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Blacks and the Military

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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

security, with a good chance that both will suffer."

The approach is expository. The authors provide a comprehensive and insightful overview of the controversies without taking sides. The book is well documented, containing extensive, up-to-date references to both the popular and the professional manpower literature. There are numerous references to government-sponsored research reports. Many footnotes provide capsule summaries of research results. Extensive statistics are presented both in the body of the text and in a 20-page statistical appendix, which is often referred to in the text discussion. Many of the statistics are not available in other published sources. They were provided to the authors by the Defense Manpower Data Center and other agencies.

Blacks and the Military is organized into seven chapters. The first is introductory, focusing on public concern regarding racial representativeness. Chapter 2 traces the historical role of blacks in the military from the Revolutionary War to Vietnam, noting mainly that blacks were excluded from service, or played a minor role, through most of US history. In fact, until Vietnam, blacks had to "fight for the right to fight" and service was viewed by many blacks as an avenue of social and economic opportunity. Only in the Vietnam War did concern surface that blacks were doing a disproportionate share of the fighting.

Chapter 3 contains a recitation of facts relating to blacks in the military in the 1970s—numbers enlisting, aptitude test scores, socioeconomic status, promotion rates, types of military occupations, and many other things. Chapters 4-6 form the analytical part of the book. Chapter 4 focuses on equity issues, discussing the benefits of service, particularly for young blacks, whose civilian labor

market alternatives may be worse than are those of young whites; and the burdens of service in terms of the prospect of casualties in war. There are unit by unit racial statistics that provide insight into possible black casualty rates were war to break out in Europe, Korea, or elsewhere.

Chapter 5 concerns the relationship of racial composition of the force to military effectiveness. Three aspects are discussed: individual capabilities, particularly including discussion of the relationship of entry standards to performance; group performance—whether heavy black representation harms unit cohesiveness, and whether the loyalty of black troops in some military situations is a serious issue; and how foreign perceptions of US military effectiveness may be influenced by the racial composition of the force.

Chapter 6 deals with prospective manpower trends. The declining target pool, of which blacks will make up an increasing part, the declining test scores throughout the population, the rising technological intensity of military occupations, the sluggish economy, youth unemployment programs, and the recruitment standards forced on DoD by congressional mandate are among the topics treated here. The conclusion is that the race question will not go away in the next decade. Blacks will be a larger part of the target manpower pool, and they are likely to view the service as increasingly attractive. Chapter 7 summarizes the issues raised in Chapters 4-6 and calls for research on some key questions for which little evidence exists—for example, on the relationship between racial composition and group performance.

My overall reaction to this book is strongly positive. It provides an overview of the issues, well supported by

statistics and references, which will enlighten the professional, the policy maker, and the interested citizen. It provides entry to the literature which should be of use to members of the research community. I recommend it highly.

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Ochberg, Frank M. and Soskis, David A., eds. *Victims of Terrorism*. Boulder, Colo.: Westview Press, 1982. 202pp. \$18

This volume is a compilation of 10 articles centering on "human responses to human cruelty," hostage taking during a terrorist attack. As pointed out the hostage, who up to this event has probably led a quiet existence, is suddenly thrown into the most stressful of situations where the threat of death is immediate and ever present. The book draws upon scientific and clinical data in an effort to determine what can be done to reduce the victims' suffering. Actual cases are examined to determine the hostage's psychological difficulties as well as the nature of the relationship between the terrorist and the victim.

Both the editors are psychiatrists with extensive experience in the field, serving as consultants to several government agencies to include the Federal Bureau of Investigation and the US Secret Service. Their contribution is valuable in that, while a great deal has been written concerning how nations and security forces should react to combat terrorism, much less has been devoted to aftermath both in physical and human terms.

As the authors point out terrorism is not going away. Ethnic and nationalist terrorism (i.e., the Irish and Palestinian cases) have existed for years and will

probably be with us for a long time. There has been considerable media coverage of the eroding effect of continuing violence on the residents of Beirut and Belfast. For over a year Americans watched their news programs to see how the victims of the Iranian incidents were faring on day 82 . . . 147 . . . 356 . . . 401, etc. In a sense we all suffered and were ourselves held hostage. (At least one television network, apparently overcoming adversity spawned a profitable late night news program.) The point to be made is that terrorism no longer seems a phenomenon occurring in distant lands. It now has the potential to be "up close and personal."

One of the most interesting aspects examined by one of the authors, Thomas Strenz of the FBI, is the so-called Stockholm Syndrome. Originally named for a 131-hour hostage incident at a Swedish bank, the syndrome consists of three stages: positive feelings of the hostages toward their captors; negative feelings of the hostages toward the police; and reciprocation of positive feelings by the captors. The author points out that this is a coping mechanism which has shown itself in several documented cases. "The hostage identifies out of fear rather than out of love. It would appear that the healthy ego evaluates the situation and selects from its arsenal of defenses (the best) mechanism . . . the law abiding citizen is forced into a life-and-death situation and is unprepared for this turn of events The police, who should help, seem equally helpless. The hostage may feel that the police have let him down by allowing this to happen. It all seems so unreal." There have been cases where former hostages actually began defense funds for their captors; took vacation time to attend trials or visit them in prison, or refused to be inter-