to each individual in the Army to also behave in a manner that reflects these values. Because not everyone will get the opportunity to fight or carry out some heroic act, the behaviours expected of soldiers today are often less dramatic but no less important. The expected behaviour for many soldiers could simply involve carrying out their jobs to the very best of their ability throughout their entire Army career.

Before discussing the day-to-day application of the values, one final outstanding example needs to be included. New Zealand's most famous soldier is respected, not only because he won the Victoria Cross twice, but also because he was a humble individual who throughout his Army career, and his life outside the Army, demonstrated every one of the New Zealand Army's four values.



Captain Charles Upham VC and Bar

Charles Upham joined the New Zealand Army at the beginning of World War II and served in only three major actions before being captured. During these three actions he performed with such bravery that he became the only combat soldier ever to be awarded the Victoria Cross twice. But added to this, when he was not showing his ability to fight, he displayed most of the values and behaviours described in this booklet.

During the battles for Greece and Crete, 2nd Lieutenant Upham had dysentery, but still played a major role in the actions on Crete. In particular, he fought in a night counter-attack to try to recapture Maleme airfield. Machine gun nests regularly held up the advance, but 2nd Lieutenant Upham would use his platoon to provide fire support whilst he single-handedly attacked with grenades.

Later, during the evacuation from Crete, a force of Germans advancing down a ravine threatened the beaches. Although weak from dysentery and an exhausting march across the mountains, 2nd Lieutenant Upham led a small group of soldiers up a near vertical cliff to a position where they could pour plunging fire down on the advancing enemy, and relieve the pressure on the evacuation. This and numerous other actions during the Crete battles saw him awarded his first Victoria Cross. Once back in the desert, Captain Upham, now in command of a company, took part in the actions at Minqar Qaim and Ruweisat Ridge. At Minqar Qaim the New Zealand Division was cut off and completely encircled by the Germans so a night breakout was planned.



Captain Upham was at the front of the charge carrying a haversack full of grenades. As the Germans struggled to escape the fierce New Zealand onslaught, Captain Upham charged after their vehicles firing his pistol and hurling grenades. After a short ferocious battle the Kiwis broke through the German ring and escaped into the safety of the desert beyond. Captain Upham ended the battle covered with blood, for in his enthusiasm to get to grips with the enemy he had received dozens of wounds from his own grenades. At Ruweisat Ridge he again led his company from the front, leading a frontal assault on strong German positions and carrying out a personal reconnaissance into the enemy positions. Badly wounded during the attacks and unable to walk, he was eventually captured.

For these two actions in the desert he was awarded a bar to his Victoria Cross.

Once in captivity and recovered from his wounds, Captain Upham continued his defiance of the Germans, making numerous attempts to escape. After one failed escape attempt, the German guards photographed him lying between the two barbed wire fences of the prison camp and used the photo as evidence to send him to Colditz. He became the only New Zealand combat soldier to be held in the Germans' most escape-proof prison, Colditz Castle.

Charles Upham's courage was of a level rarely seen before. His fearless actions in the face of the enemy were matched by his integrity and moral courage in standing up for what he believed, whether it was making a stand against bullying while at school, or defending his choice of positions and tactics to very senior officers. His commitment was shown by his determination to escape from captivity and return to the action and by his stubborn refusal to ever accept defeat. His integrity showed in that he was an extremely humble man who made no attempt to benefit personally from his fame.

When he was offered a public donation of £10,000 to buy a farm, he turned it down because he did not want to be treated any differently from other returned soldiers. He demonstrated comradeship by always placing his men first. The £10,000 was turned into a scholarship fund for the children of returned soldiers, because Captain Upham always said that he accepted the medals on behalf of his men who, in his opinion, were the real heroes. He also refused to order his men to do anything he was not prepared to do; undertaking dangerous tasks himself rather than putting anyone else at risk.

Individuals such as Charles Upham demonstrate that current soldiers in the New Zealand Army are the latest members of an organisation with great mana and a proud history. The values of our Army today are based on the deeds of those who served before us. We stand on the shoulders of giants and we must measure up to the standards they have set for us. This is the Way of the New Zealand Warrior

DAILY APPLICATION

The Army's values are only useful if the behaviours which make up those values are demonstrated on a day-to-day basis. The following points are some of the ways that the Army's values can be applied on a daily basis, but remember there are many more.

Read the 3CI and Warrior Ethos table of behaviours at the back of this booklet to see other ways you can demonstrate our ethos and values in action on a day-to-day basis.



TŪKAHA | COURAGE

- Standing up for what is right.
- Respectfully saying what you think, not necessarily what your superiors want to hear.
- Keeping and enforcing rules and regulations.
- Speaking up when no one else will say anything.
- Asking questions.
- Leading from the front so it is easy for others to follow.
- Questioning command respectfully when necessary.

TŪTIKA | COMMITMENT

- Turning up on time.
- Being prepared mentally and physically, with the right equipment for whatever task is required.
- Sticking with a difficult task right to the end.
- Gritting your teeth and carrying on when things get hard.
- Committing to the best course of action when other options have failed.
- Thinking about what you are doing rather than blindly following orders.
- Growing your leaders so they can replace you in the future.

TŪTIRA | COMRADESHIP

- Helping out when others need it.
- Sharing your knowledge, skills and tools.
- Being respectful to all your comrades through the good times and bad.
- Taking your fair share of the workload.
- Having a positive and good-humoured attitude to tasks and comrades.
- Emotionally and physically supporting others.
- Respectful socialising
- Ensuring the NZ Army is the best it can be (continuous improvement)

TŪMĀIA | INTEGRITY

- Doing everything to the very best of your ability.
- Being completely honest.
- Maintaining personal standards of dress, bearing and conduct.
- Giving credit, praise or criticism where it is needed.
- Taking ownership and pride in whatever you do.
- Taking full responsibility for the consequences of your actions.
- Acknowledging and accepting your mistakes and be willing to learn from them as they arise.
- Not undermining your comrades, team or hierarchy by playing politics in the workplace.

No one is perfect, and certainly no one expects soldiers to be perfect. Humans are not built that way. However, every member of the NZ Army is held to a high level of behaviour.

We all choose our words and actions, every day. Doing the right thing matters. Every time a soldier demonstrates inappropriate behaviour, they chip away at the Army's operational effectiveness. If you bully or belittle someone, you go against our values and affect team cohesion. If someone steals from a comrade, everyone within the Unit will become angry and suspicious reducing the effectiveness of the team. If someone drives drunk, they demonstrate poor decision-making and this reduces trust. If an individual never owns their mistakes and always blames something or someone else, it demonstrates a lack of integrity and honesty, which also breaks trust. If leaders misuse their rank, show disrespect to others, they lose respect, not just for themselves, but also for the whole chain of command.

Those who show good judgment and stand up for what is right, who look after their teams and respect people, who are loyal to those around them and are honest, are the leaders people look to when things get tough. That is what being a soldier and a leader in the New Zealand Army is all about.

One of the hardest things for a soldier to do is be the person in the group who draws the line. At times everyone has seen someone cross the line of good fun behaviour into the realm of being a nuisance or inappropriate. Did anyone step up and say, "That's enough"? People who do step in or speak up in these situations show courage and comradeship.

Often, praise for good work by a team is passed to the leader of the team. A commander with integrity will note that it was not just him or her; it was the team as a whole, or individuals in it who made the success. Integrity includes giving credit where it is due and ensuring this is recognised.

Commitment, Integrity and Comradeship involve offering justifiable and documented criticism in a way that does not promote confrontation. Courage means not backing down when giving feedback when the criticism is justified and necessary. Courage also involves accepting feedback as a way of improving performance and getting on with life, rather than treating it as a personal insult.

If someone cannot control his or her own actions, can anyone trust that person? New Zealand requires the very best of its soldiers. It is the responsibility of all members of Ngāti Tūmatauenga to deliver on these expectations.

Kia Kaha Ngāti Tūmatauenga

USING 'ABOVE THE LINE/BELOW THE LINE' TOOL

Identifying behaviours in everyday situations where our values can point the way

The 'Above the Line / Below the Line' tool illustrates those behaviours that are expected of each of us, and behaviours that are unacceptable.

This model can be used to hold yourself and your mates to account. Behaviour that is above the line and acceptable, demonstrates people's ownership, accountability and responsibility for their words, behaviours and actions.

This table provided some examples of above the line and below the line behaviours.

TŪ KAHA COURAGE	
ABOVE THE LINE	<p>Taking action despite your fears</p> <ul style="list-style-type: none"> • Standing up when you believe something is wrong • Admitting when you need help • Getting on-board with change • Taking responsibility • Stopping a mate from drink driving
BELOW THE LINE	<ul style="list-style-type: none"> • Ignoring what you know is right • Avoiding a difficult conversation with a teammate • Blaming others • Not making decisions • Not reporting a colleague using drugs

TŪ TIKA COMMITMENT

Giving your best

- Sticking at a difficult task to the end
- Having a good attitude
- Looking for ways to improve your trade
- Undertaking training to better yourself
- Giving your full attention to the task at hand

TŪ TIRA COMRADESHIP

Respecting and looking out for each other

- Being there for your mates
- Showing respect
- Challenging unacceptable behaviours
- Being a positive influence
- Pulling together to complete a task

TŪ MĀIA INTEGRITY

Doing the right thing – always

- Having high standards
- Walking the talk
- Taking ownership
- Doing what is right without incentive or reward
- Being trustworthy

- Being unreliable
- Doing the bare minimum
- Giving up
- Letting others carry the workload
- Being selfish

- Bullying other people
- Asking teammates to cover for you
- Gossiping about teammates
- Being unreliable
- Making jokes at other's expense

- Being dishonest
- Making excuses
- Taking credit for work that is not your own
- Going against the direction given by a superior
- Putting personal gain ahead of team goals

TABLE OF BEHAVIOURS

The following table illustrates some of the specific behaviours expected of soldiers if they are to live up to the Army's values during their Army careers.

THE WARRIOR ETHOS	TŪKAHA COURAGE
Self-discipline to harden oneself physically	Pushing past pain and physical limits.
Total and unshakeable trust in each other	Not giving in to peer pressure. Admitting mistakes, taking responsibility.
Mental toughness to endure extremes of hardship	Never giving in, never shying away from a task.
Commitment to complete any duty assigned	Making and enforcing hard decisions.
Overcoming all odds to complete a task	Believing that the task is possible and looking for ways to achieve it.
Desire to be the best, but not at the expense of comrades or team	Accepting criticism. Correcting mistakes. Asking questions.
Commitment to be competent to the most demanding standards	Resisting pressure to lower standards. Seeking advice. Trying alternatives.
The selflessness to put comrades before self	Undertaking unpopular tasks. Challenging unacceptable behaviour.
Willingness to sacrifice oneself for the mission, unit or comrade	Doing what must be done regardless of personal risk.
The mental hardness to survive the horrors of the battlefield	Enforcing discipline. Asking for help when you're struggling.
Winning	Taking well-calculated risks.

TŪ TIKA COMMITMENT

Some Illustrative Behaviours

TŪ TIRA COMRADESHIP

TŪ MĀIA INTEGRITY

Continuing in spite of pain or exhaustion.

Engaging in friendly competition.

Recognising own and others' limitations.

Being totally reliable.

Always being there for mates. Demonstrating respect.

Always being honest. Holding sound moral principles.

Overcoming difficulties with determination.

Always supporting mates in adverse situations.

Being honest with self and others about what you can and can't do.

Never refusing a task, no matter how difficult it seems.

Assisting others.

Always completing a task to the highest standard required.

Always sticking to a task until completed.

Developing teamwork, keeping morale high.

Making no excuses for non-completion.

Always striving to improve self and others. Seeking challenges.

Counselling subordinates, advising superiors.

Setting an example. Demonstrating humility, not arrogance.

Displaying initiative. Pursuing self-improvement.

Supervising and coaching subordinates.

Maintaining high standards in all situations.

Remaining on task. Putting team first.

Looking after others' interests first. Improving standards in others.

Giving credit where it's due. Representing subordinates.

Carrying on despite risks and hardship.

Ensuring others' safety and wellbeing.

Doing things for unselfish reasons without thought of reward.

Maintaining calmness, confidence and resolve.

Supporting others.

Demonstrating self-control.

Carrying on until the very end.

Promoting competitiveness.

Being honourable in victory.

