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Pacific Interlude

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ashore, including the customs and habits of the Americans forced to bend with the wind in bringing about the mutual colossal shift of attitudes.

Comprehensive tables of statistics on employees, production and growth over the years complement but in no way overpower the text. Numerous full-page illustrations and many smaller ones illuminate the whole story.

The enormous aid Yokosuka offered during the Korean War is covered in depth. Eighty destroyers, 16 carriers, eight heavy cruisers and four battleships were supported. More than 40 minesweepers with Japanese crews, largely ex-Imperial Navy, swept Korean waters, the ships armed for defense.

There are few American naval officers today who have not seen or will not see this great Yokosuka base some time in their career. It behooves them all to understand what is behind it. I served three years as its commander, and am still awed by its power and potential.

KEMP TOLLEY
Rear Admiral, US Navy (Ret.)

Wilson, Sloan. *Pacific Interlude*. New York: Arbor House, 1982. 317pp. \$14.95

Sloan Wilson's *Pacific Interlude* joins several other recent World War II novels in capturing some of the dramatic intensity of parts of the war that fall outside the journalistic mainstream. It is a colorful and somewhat nostalgic reminiscence of the tankermen—a small group of ordinary sailors whose singularly unglamorous and volatile role in the war both afloat and ashore was never the stuff of headlines. Ferrying aviation gasoline from large tankers offshore to makeshift island airfields in the Pacific was dull, important, and deadly business.

Sly Grant, a seasoned yet idealistic Coast Guard lieutenant fresh from the

Greenland patrols, assumes command of an Army oil barge, formally designated the Y-18, laid-up in Brisbane for repairs. He quickly discovers that the damage the ship sustained from a Kamikaze attack was not limited to the rusting and unseaworthy hull. The crew was totally demoralized, suffering from emotional shock, and without leadership. Grant is soon waging his own war on both fronts: to repair and ready the ship for sea, and to lead what has become an erratic and incredibly eccentric crew. Neither is easy.

Bureaucratic red tape (the Army's, Australia's, and the war's) bogs down essential repairs and the unmanageable crew fails to respond to either carrot or stick. With orders to take a cargo of aviation fuel from a tanker in Brisbane to New Guinea and await further instructions, the Y-18 is finally underway. On assignment, Grant quickly learns his trade and, though initially shocked at the laid-back attitude of the other tanker skippers, comes to know that he and his crew continually operate but one step from death. Grant is deeply affected by the losses but at the same time is drawn to this unassuming command by the excitement of the war and a growing dissatisfaction with the sterility of his prewar drawing-room life. Much of the story is told through the lieutenant and the reader sees first-hand how the war matures his outlook.

Tanking is dangerous and at times, the day and night toil and close calls assume a surreal quality. When coupled to isolated and fleeting moments of the natural tranquility of the Pacific, the ship's existence becomes an uneasy "interlude" in the crew's lives. Wilson's story is a personal one and his prose boasts the confidence and sensitivity of someone who was there to experience the peculiar anger, tempo-

ral joy, and constant frustration of wartime at sea. This well-crafted story adds depth and color to the Pacific Campaign from a unique and wholly entertaining perspective.

J. P. MORSE
Lieutenant Commander, US Navy
USS *SPRUANCE* (DD 963)

Noel, John V., Jr. *Division Officer's Guide*.
8th ed. Annapolis: Naval Institute
Press, 1982. 266pp. \$10.95

For thirty years Captain Noel's *Division Officer's Guide* has served as the basic reference for the uninitiated junior officer. It allows a young man without leadership experience to review quickly the basic precepts of management as they apply to the specific situation of the division officer. From this strong base he can develop his own personal style of leadership to operate within those management principles.

The *Guide*, however, is more than the basic principles of management and good sound advice, for it addresses the responsibilities unique to the sea services. The author's closing admonition to the young officer asserts the importance of this:

"Never forget that you and your sailors have one primary mission: to prepare for and to conduct wartime operations. All duties and activities should lead by some means to this end."

The *Guide* is divided, conceptually, into two parts which are intricately interwoven both in their presentation and application. The first part is relatively unchanging in its nature and can best be described as "dealing with people." In each of the seven revisions of his basic text the author has found a contemporary way to articulate his message. New problems of leadership and management have been treated in turn as the Navy has had to face new

issues. The Eighth Edition, for example, has been reworded and where necessary rethought to include the fact that women have assumed a much greater role and responsibility than they once had as a result of their greater numbers and opportunities in the Navy.

The second part of the *Guide* is intended to assist the division officer in fulfilling his administrative responsibilities. These sections have always been updated to reflect new priorities, procedures, and references.

It is in this section of the *Guide* that the Eighth Edition's contributors have failed Captain Noel and, more importantly, the junior officers who will use the Eighth Edition. In the years since the Seventh Edition was published the Navy has undergone two significant changes regarding the training of enlisted personnel which have not been touched on by the Eighth Edition.

The first of these is the expansion and institutionalization of the Personnel Qualifications Standards system (PQS). The coverage of the system is essentially unchanged in this latest update even though the system has become the mainstay of the divisional training program and the advancement system. Given the importance of a strong PQS program to safety, readiness, and personnel advancement, the thumbnail sketch of its administration is inadequate for the new division officer's needs. There is not enough priority placed upon its role.

More and more an individual's advancement opportunity and eligibility is being tied to his PQS progress. Line items from PQS are showing up as questions on advancement exams. Successful completion of specific PQS standards is becoming a prerequisite for eligibility for advancement; and at the command level it is frequently tied to privileges.