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Division Officer's Guide

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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.

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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.

Additionally, the effective functioning of PQS is specifically inspected by Command Inspection teams. On the negative side of the equation, since the program includes watch station qualifications an officer charged with investigating a grounding or a major machinery failure would undoubtedly check the personal PQS records of those on watch at the time of the incident.

The second issue which escaped the attention of the reviewers is the Warfare Specialist program. Based on the breadth of responsibility the division officer has for his men and to his command. The *Guide* should carry a careful examination of the benefits of this program, but it goes completely unmentioned.

The designation of an Enlisted Warfare Specialist accomplishes a great deal more than to recognize the knowledge and increase the prestige of those petty officers who are ambitious enough to attain the qualification. The extensive cross training involved enhances the value of these individuals immensely. This is particularly important in a navy whose increasing sophistication of equipment is depriving sailors of this more holistic view of their jobs, a navy in which "A" school graduates arrive on board as petty officers without an ounce of salt water in their veins. The result of Warfare Specialist qualification is better combat preparedness. As Captain Noel has told us over the years, *that* is the bottom line!

The book's treatment of these two areas need to emphasize their importance to the division officer, for they form integral components of the framework from within which he must act.

The *Division Officer's Guide* continues to contain lots of good common sense presented in a clear, well organized fashion aimed at the beginner. My reading of the *Guide* indicates that it

remains an indispensable reference for the young officer. Its treatment of his specific duties regarding his men provides a tremendous headstart for the individual bent on a Navy career. Its basic lessons about the importance of people in the Navy and the effect of their *leader* on their lives and performance provides a subtle yet clear view of the *values* of naval officers who have gone before him. This insight will serve him and his subordinates well.

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Binkin, Martin and Eitelberg, Mark J. *Blacks and the Military*. Washington, D.C.: Brookings Institution, 1982. 190pp. \$18.95 paper \$7.95

Blacks and the Military is an excellent book—perhaps the very best of the numerous monographs, several of which were written by Martin Binkin, one of the coauthors here, in the high quality Studies in Defense Policy series produced by The Brookings Institution. In some sense the title is a bit misleading, for the book covers a wide range of issues relating not just to the racial representativeness of the force, but also to the quality and quantity of manpower—issues that lie at the heart of the debate on the viability of the all-volunteer force. Indeed, a major theme of the book is that concerns for fairness to blacks and members of the "underclass" in general on the one hand, and concerns for recruiting and retraining adequate quality manpower in sufficient quantity to achieve national security objectives on the other, are closely entwined. To ignore the policy interactions between these sets of issues runs the risk that "national security decisions will be made at the expense of the social good and social decisions at the expense of national