

## CHAPTER 3

# THE LESSONS OF WARTIME IMPRISONMENT

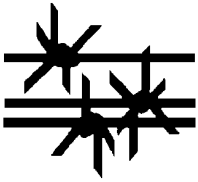
In this chapter we will review an article about Survival, Evasion, Resistance, and Escape (SERE) training, consider some elements of survivability and repatriation, be introduced to the philosophy and

teachings of Epictetus, identify political aspects of captivity and the goals of the captor, and present personal considerations in thinking about the possibility of becoming a POW (POW medal, fig 3-1).

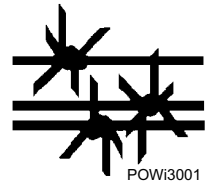


POW3001

Figure 3-1.—POW Medal.



The most remarkable lesson which the extreme stress of captivity has taught us is that a human being does not have to settle for physical survival alone when he or she is cast into the pit.



## SERE SCHOOL

Learning Objective: *Recall the strengths and weaknesses of SERE school as perceived through the experiences of Vietnam POWs.*

It is a weather perfect September day in Maine. The “hands-on” survival phase of SERE school has begun in almost benign fashion. Deep in the woods, 52 students proceed with backpacks across moss-carpeted hills and ridges, leading, following, and practicing silent communication with one another. Were it not for an occasional camouflaged instructor, and the eerie silence with which each procession moves slowly along, this would appear to be an almost normal camping trip.

It is, of course, anything but a normal vacation. The pleasant surroundings are, partly, a function of the time of year; partly, a fortuitous weather pattern. (Maine is fly-infested in the summer, and bitterly cold in the winter; September turns out just right). The current leisurely, untrammelled pace through the woods is strictly temporary, everyone knows. This is training for an unwanted circumstance. Sooner than any would wish, the “enemy” will appear and so alter the surroundings, it will be hard to believe that one is still in a free United States.

After day two of survival and evasion, the weather perfection subtly changes, almost as if by foreknowledge of what will occur. Despite the attention to every detail of training by the school staff, the change in weather is neither within their control nor at their request, although it aptly mirrors the progress of training. The mood of the week’s events is changing. Fatigue and hunger are beginning to set in, even as sunny skies fade.

An underlying assumption of the capture scenario is that once shot down, aircrew would have the opportunity for evasion. At least in a school setting, practicing evasion techniques is excellent training for the possibility that, one day, this knowledge might save one’s life. (Captivity lessons of the past indicate that in the majority of cases, particularly in Vietnam, air crew parachuted from their burning airplanes into the waiting arms of villagers and armed militia). As day three of SERE School approaches, evasion is less a

group camping trip, and more a personal confrontation with one’s own resourcefulness and understanding of physical surroundings. While teamwork and awareness of others’ situations remain important, the student inevitably moves to a more isolated stance. Once capture takes place, the isolation will be total.

Day four is foggy, rainy, and cold. The transformation of surroundings could not be more complete. From the change in weather, to the loss of personal freedom, “hands-on” survival training has now turned from enjoying the beauty of the woods of Maine, to entering a simulation of the *World of Epictetus*. There is the shock and outrage of an enemy power taking control of one’s possessions and one’s person; looking on helplessly as one’s fellow survivors are made to do things they do not want to do; realizing that this will all get worse before it gets better; and, perhaps most frightening of all, not knowing how much worse it will get. The outsider will immediately observe that this is “not the real thing,” that it is “only training.” For the participant, that is hard to believe.

Before they ever embark on the survival phase, students are told that they will experience capture shock, time disorientation, and constant anxiety. In captivity, they are warned, the mind will imagine the worst in what is a naturally depressing situation, a downhill slide, in which, initially, there seems to be nothing else to do but brood over the question, “Why did I ever decide to go into this profession?” They are, however, also reminded that once the externals are stripped away, they will have their values to hold on to; and they are directed to review the first and last articles of the Code of Conduct. “The majority of what happens,” says one instructor, “happens in your head.”

Despite the unlikelihood of 52 Americans being captured and imprisoned together in a compound, SERE training uses the camp setting as a convenient tool to teach groups of air crew and intelligence personnel what such terms as “habit of compliance,” “price-tagging,” and “capture shock” feel like. SERE School is also straightforward about “counter-indoctrinating”: faith, heritage, unity, and religion are specifically and openly referred to as the foundational values of “our side,” and just as vehemently challenged by the enemy. For this reason, a week of SERE training

probably subjects students to more emotional highs and lows than they will experience again in their lives; unless, of course, they are captured by a foreign, hostile power.

Does simulated training of this type really prepare people for captivity, and does it provide them with the survival tools they need to resist coercion? When asked this question, many former POWs answer with a qualified “yes,” not because their training was ineffective, but because the “real thing” was so much worse. Regarding physical abuse and torture, Admiral Stockdale recalls his stunned realization at how much more frightening and expert the real, professional extortionists were, compared to his SERE instructors. Vice Admiral Martin summarized the difference in one phrase: “They cannot simulate despair.” Captain Norrington commented that the training is “as good as it can be; but, no, it cannot possibly fully prepare you for captivity.” What he recommends — and he is not alone in this suggestion — is that the lessons learned in SERE School, preliminary as they are, be reinforced through critical reflection. Those who have attended SERE School should be encouraged to examine how they can protect their inner resources, or, as Captain Norrington expresses it, how they might “polish the tools.” If a methodology for reinforcement were Navy-wide policy, SERE training could be built upon as a foundation, rather than viewed as a singular training experience. Captain Coskey, echoing the importance of using situations that occur in everyday life as teaching moments, identifying the chain of command, and communication, are aspects of normal military life which the captivity scenario at SERE School dramatized for him.

Every prospective Sailor is taught that the military operates according to the chain of command; and that two-way communication, both up and down the chain, is what connects juniors with seniors. In captivity, juniors’ obedience of seniors actually saved the lives of the group; and communication became, literally, the vital network by which the chain of command functioned.

The officer designated “SRO” (Senior Ranking Officer) of the SERE “prisoners” shows the strain of the past four days in his face. “It was the classic no-win situation,” he says. “Regardless of what I did to protect and represent the group, I was always torn between their needs on one side, and the demands of the enemy on the other. I hope I never have to go through that in real life.” In “real life,” of course, this officer will probably be better prepared to handle such a situation,

should that ever happen, because he is now better acquainted with himself, and with the world of Epictetus. Other students in the group, both enlisted and officer, relate newly acquired “SERE stories” with an interesting combination of euphoria and seriousness. Many are euphoric over the fact that, eventually, they were able to resist the enemy’s “soft sell” and “hard sell” tactics. For this, they feel stronger and more confident. They also feel, though, more vulnerable, knowing that, because of their professions, someone out there might use a variety of painful means to extract highly desirable information from them. Some turn particularly serious and reflective as they recall how they felt in “captivity.” One student said that, during the imprisonment phase, he did not want to communicate; he just wanted to be left alone. Another student mentioned, that to his surprise, many passages of Scripture which he had learned as a child were extraordinarily meaningful to him, and he was chagrined that he could not remember more. He had already committed himself to embarking on a Scripture memorization program as soon as he returned to his command.

With the memories of the past 48 hours still fresh in their minds, each individual is now debriefed on the captivity phase of training. Despite their having had some opportunity already to share experiences with one another, nearly everyone feels confused; and the staff is aware of this. Capture and isolation are emotionally and physically shocking events, in which what is mostly familiar, becomes suddenly and totally unfamiliar. One neither thinks clearly at the time, nor analyzes effectively afterward. Prisoners are told very little about what is “really” going on, if they are told anything at all. They certainly may not ask questions, without taking a considerable risk. They are not even allowed to see what is happening around them, unless their captors decide that they may.

Sensory deprivation (sight, sound, speech, and intellectual participation) is, in fact, a key management issue for the imprisoning power. Total control of every move and activity eventually drives the prisoner deep into his or her own thoughts and feelings, without the intellectual benefit or emotional comfort of communication with one’s fellow prisoners. The resulting isolation is confusing and frightening. As they walk into their respective debrief sessions, most of the students are not fully aware of their lingering confusion. Nevertheless, an observer can see in their faces some residual wariness left over from the past 48 hours as they sit across the table from their debriefer: “Is this a real debrief? Can I be myself?” This, too, the

staff understands. They are consummate professionals. Students quickly become and reveal “themselves” as they are guided out of their confusion, and into critical reflection.

The reunion scene at the airport more closely resembles the end of a long deployment than it does a return from a one-week training exercise. Having just experienced the total deprivation of freedom, albeit for a mercifully short period of time, many returning students may be seen clinging to their families with a renewed sense of urgency. In a “real life” circumstance, this separation might have lasted years instead of days. Emotionally, if not physically, this group of SERE students has been away from home far longer than a week. They have entered another world, the world of captivity; and they have come back, realizing that technological know-how is not a useful survival skill in that environment. Why not? What kind of skill is “useful”?

### **THE PSYCHOLOGY OF SURVIVAL AND THE REPATRIATED PRISONER OF WAR**

Learning Objective: *Recall the three parts of the psychology of survival and difficulties associated with repatriation.*

With today’s ultramodern communications and locating devices, one is much less likely to be faced with surviving in a hostile geographic environment than as a prisoner of war (POW). Some of the helpful techniques and concepts that have been learned or proven from the Vietnam experience are included in this discussion from the point of view of a captured pilot.

### **FAMILY PREPARATION**

The letter shown in insert 3-2 reveals how a family reacts, and copes, with the news that a son and brother has been shot down. Even the best preparations do not adequately prepare family members. But some basic steps can be taken to ensure basic living needs are taken into consideration. If the service member is missing in action or held captive, family quality of life is greatly enhanced when the service member completes the seemingly mundane administrative paperwork associated with deployments. For example, is the Page 2 current to ensure pay, insurance payments, and other benefits are in place for the family? There may be need for Powers of Attorney or other legal documents to keep

the family solvent – medical care, residence maintenance and other crises that may arise in the event of the service member’s capture and imprisonment.

### **“SHOOT DOWN” AND CULTURE SHOCK**

In her autobiography, “She Went to War” (then) Major Rhonda Cornum, U. S. Army flight surgeon who was held as a prisoner of war during the Persian Gulf War, describes her initial contact with the enemy after the Black Hawk helicopter she was aboard was shot down in enemy territory.

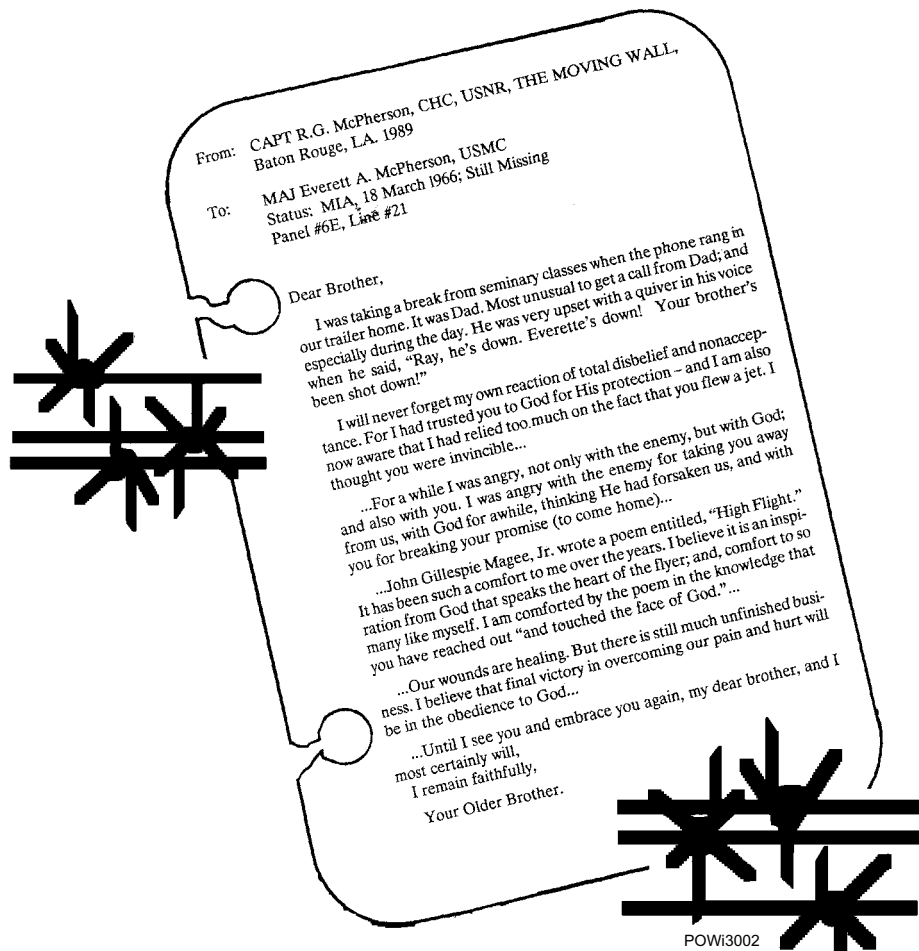
“I was badly injured, (*two broken arms, a smashed knee and a bullet wound*) but I knew I’d heal eventually. The crash had been so devastating that I should have died then, and I regarded every minute I was alive as a gift. The Iraqis could have killed us easily when they found us at the crash site, but they chose not to. Then in the circle of men, a slight pressure on a single trigger would have been enough to kill us, but we had been spared. It was just enough good luck for me to grab on to and hold. I vowed to survive.”

She goes on to speak of the first hours after being captured,

“As long as I didn’t move anything, my arms didn’t hurt. The brain is very good at knocking out pain when it’s not useful. I was withdrawn, pulled inside myself, concentrating on staying conscious because it would have been so easy to have just given up and relaxed, drifting off into sleep. Stay awake. Remain an active participant.”

Elsewhere in her book she provides helpful insight on survivor guilt and how it impacts personnel.

“Fighter pilots frequently feel bad when they have to eject, and often they blame themselves for being shot down. Usually, there is nothing they could have done differently, but that rarely makes the guilt disappear. I knew that some POWs from Vietnam and other wars, especially pilots, suffered from survivor’s guilt because they have lived and their crews had died. Or they felt they were failures because they had been captured. I knew from experience with wrecks at Fort Rucker that even in peacetime pilots feel bad if they survive a crash and someone on board doesn’t. I was fortunate to have had other experiences



that prepared me to live with that kind of failure.”

One of the more poignant insights Major Cornum shares is how her family background enhanced her own survival skills:

“My grandfather was from Kentucky, where the Hatfield and McCoy feud was not just something in books. He knew first hand about tradition and loyalty to family, feelings that were cemented during four years in the Marine Corps and at Iwo Jima and Guadalcanal. He never talked to me about the horrible things he must have seen during the war, but he did talk about integrity, friendship, and honor. He told me about virtue and how a person’s word meant everything. There were many things worse than dying, my grandfather said, and one of them was living with dishonor.”

For a few pilots shot down in the Vietnam conflict, the abrupt transition from the highly ordered, time-structured, mechanized world of the cockpit to the anachronistic, agrarian, illiterate world on the

ground was momentarily disorganizing, producing a feeling of unreality. This persisted until one set about laying realistic plans and trying to cope, even though captured. The best preparation for this stress should be SERE school.

### COPING IN CAPTIVITY

There are many things that one can do in captivity to enhance the ability to survive. The greatest single shock to the POW was breaking under torture, and the unbelievable rapidity with which it could happen. It simply did not fit with the POW’s image of himself as a red-blooded American fighting man. This rent the man from his identification with his group and produced enormous guilt and depression that could usually only be alleviated by sharing the experience with a fellow POW. Mutual understanding and encouragement between POWs brought relief for both.

### Code of Conduct

Although the Code of Conduct was a rallying point, it was meant to be applied flexibly, and it is so

stated in the Code. Those who applied it rigidly because of their early SERE training were prone to be broken needlessly over information or behavior of minimal value. Unified resistance was extremely important for morale, and it made each POW much less vulnerable to the enemy's blandishments and torture. But, the POW's soon learned that it made more sense not to resist to the point of confusion or insensibility because, then, one might give truly valuable information to the captor without realizing it. It was better to stop just short of that point and give some misleading or useless bit of information.

In the oriental environment of Vietnam, saving face was an important concept in the give-and-take with the captor. If the captor was required by his superiors to extract a bit of information or behavior from a POW, he had to return with something. It did not matter what it was or, at times, even whether it made sense; knowing this could sometimes save a POW needless injury. Conversely, if one could figure out how to put the captor in one's debt, the face-saving concept could again be turned to advantage for the POW, with the captor overlooking some bit of forbidden behavior or perhaps providing medical care.

### **Understanding the Captor**

Saving face was also a problem for some of the POW's who felt constrained to "go to the mat" at the slightest provocation from their captor. It often took several beatings for a POW to realize that this was a foolish and losing game and that pride consisted of more important things.

Torture could be and was applied again and again over weeks and months. The POW's learned roughly how much they could endure before breaking, that they could recuperate, and, depending on the gravity of the injuries inflicted, about how long it would take. They gradually realized that one could survive even extensive torture, and this in itself was reassuring. This realization underscored the importance of keeping fit to improve to the utmost one's recuperability. Three or four hours a day might be devoted to physical fitness exercises of various sorts. POW's soon appreciated that "healthy bodies meant healthy minds." Food was equally important in this regard. The POWs learned to eat things that were normally revolting, though of some nutritional value. It has been shown from earlier wars that weight loss in captivity was the only apparently significant variable that could be related to disability which developed as late as 8 to 10 years after repatriation.

### **Keeping One's Mind Busy**

Shortly after capture, the POW was tortured to extract short-lived information. Then, he was normally isolated, sometimes for months, even years. To avoid boredom, depression, or a break with reality, the POW had to "keep busy." This could be done either inside or outside one's head. One had to be involved, to move into some kind of future, even, paradoxically, if it meant exploring the past. One of the first things a POW did was to go over his entire life, in a piecemeal fashion. This might take 3 to 4 months; the longer, the better. He would recall events or people he had not thought of in years. He might, for example, recall everyone in his third grade class. He reevaluated all the decisions and choices he had made. Sometimes major shifts in values occurred. It was a private psychoanalysis. This process could be repeated several times before it burned itself out. Then, the POW might engage in imaginary activities, such as building an entire housing subdivision or a house or a truck, brick by brick or bolt by bolt.

### **Communicating**

POWs who could communicate studied languages, history, or philosophy, played chess or worked calculus problems. Some studied the local insects, playing games or experimenting with them. Depressing thoughts had to be avoided. As one POW put it, "they could ruin your day."

The need to communicate with fellow prisoners was so strong that one would risk torture to do so, and all sorts of measures were devised. A tap code could be sent by tapping, sweeping, spitting, coughing, etc. Carbon or the lead from toothpaste tubes was used to scribble notes left in secret hiding places.

Communication was the cornerstone of another basic necessity for survival-unity and group identification, with a hierarchy of leadership. As one POW put it, war with the enemy had not ceased upon ejection from his aircraft; only the mode and the front had changed. As "home with honor" was the slogan for survival, unity and communication were the means by which it was achieved. If a man was not incorporated quickly into the communication network, he was fair game for the enemy to divide and conquer. The tactics of the captor were to find weak links among the POWs and then to persuade them to collaborate either by force, leniency, deception, or blackmail. Leaders especially were their targets, and they suffered most. A few were isolated for several years to sequester them

from their men and they were subjected to frequent and intense torture.

### Resisting Indoctrination

In this connection, the prisoners were subjected to incessant propaganda and classes in communist ideology. Most authorities reject the term “brainwashing” because it suggests that by some magical and nefarious means the prisoner’s mind is erased clean of former convictions and loyalties, and these are supplanted by communist ideology and attitudes espoused willingly and permanently. They prefer the term “thought reform,” which is a lengthy process of confession and persuasion in a group setting by the behavioral conditioning of reward and punishment. Successful thought reform, however, requires that the prisoner have been brought up in an environment where group orientation is a very strong and potent force for influence. The methods of the Vietnamese captors were regarded as crude by Western POW’s and were essentially ineffective. Any propaganda that appeared to have been absorbed was quickly repudiated when the pressure was removed. The few exceptions were those POW’s who had been extremely naive, passive, rootless, or isolated in their own countries, with no firm convictions or loyalties to begin with.

### Recovery Knowledge

In other times and places, more forceful and relentless tactics, such as drugs, sensory and sleep deprivation, torture, and endless interrogation were applied to a few persons with results that might be termed “brainwashing,” but even here there is room for doubt.

This does not mean that one cannot be made to lose one’s sensibilities for a time, to become disoriented, or even subject to hallucinations, but at least one can be reassured that this is not a permanent state of affairs (see fig 3-1).

Organic brain syndromes with hallucinations occurred in the context of physical abuse, sleep deprivation, or malnutrition, or a combination of all of them. These symptoms remitted and at the present time there is no sign of residual symptoms. This again provides reassurance that one can survive and even recover from enormous amounts of physical abuse and torture. Realizing this ahead of time can add to one’s survivability by relieving a person of much of the fear of anticipated permanent disability. Sexual functions appeared not to be a problem after repatriation as some prisoners feared.

Some POW’s worried about dreaming at first, until they discovered that they only dreamed pleasant escape dreams. These dreams always ended, however,



POW13003

Figure 3-1.—POWs from Nisson Mills Camp, Aug 1945.

with the necessity for returning to the prison environment. When one prisoner in his dream refused to go back, he claimed he never dreamed again in captivity.

### Physical and Mental Recovery

There is a suggestion that a certain amount of time, somewhere between six weeks and six months, was required to adapt to the shock of capture and captivity. The time was necessary for anxiety and depression to subside to at least tolerable levels so that the individual could begin to function again, to move ahead in his daily life, and to contemplate a future, however uncertain and bleak. A few who were repatriated with a shorter period of captivity were still likely to be quite anxious and to have difficulty sleeping, making decisions, performing complex manual tasks, and thinking, concentrating, and remembering. This may be an aspect of the initial depression because the symptoms are similar to those of any typical depression, and the time required to adapt reflects the time typically required to recover from an untreated depression in any other setting. Frequently, this period of depressive symptoms was terminated, often rather abruptly, when the prisoner made a firm decision to survive and began to look and plan ahead. Recovery was especially facilitated by the relief of sharing his initial capture and torture experience with a fellow POW (see fig. 3-2).

“OUT OF THE NIGHT THAT COVERS  
ME, BLACK AS THE PIT FROM POLE TO  
POLE, I THANK WHAT GODS MAY BE  
FOR MY UNCONQUERABLE SOUL.”

WILLIAM ERNEST HENLEY, 1893-1903

Read the article “Experiences as a POW in Vietnam” by RADM James B. Stockdale, USN, in Appendix I.

### REPATRIATION

In captivity, time to think, to ponder, to deliberate, to make the most minute, inconsequential decision, was abundant. When repatriation finally occurred, the pressure of events and people and, by contrast, the frequent demand for rapid, important decisions and for equally rapid role reintegration resulted in reentry or reverse culture shock. This often was as stressful and devastating for a few as the initial one. This might last from as little as a month to as long as a year. It was variously reflected in persistent anxiety, insomnia, indecision, depression, difficulty driving, and for a few, excessive drinking. In most cases, marital discord was the commonest expression. This discord was often intensified by unconscious hostility on the part of the wife over having been abandoned (during captivity) and was compounded by her realistic anger if the



POW13004

Figure 3-2.—POW Alfred Sorenson, captured 1942 on his way home.



repatriated prisoner of war (RPW) seemed thoughtlessly to allow his time to be monopolized by well-meaning relatives, friends, and well-wishers, numerous banquets, public appearances, and requests for speeches to which he felt obligated to respond. It was not uncommon for some RPWs to experience guilt at having been captured in the first place. Unwilling to consider themselves as heroes, they harbored a sense of embarrassment or shame that had made some mistake which led to their capture. This subtle but real dilemma was a hurdle many POWs faced throughout their captivity and repatriation. Regardless, the great majority of the RPW's negotiated repatriation successfully.

### PHILOSOPHICAL REFLECTIONS ON SURVIVABILITY

Learning Objective: *Recall four reactions of POWs to their imprisonment, ADM Stockdale's reflections regarding his POW experiences, and how the philosophical teachings of Epictetus and others helped prepare ADM Stockdale for imprisonment.*

Dr. Doyle in his book, *A Prisoner's Duty*, offers the following conclusions, "Motivations (for survival) vary with the actual circumstances, especially those entwined with experiences that generated great fears. In general, however, POWs, internees, and hostages found themselves having to choose from four alternatives: (1) survive the captivity experience by avoiding the captor's close scrutiny and pass the time in quarantine quietly; (2) survive it by actively resisting, even baiting and cajoling the captors to the breaking point; (3) survive by collaborating, even from time to time assimilating into the captor's culture; or (4) survive by escaping."

This is an article written by:

*Vice Admiral James Bond Stockdale, USN  
"The World of Epictetus"*

In 1965, I was a forty-one year old commander, the senior pilot of Air-Wing 16, flying combat missions in the area just south of Hanoi from the aircraft carrier Oriskany. By September of that year I had grown quite accustomed to briefing dozens of pilots and leading them on daily air strikes; I had flown nearly 200 missions myself and knew the countryside of North Vietnam like the back of my hand. On the ninth of that month, I led about thirty-five airplanes to the Thanh Hoa Bridge, just west of that city. That bridge was

tough; we had been bouncing 500-pounders off it for weeks.

The September 9 raid held special meaning for Oriskany pilots because of a special bomb load we had improvised; we were going in with our biggest, the 2000-pounders, hung not only on our attack planes but on our F-8 fighter-bombers as well. This increase in bridge-busting capability came from the innovative brain of a major flying with my Marine fighter squadron. He had figured out how we could jury-rig some switches, hang the big bombs, pump out some of the fuel to stay within takeoff weight limits, and then top off our tanks from our airborne refuelers while en route to the target. Although the pilot had to throw several switches in sequence to get rid of his bombs, a procedure requiring above-average cockpit agility, we routinely operated on the premise that all pilots of Air-Wing 16 were above average. I test flew the new load on a mission, thought it over, and approved it; that's the way we did business.

Our spirits were up. That morning, the Oriskany air wing was finally going to drop the bridge that was becoming a North Vietnamese symbol of resistance. You can imagine our dismay when we crossed the coast and the weather scout I had sent on ahead radioed back that ceiling and visibility were zero-zero in the bridge area. In the tiny cockpit of my A-4 at the front of the pack, I pushed the button on the throttle, spoke into the radio mike in my oxygen mask, and told the formation to split up and proceed in pairs to the secondary targets I had specified in my contingency briefing — what a letdown.

The adrenaline stopped flowing as my wingman and I broke left and down and started sauntering along toward our "milk run" target: boxcars on a railroad siding between Vihn and Thanh Hoa, where the flak was light. Descending through 10,000 feet, I unsnapped my oxygen mask and let it dangle, giving my pinched face a rest — no reason to stay uncomfortable on this run.

As I glided toward that easy target, I'm sure I felt totally self-satisfied. I had the top combat job that a Navy commander can hold and I was in tune with my environment. I was confident — I knew airplanes and flying inside out. I

was comfortable with the people I worked with and I knew the trade so well that I often improvised variations in accepted procedures and encouraged others to do so under my watchful eye. I was on top. I thought I had found every key to success and had no doubt that my Academy and test-pilot schooling had provided me with everything I needed in life.

I passed down the middle of those boxcars and smiled as I saw the results of my instinctive timing. A neat pattern — perfection. I was just pulling out of my dive low to the ground when I heard a noise I hadn't expected — the boom, boom, boom of a 57-millimeter gun — and then I saw it just behind my wingtip. I was hit — all the red lights came on, my control system was going out and I could barely keep that plane from flying into the ground while I got that damned oxygen mask up to my mouth so I could tell my wingman that I was about to eject. What rotten luck — and on a “milk run”!

The descent in the chute was quiet except for occasional rifle shots from the streets below. My mind was clear, and I said to myself, “five years.” I knew we were making a mess of the war in Southeast Asia, but I didn't think it would last longer than that; I was also naive about the resources I would need in order to survive a lengthy period of captivity.

The Durants have said that culture is a thin and fragile veneer that superimposes itself on humankind. For the first time I was on my own, without the veneer. I was to spend years searching through and refining my bag of memories, looking for useful tools, things of value. The values were there, but they were all mixed up with technology, bureaucracy, and expediency, and had to be brought up into the open.

Education should take care to illuminate values, not bury them amongst the trivia. Are our students getting the message that without personal integrity intellectual skills are worthless?

Integrity is one of those words that many people keep in that desk drawer labeled “too hard.” It's not a topic for the dinner table or the cocktail party. You can't buy or sell it. When supported with education, a person's integrity can give him something to rely on when his

perspective seems to blur, when rules and principles seem to waver, and when he's faced with hard choices of right or wrong. It's something to keep him on the right track, something to keep him afloat when he's drowning; if only for practical reasons, it is an attribute that should be kept at the very top of a young person's consciousness.

The importance of the latter point is highlighted in prison camps, where everyday human nature, stripped bare, can be studied under a magnifying glass in accelerated time. Lessons spotlighted and absorbed in that laboratory sharpen one's eye for their abstruse but highly relevant applications in the “real time” world of now.

In the five years since I've been out of prison, I've participated several times in the process of selecting senior naval officers for promotion or important command assignments. I doubt that the experience is significantly different from that of executives who sit on “selection boards” in any large hierarchy.

The system must be formal, objective, and fair; if you've seen one, you've probably seen them all. Navy selection board proceedings go something like this.

The first time you know the identity of the other members of the board is when you walk into a boardroom at eight o'clock on an appointed morning. The first order of business is to stand, raise your right hand, put your left hand on the Bible, and swear to make the best judgment you can, on the basis of merit, without prejudice. You're sworn to confidentiality regarding all board members' remarks during the proceedings. Board members are chosen for their experience and understanding; they often have knowledge of the particular individuals under consideration. They must feel free to speak their minds. They read and grade dozens of dossiers, and each candidate is discussed extensively. At voting time, a member casts his vote by selecting and pushing a “percent confidence” button, visible only to himself, on a console attached to his chair. When the last member pushes his button, a totalizer displays the numerical average “confidence” of the board. No one knows who voted what.

I'm always impressed by the fact that every effort is made to be fair to the candidate. Some are clearly out, some are clearly in; the borderline cases are the tough ones. You go over and over those in the "middle pile" and usually you vote and revote until late at night. In all the boards I've sat on, no inference or statement in a "jacket" is as sure to portend a low confidence score on the vote as evidence of a lack of directness or rectitude of a candidate in his dealings with others. Any hint of moral turpitude really turns people off. When the crunch comes, they prefer to work with forthright plodders rather than with devious geniuses. I don't believe that this preference is unique to the military. In any hierarchy where people's fates are decided by committees or boards, those who lose credibility with their peers and who cause their superiors to doubt their directness, honesty, or integrity are dead. Recovery isn't possible.

The linkage of men's ethics, reputations, and fates can be studied in even more vivid detail in prison camp. In that brutally controlled environment a perceptive enemy can get his hooks into the slightest chink in a man's ethical armor and accelerate his downfall. Given the right opening, the right moral weakness, a certain susceptibility on the part of the prisoner, a clever extortionist can drive his victim into a downhill slide that will ruin his image, self-respect, and life in a very short time. There are some uncharted aspects to this, some traits of susceptibility which I don't think psychologists yet have words for. I am thinking of the tragedy that can befall a person who has such a need for love or attention that he will sell his soul for it. I use tragedy with the rigorous definition that Aristotle applied to it: the story of a good man with a flaw who comes to an unjustified bad end. This is a rather delicate point and one that I want to emphasize. We had very very few collaborators in prison, and comparatively few Aristotelian tragedies, but the story and fate of one of these good men with a flaw might be instructive. He was handsome, smart, articulate, and smooth. He was almost sincere. He was obsessed with success. When the going got tough, he decided expediency was preferable to principle. This man was a classical opportunist. He befriended and

worked for the enemy to the detriment of his fellow Americans. He made a tacit deal; moreover, he accepted favors (a violation of the *Code of Conduct*). In time, out of fear and shame, he withdrew; we could not get him to communicate with the American prisoner organization.

I couldn't learn what made the man tick. One of my best friends in prison, one of the wisest persons I have ever known, had once been in a squadron with this fellow. In prisoners' code, I tapped a question to my philosophical friend: "What in the world is going on with that fink?" "You're going to be surprised at what I have to say," he meticulously tapped back. "In a squadron he pushes himself forward and dominates the scene. He's a continual fountain of information. He's the person everybody relies on for inside dope. He works like mad; often flies more hops than others do. It drives him crazy if he's not Red. He tends to grovel and ingratiate himself before others. I didn't realize he was really pathetic until I was sitting around with him and his wife one night when he was spinning his yams of delusions of grandeur, telling of his great successes and his pending ascension to the top. His wife knew him better than anybody else did; she shook her head with genuine sympathy and said to him: "Gee, you're just a phony."

In prison, this man had somehow reached the point where he was willing to sell his soul just to satisfy this need, this immaturity. The only way he could get the attention that he demanded from authority was to grovel and ingratiate himself before the enemy. As a soldier, he was a miserable failure, but he had not crossed the boundary of willful treason; he was not written off as an irrevocable loss, as were the two patent collaborators with whom the Vietnamese soon arranged that he live.

As we American POWs built our civilization, and wrote our own laws (which we leaders obliged all to memorize), we also codified certain principles that formed the backbone of our policies and attitudes. I codified the principles of compassion, rehabilitation, and forgiveness with the slogan: "It is neither American nor Christian to nag a repentant sinner to his grave." (Some didn't like it, thought it seemed soft on finks.) And so, we

really gave this man a chance. Over time, our efforts worked. After five years of self-indulgence he got himself together and started to communicate with the prisoner organization. I sent the message, "Are you on the team or not?"; he replied, "Yes," and he came back. He told the Vietnamese that he didn't want to play their dirty games anymore. He wanted to get away from those willful collaborators and he came back and he was accepted, after a fashion.

I wish that were the end of the story. Although he came back, joined us, and even became a leader of sorts, he never totally won himself back. No matter how forgiving we were, he was conscious that many resented him — not so much because he was weak but because he had broken what we might call a gentleman's code. In all of those years when he, a senior officer, had willingly participated in making tape recordings of anti-American material, he had deeply offended the sensibilities of the American prisoners who were forced to listen to him. To most of us, it wasn't the rhetoric of the war or the goodness or the badness of 'this or that issue' that counted. The object of our highest value was the well being of our fellow prisoners. He had broken that code and hurt some of those people. Some thought that as an informer he had indirectly hurt them physically. I don't believe that. What indisputably hurt them was his not having the sensitivity to realize the damage his opportunistic conduct would do to the morale of a bunch of Middle American guys with Middle American attitudes which they naturally cherished. He should have known that in those solitary cells where his tapes were piped were idealistic, direct, patriotic fellows who would be crushed and embarrassed to have him, a senior man in excellent physical shape, so obviously not under torture, telling the world that the war was wrong. Even if he believed what he said, which he did not, he should have had the common decency to keep his mouth shut. You can sit and think anything you want, but when you insensitively cut down those who want to love and help you, you cross a line. He seemed to sense that he could never truly be one of us.

And yet he was likable — particularly back in civilization after release — when tension was

off, and making a deal did not seem so important. He exuded charm and "hail fellow" sophistication. He wanted so to be liked by all those men he had once discarded in his search for new friends, new deals, and new fields to conquer in Hanoi. The tragedy of his life was obvious to us all. Tears were shed by some of his old prison mates when he was killed in an accident that strongly resembled suicide some months later. The Greek drama had run its course. He was right out of Aristotle's book, a good man with a flaw who had come to an unjustified bad end. The flaw was insecurity: the need to ingratiate himself, the need for love and adulation at any price.

He reminded me of Paul Newman in *The Hustler*. Newman couldn't stand success. He knew how to make a deal. He was handsome, he was smart, he was attractive to everybody; but he had to have adulation, and therein lay the seed of tragedy. Playing high-stakes pool against old Minnesota Fats (Jackie Gleason), Newman was well in the lead, and getting more full of himself by the hour. George C. Scott, the pool bettor, whispered to his partner: "I'm going to keep betting on Minnesota Fats; this other guy [Newman] is a born loser — he's all skill and no character." And he was right, a born loser — I think that's the message.

How can we educate to avoid these casualties? Can we by means of education prevent this kind of tragedy? What we prisoners were in was a one-way leverage game in which the other side had all the mechanical advantage. I suppose you could say that we all live in a leverage world to some degree; we all experience people trying to use us in one way or another. The difference in Hanoi was the degradation of the ends (to be used as propaganda agents of an enemy, or as informers on your fellow Americans), and the power of the means (total environmental control including solitary confinement, restraint by means of leg-irons and handcuffs, and torture). Extortionists always go down the same track: the imposition of guilt and fear for having disobeyed their rules, followed in turn by punishment, apology, confession, and atonement (their payoff). Our captors would go to great lengths to get a man to compromise his own code, even if only slightly, and then

they would hold that in their bag, and the next time get him to go a little further.

Some people are psychologically, if not physically, at home in extortion environments. They are tough people who instinctively avoid getting sucked into the undertows. They never kid themselves or their friends; if they miss the mark, they admit it. But there's another category of person who gets tripped up. He makes a small compromise, perhaps rationalizes it, and then makes another one; and then he gets depressed, full of shame, lonesome, loses his willpower and self-respect, and comes to a tragic end. Somewhere along the line he realizes that he has turned a corner that he didn't mean to turn. All too late he realizes that he has been worshiping the wrong gods and discovers the wisdom of the ages: life is not fair.

In sorting out the story after our release, we found that most of us had come to combat constant mental and physical pressure in much the same way. We discovered that when a person is alone in a cell and sees the door open only once or twice a day for a bowl of soup, he realizes after a period of weeks in isolation and darkness that he has to build some sort of ritual into his life if he wants to avoid becoming an animal. Ritual fills a need in a hard life and it's easy to see how formal church ritual grew. For almost all of us, this ritual was built around prayer, exercise, and clandestine communication. The prayers I said during those days were prayers of quality with ideas of substance. We found that over the course of time our minds had a tremendous capacity for invention and introspection, but had the weakness of being an integral part of our bodies. I remembered Descartes and how in his philosophy he separated mind and body. One time I cursed my body for the way it decayed my mind. I had decided that I would become a "Gandhi." I would have to be carried around on a pallet and in that state I could not be used by my captors for propaganda purposes. After about ten days of fasting, I found that I had become so depressed that soon I would risk going into interrogation ready to spill my guts just looking for a friend. I tapped to the guy next door and I said, "Gosh, how I wish Descartes could have been right, but he's wrong." He was a little slow to reply; I

reviewed Descartes' deduction with him and explained how I had discovered that body and mind are inseparable.

On the positive side, I discovered the tremendous file cabinet volume of the human mind. You can memorize an incredible amount of material and you can draw the past out of your memory with remarkable recall by easing slowly toward the event you seek and not crowding the mind too closely. You'll try to remember who was at your birthday party when you were five years old, and you can get it, but only after months of effort. You can break the locks and find the answers, but you need time and solitude to learn how to use this marvelous device in your head which is the greatest computer on earth.

Of course, many of the things we recalled from the past were utterly useless as sources of strength or practicality. For instance, events brought back from cocktail parties or insincere social contacts were almost repugnant because of their emptiness, their utter lack of value. More often than not, the locks worth picking had been on old schoolroom doors. School days can be thought of as a time when one is filling the important stacks of one's memory library. For me, the golden doors were labeled history and the classics.

The historical perspective which enabled a man to take himself away from all the agitation, not necessarily to see a rosy lining, but to see the real nature of the situation he faced, was a truly a thing of value.

Here's how this historical perspective helped me see the reality of my own situation and thus cope better with it. I learned from a Vietnamese prisoner that the same cells we occupied had in years before been lived in by many of the leaders of the Hanoi government. From my history lessons, I recalled that when metropolitan France permitted communists in the government in 1936, the communists who occupied cells in Vietnam were set free. I marveled at the cycle of history, all within my memory, which prompted Hitler's rise in Germany, then led to the rise of the Popular Front in France, and finally vacated this cell of mine halfway around the world ("Perhaps Pham Van Dong lived here"). I came to understand what tough people these were. I

was willing to fight them to the death, but I grew to realize that hatred was an indulgence, a very inefficient emotion. I remember thinking, “If you were committed to beating the dealer in a gambling casino, would hating him help your game?” In a Pidgin English propaganda book the guard gave me, speeches by these old communists about their prison experiences stressed how they learned to beat down the enemy by being united. It seemed comforting to know that we were united against the communist administration of Hoa Lo prison just as the Vietnamese communists had united against the French administration of Hoa Lo in the thirties. Prisoners are prisoners, and there’s only one way to beat administrations. We resolved to do it better in the sixties than they had in the thirties. You don’t base system beating on any thought of political idealism; you do it as a competitive thing, as an expression of self-respect.

Education in the classics teaches you that all organizations since the beginning of time have used the power of guilt; that cycles are repetitive; and that this is the way of the world. It’s a naive person who comes in and says, “Let’s see, what’s good and what’s bad?” That’s a quagmire. You can get out of that quagmire only by recalling how wise men before you accommodated the same dilemmas. And I believe a good classical education and an understanding of history can best determine the rules you should live by. They also give you the power to analyze reasons for these rules and guide you as to how to apply them to your own situation. In a broader sense, all my education helped me. Naval Academy discipline and body contact sports helped me. But the education, which I found myself using most, was what I got in graduate school. The messages of history and philosophy I used were simple.

The first one is this business about life not being fair. That is a very important lesson and I learned it from a wonderful man named Philip Rhineland. As a lieutenant commander in the Navy studying political science at Stanford University in 1961, I went over to philosophy corner one day and an older gentleman said, “Can I help you?” I said, “Yes, I’d like to take some courses in philosophy.” I told him I’d been in college for six years and had never had

a course in philosophy. He couldn’t believe it. I told him that I was a naval officer and he said, “Well, I used to be in the Navy. Sit down.” Philip Rhineland became a great influence in my life.

He had been a Harvard lawyer and had pleaded cases before the Supreme Court and then gone to war as a reserve officer. When he came back he took his doctorate at Harvard. He was also a music composer, had been director of general education at Harvard, dean of the School of Humanities and Sciences at Stanford, and by the time I met him had by choice returned to teaching in the classroom. He said, “The course I’m teaching is my personal two-term favorite — “The Problems of Good and Evil” — and we’re starting our second term.” He said the message of his course was from the Book of Job. The number one problem in this world is that people are not able to accommodate the lesson in the book.

He recounted the story of Job. It starts out by establishing that Job was the most honorable of men. Then he lost all his goods. He also lost his reputation, which is what really hurt. His wife was badgering him to admit his sins, but he knew he had made no errors. He was not a patient man and demanded to speak to the Lord. When the Lord appeared in the whirlwind, he said, “Now, Job, you have to shape up! Life is not fair.” That’s my interpretation and that’s the way the book ended for hundreds of years. I agree with those of the opinion that the happy ending was spliced on many years later. If you read it, you’ll note that the meter changes. People couldn’t live with the original message. Here was a good man who came to unexplained grief, and the Lord told him: “That’s the way it is. Don’t challenge me. This is my world and you either live in it as I designed it or get out.”

This was a great comfort to me in prison. It answered the question, “Why me?” It cast aside any thoughts of being punished for past actions. Sometimes I shared the message with fellow prisoners as I tapped through the walls to them, but I learned to be selective. It’s a strong message that upsets some people.

Rhineland also passed on to me another piece of classical information that I found of great value. On the day of our last session

together he said, "You're a military man, let me give you a book to remember me by. It's a book of military ethics." He handed it to me, and I bade him goodbye with great emotion. I took the book home and that night started to read it. It was the *Enchiridion* of the philosopher Epictetus, his "manual" for the Roman field soldier.

As I began to read, I thought to myself in disbelief, "Does Rhinelander think I'm going to draw lessons for my life from this thing? I'm a fighter pilot. I'm a technical man. I'm a test pilot. I know how to get people to do technical work. I play golf; I drink martinis. I know how to get ahead in my profession. And what does he hand me? A book that says in part, 'It's better to die in hunger, exempt from guilt and fear, than to live in affluence and with perturbation.'" I remembered this later in prison because perturbation was what I was living with. When I ejected from the airplane on that September mom in 1965, I had left the land of technology. I had entered the "world of Epictetus," and it's a world that few of us, whether we know it or not, are ever far away from.

In Palo Alto, I had read this book, not with contentment, but with annoyance. Statement after statement: "Men are disturbed not by things, but by the view that they take of them." "Do not be concerned with things which are beyond your power." And "demand not that events should happen as you wish, but wish them to happen as they do happen and you will go on well." This is stoicism. It's not the last word, but it's a viewpoint that comes in handy in many circumstances, and it surely did for me. Particularly this line: "Lameness is an impediment to the body but not to the will." That was significant for me because I wasn't able to stand up and support myself on my badly broken leg for the first couple of years I was in solitary confinement.

Other statements of Epictetus took on added meaning in the light of extortions that often began with our captors' callous pleas: "If you are just reasonable with us we will compensate you". You get your meals, you get to sleep, you won't be pestered, you might even get a cellmate." The catch was that by being "reasonable with us" our enemies meant being

their informers, their propagandists. The old stoic had said, "If I can get the things I need with the preservation of my honor and fidelity and self-respect, show me the way and I will get them. But, if you require me to lose my own proper good, that you may gain what is no good, consider how unreasonable and foolish you are." To love our fellow prisoners was within our power. To betray, to propagandize, to disillusion conscientious and patriotic shipmates and destroy their morale so that they in turn would be destroyed was to lose one's proper good.

What attributes serve you well in the extortion environment? We learned there, above all else, that the best defense is to keep your conscience clean. When we did something we were ashamed of, and our captors realized we were ashamed of it, we were in trouble. A little white lie is where extortion and ultimately blackmail start. In 1965, I was crippled and I was alone. I realized that they had all the power. I couldn't see how I was ever going to get out with my honor and self-respect. The one thing I came to realize was that if you don't lose integrity you can't be had and you can't be hurt. Compromises multiply and build up when you're working against a skilled extortionist or a good manipulator. You can't be had if you don't take that first shortcut, or "meet them halfway," as they say, or look for that tacit "deal," or make that first compromise.

Bob North, a political science professor at Stanford, taught me a course called "Comparative Marxist Thought." This was not an anticommunist course. It was the study of dogma and thought patterns. We read no criticism of Marxism, only primary sources. All year we read the works of Marx and Lenin. In Hanoi, I understood more about Marxist theory than my interrogator did. I was able to say to that interrogator, "That's not what Lenin said; you're a deviationist."

One of the things North talked about was brainwashing. A psychologist who studied the Korean prisoner situation, which somewhat paralleled ours, concluded that three categories of prisoners were involved there. The first was the redneck Marine sergeant from Tennessee who had an eighth-grade

education. He would get in that interrogation room and they would say that the Spanish-American War was started by the bomb within the Maine, which might be true, and he would answer, “B.S.” They would show him something about racial unrest in Detroit. “B.S.” There was no way they could get to him, his mind was made up. He was a straight guy, red, white, and blue, and everything else was B.S.! He didn’t give it a second thought. Not much of a historian, perhaps, but a good security risk.

In the next category were the sophisticates. They were the fellows who could be told these same things about the horrors of American history and our social problems, but had heard it all before, knew both sides of every story, and thought we were on the right track. They weren’t ashamed that we had robber barons at a certain time of our history; they were aware of the skeletons in most civilizations’ closets. They could not be emotionally involved and so they were good security risks.

The ones who were in trouble were the high school graduates who had enough sense to pick up the innuendo, and yet not enough education to accommodate it properly. Not many of them fell, but most of the men that got entangled started from that background. The psychologist’s point is possibly over simplistic, but I think his message has some validity. A little knowledge is a dangerous thing.

Generally speaking, I think education is a tremendous defense; the broader, the better. After I was shot down, my wife, Sybil, found a clipping glued in the front of my collegiate dictionary: “Education is an ornament in prosperity and a refuge in adversity.” She certainly agrees with me on that. Most of us prisoners found that the so-called practical academic exercises in how to do things, which I’m told are proliferating, were useless. I’m not saying that we should base education on training people to be in prison, but I am saying that in stress situations, the fundamentals, the hardcore classical subjects, are what serve best.

Theatrics also helped sustain me. My mother had been a drama coach when I was young and I was in many of her plays. In prison, I learned

how to manufacture a personality and live it, crawl into it, and hold that role without deviation. During interrogations, I’d check the responses I got to different kinds of behavior. They’d get worried when I did things irrationally. And so, every so often, I would play that “irrational” role and come completely unglued. When I could tell that pressure to make a public exhibition of me was building, I’d stand up, tip the table over, attempt to throw the chair through the window, and say, “No way. *Goddammit!* I’m not doing that! Now, come over here and fight!” This was a risky ploy, because if they thought you were acting, they would slam you into the ropes and make you scream in pain like a baby. You could watch their faces and read their minds. They had expected me to behave like a stoic. But a man would be a fool to make their job easy by being conventional and predictable. I could feel the tide turn in my favor at that magic moment when their anger turned to pleading: “Calm down, now calm down.” The payoff would come when they decided that the risk of my going haywire in front of some touring American professor on a “fact-finding” mission was too great. More important, they had reason to believe that I would tell the truth — namely, that I had been in solitary confinement for four years and tortured fifteen times — without fear of future consequences. So theatrical training proved helpful to me.

Can you educate for leadership? I think you can, but the communists would probably say no. One day in an argument with an interrogator, I said, “You are so proud of being a party member, what are the criteria?” He said in a flurry of anger, “There are only four: you have to be seventeen years old, you have to be selfless, you have to be smart enough to understand the theory, and you’ve got to be a person who innately influences others.” He stressed that fourth one. I think psychologists would say that leadership is innate, and there is truth in that. But, I also think you can learn some leadership traits that naturally accrue from a good education: compassion is a necessity for leaders, as are spontaneity, bravery, self-discipline, honesty, and above all, integrity.



I remember being disappointed about a month after I was back when one of my young friends, a prison mate, came running up after a reunion at the Naval Academy. He said with glee, “This is really great, you won’t believe how this country has advanced. They’ve practically done away with plebe year at the Academy, and they’ve got computers in the basement of Bancroft Hall.” I thought, “My God, if there was anything that helped us get through those eight years, it was plebe year, and if anything screwed up that war, it was computers!”

## SOME HISTORY OF EPICTETUS

Below is the history of Epictetus as related by Albert Salomon in the English translation of *Enchiridion* (1948).

Epictetus was the son of a woman slave, born between 50 and 60 A.D. at Hieropolis in Phrygia. We do not know how he came to Rome. He was there as slave to one of Nero’s distinguished freedmen who served as the Emperor’s secretary. While still in service, Epictetus took courses with Musonius Rufus, the fashionable Stoic philosopher, who was impressed by the sincere and dynamic personality of the young slave and trained him to be a Stoic philosopher. Epictetus became a free man and began teaching philosophy on street corners, in the market, but he was not successful. During the rule of Domitian, Epictetus with many other philosophers was exiled from Rome, probably between 89 and 92 A.D. He went to Nicopolis, across Actium in Epirus, where he conducted his own school. He was so well regarded and highly esteemed that he established the reputation of the place as the town of Epictetus’ school. Students came from Athens and Rome to attend his classes. Private citizens came to ask his advice and guidance. Some of his students returned to their homes to enter the traditional careers to which they were socially obligated. Others assumed the philosophic way of life in order to escape into the sphere of Stoic freedom.

Among the students was a young Roman, Flavius Arrian, who took courses at Nicopolis when Epictetus was already old. Flavius, who was born in 108 A.D., was one of the intimates of Hadrian, who made him consul in 130 A.D.

He probably studied with Epictetus between the years 123 and 126 A.D. The informal philosophical talks which Epictetus had with his students fascinated him. Needless to say there were also systematic courses in the fields of philosophy. But it was the informal discourses that convinced Arrian that he had finally discovered a Stoic Socrates or a Stoic Diogenes, who was not merely teaching a doctrine, but also living the truth. Arrian recorded many of the discourses and informal conversations of Epictetus with his intimate students. He took them down in shorthand in order not to lose the ineffable liveliness, grace, and wit of the beloved teacher. Arrian retired into private life after the death of Hadrian in 138 A.D. and dedicated himself to his literary work. He published his notes on Epictetus’ teaching under the title: *Discourses in Four Books*. The *Enchiridion*, which was also arranged by Arrian, is a brief summary of the basic ideas of Stoic philosophy and an introduction to the techniques required to transform Stoic philosophy into a way of life.

Thus we do not have any original writings of Epictetus. Like G. H. Mead in recent times, he was completely dedicated to the human and intellectual problems of his students. He left it for them to preserve what they considered to be the lasting message of the teacher.

The actual text itself consists of 51 paragraphs. Each one with some statement of wisdom about living and dealing with life’s events. Some of these paragraphs are several sentences in length; others are just one sentence. The gist of the manual is to guide the reader into becoming a philosopher. For example, in Paragraph 5, the first sentence states, “Men are disturbed not by things, but by the views which they take of things”. Then, in Paragraph 10, “Upon every accident, remember to turn toward yourself and inquire what faculty you have for its use.”

As a member of the Roman culture of his time, his belief in the role of the divinity in life is well stated in Paragraph 31. “Be assured that the essence of piety toward the gods lies in this – to form right opinions concerning them, as existing and as governing the universe justly and well.”

It is understandable as one reads the *Enchiridion* how this helped Admiral Stockdale in his own life. Probably one of the most salient statements can be found in Paragraph 46: “Never proclaim yourself a philosopher, nor make much talk among the ignorant about your principles, but show them by actions”.

### **POLITICAL CONTEXT AND GOALS OF THE CAPTOR**

Learning Objective: *Recall the circumstances and reactions of the captive as identified by the “Stockholm Syndrome” and the five goals of the captor.*

### **SOCIETAL STOCKHOLM SYNDROME**

The term Stockholm Syndrome was coined in the early 70’s to describe the puzzling reactions of four bank employees to their captors. On August 23, 1973, three women and one man were taken hostage in one of the largest banks in Stockholm. They were held for six days by two ex-convicts who threatened their lives but also showed them kindness. To the world’s surprise, all of the hostages strongly resisted the government’s efforts to rescue them and were quite eager to defend their captors. Indeed, several months after the police saved the hostages, the hostages still had warm feelings for the men who threatened their lives. Two of the women eventually got engaged to the captors.

The Stockholm incident compelled journalists and social scientists to research whether the emotional bonding between captors and captives was a “freak” incident or a common occurrence in oppressive situations. They discovered that it’s such a common phenomenon that it deserves a name. Thus the label, Stockholm Syndrome, was born. It has happened to concentration camp prisoners, cult members, civilians in Chinese Communist prisons, pimp-procured prostitutes, incest victims, physically and/or emotionally abused children, battered women, prisoners of war, victims of hijackings, and of course, hostages. Virtually anyone is susceptible to the Stockholm Syndrome if the following conditions are met:

- Perceived threat to survival and the belief that one’s captor is willing to act on that threat.
- The captive’s perception of small kindnesses from the captor within a context of terror.
- Isolation from perspectives other than those of the captor.

- Perceived inability to escape.
- Stockholm Syndrome is a survival mechanism. The men and women who get it are not lunatics. They are fighting for their lives. They deserve compassion, not ridicule.

### **CAPTOR GOALS**

Captor goals against the captive can be diverse and complex. Theoretically limited to neutralization, they are most likely to include exploitative processes to gain *reprisal, intelligence, propaganda, legal justification, concession* and ideological conversion.

#### **Reprisal**

Reprisal is an inevitable issue in every conflict. Atrocity, a subspecies of reprisal, is a loaded term and sees such variants as the killing of the enemy wounded in the field.

#### **Intelligence**

Popular legend supports an image of excruciating torture of the captive in an attempt to induce him to divulge secrets. The use of physical duress does not go unrecorded, of course, but its frank use poses problems for the captor. Almost every captive will be exploited for intelligence, but the nature of the exploitation will frequently take avenues not anticipated by the captive.

Known captor treatment, good or bad, has a marked effect on a prisoner in his precapture status. Anticipated good treatment by an enemy will cause many to throw down their arms rather than fight to the death. Once captured, the prisoner becomes a new target for the captor who has any concern for public opinion, either national or international.

#### **Legal Justification**

As far as the legal justification, some of the mentioned propaganda statements allege the criminality of the captive’s personal participation in the conflict. The use of captives for extortion, for ransom, or to obtain concession is as old as recorded history.

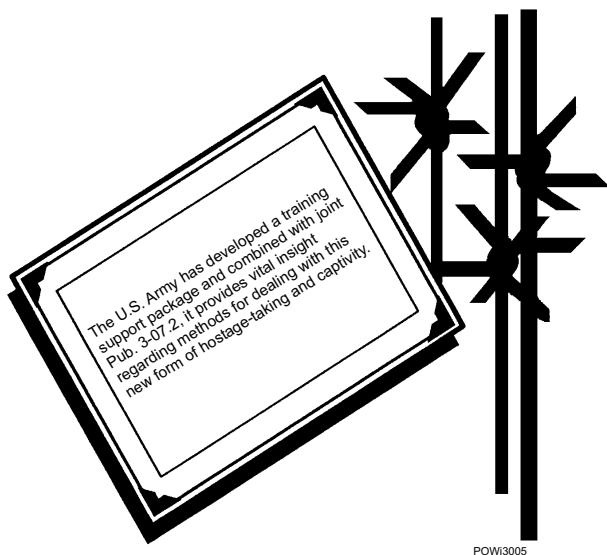
#### **Concession and Ideological Conversion**

A complex of captor requirements may dictate on his part a concerted effort to realign captive beliefs and attitudes, to expose the prisoner to “thought reform” or

“brainwashing.” A prisoner who switches allegiance is obviously more tractable; he will write his own propaganda broadcasts or letters with sincerity; he may deliver up to the captor the intelligence information he desires. But the rhetorical and sinister frequently enter here to becloud another possible enemy goal: a sincere and deeply held conviction of the righteousness of his own cause which presses him to convey its “rightness” to the captive: to show him how he can mend his ways. This is not to deny that the captor may use such a realigned captive for his own devious ends, or, in fact, that in some captors the realignment itself may be viewed as a devious process.

### **RECOGNIZING THE POSSIBILITY OF BECOMING A HOSTAGE**

*Learning Objective: Note the same principles in rehabilitating the POW are applicable in the situation of hostage taking.*



Terror is commonly defined using synonyms such as agitation, alarm, anxiety, panic, horror, and fear. On close examination, fear emerges as the common thread in defining all of these synonyms, thus terror can be labeled as fear. But we do not claim to experience terror every time we are frightened. Terror implies prolonged, intense fear. Man has always experienced terror from one source or another. In fact, terror is quite natural.

It is terrorism, the production and application of terror, that is artificial or ‘man-made.’ Army

Regulation (AR) 190-52 defines terrorism as: “The calculated use of violence or threat of violence to attain goals that are political, religious, or ideological in nature. This is done through intimidation, coercion, or instilling fear. Terrorism involves a criminal act that is often symbolic and intended to influence an audience beyond the immediate victims.”

Nonpolitical motivations to use terror to force compliance falls into two general categories — psychologically disturbed and criminal. Criminals use terrorist practices for personal or organizational gain (for example, profit or safety from police). Individuals with emotional or personality disorders resort to terrorist actions to express their hostility toward other individuals or society.

Terrorism is not new. Armies have tried to strike terror into the hearts of their enemies since armed conflict began. The reasoning behind this was that the terrified enemy would either not fight at all, or do so poorly because of fear and a sense of hopelessness. In short, terror was a means whereby the enemy’s behavior could be modified.

Terror used as a tactic by one group to compel others to behave in a certain way through fear is also an ancient practice. A traceable historic example frequently used to illustrate terror as a group effort is the Zealots (circa 6-70 AD). The Zealots were an extremist Jewish faction that opposed interaction with Rome or with any other foreign culture.

To enforce their views of ethnic and particularly religious purity, they killed those whom they identified as doing “evil” (that is, not conforming to the behavior the Zealots determined to be correct or “good”). As has been the case with most attempts to change people through terror, the Zealots failed. Their actions helped to split Jewish society and ultimately provided the excuse for Rome to conquer and dominate much of what now constitutes the states of Lebanon and Israel.

Through the centuries, terror has been used to compel behavior on the part of victims and potential victims for various purposes. While our definition recognizes ideological, religious, and political motivations, in the long term all become political because all eventually call for public policy to reflect the views held by the terrorizing group.

A commonly used example of a group that employed terror for political purposes is the eleventh century Hashashini or Assassins. This group, which originated in Iran and spread to the Mediterranean, used religious teachings to perpetuate itself for over

two hundred years. During that period, their attempts to dictate public policy through murder (assassination), sometimes carried out at the cost of the perpetrator's life spread terror from India to the Nile. Thus, martyrdom was introduced into the terrorists' arsenal.

Recognizing that the use of fear (terror) to compel behavior has been a factor in the dynamics of human social history for as far back as we can trace, it was only in the closing years of the eighteenth century that terrorism was identified. During the period 1793-94, at the height of the French Revolution, terror was systematically applied on a nationwide scale. Terror was used to eliminate socially dangerous groups (the aristocracy) and those who opposed the new government's programs. Terror had evolved into the calculated generation of fear for political purposes or, as used today, terrorism.

The next critical step in the evolution of modern terrorism took place in the late eighteenth century. Radical political groups were still using terror tactics, but their actions focused on the assassination of government officials. While those actions were successful tactically, their objectives were never attained. With the murder of one official, another would simply take his place. Nothing was changed, and increased security made the new target more difficult to attack. In effect, the terrorists discovered that modern nation states were less sensitive to individual personalities than earlier forms of government.

During the period 1870-1900, groups that accepted violence as a means to political ends debated a fundamental change in strategy. The new approach was to assault neutral or innocent people to generate demands on the political leadership for action (that is, compliance with the terrorists' demands). Not all groups involved in political violence accepted the new concept. Those who did surrendered any claim to moral justification for their acts. In any cultural context, it is difficult to convince an audience that killing and maiming those whom you are allegedly trying to help is in the victim's best interests. Regardless of how noble the cause may be, a terrorist is a terrorist, and terrorism cannot be hidden under the cloak of "Freedom Fighter," "Patriot," or "Crusader."

Thus by the beginning of the twentieth century, the practice of terrorism had moved beyond the pale of civilized behavior. As the century progressed, terrorists redefined their rules of engagement to the

point where today, for most terrorist groups, there are no innocents.

## **TERRORISM**

A critical factor in understanding modern terrorism is the importance of the emotional impact of the terrorist act on an audience other than the victim(s). If we do not know about the act, it has no impact on our thinking. This is why news media coverage is important to terrorists who are attempting to excite public fear or gain attention for their cause. The thirst for attention determines, to a great extent, the terrorist's tactics.

Another determinant of tactics and target selection is the role that the terrorist group perceives itself as playing. Terrorism can be an element of an insurgency or revolutionary effort when employed with other military and political activities designed to gain autonomy or to supplant the existing government. It can also be used as an overt or covert aspect of a political movement engaged in a power struggle being waged within an existing political system. Finally, terrorism can be a mere gesture used in isolation from any meaningful political effort. In the latter case, the terrorists frequently claim affiliation with some vague cause and or remote political group to give their actions a claim to respectability.

## **TERRORIST TACTICS**

The immediate objectives of any given terrorist attack fall into one or more categories — attract attention to the group or its cause(s), demonstrate the group's power, exact revenge, obtain logistical support, or cause a government to overreact. Just as a terrorist incident may have several objectives, the tactics used may also be combined. The more common tactics employed by contemporary terrorist groups are:

- **Assassination.** Euphemism for murder that is generally applied to the killing of prominent persons and symbolic enemies as well as traitors who defect from the group. There are as many variations to assassination techniques as there are ways to kill a human being.
- **Arson.** Less dramatic than most tactics arson has the advantage of low risk to the perpetrator and requires only a low level of technical knowledge.
- **Bombing.** The IED (improvised explosive device) is the contemporary terrorist's tactic of choice and is used more frequently than other

types of explosives. IEDs are inexpensive to produce and, due to the various detonation techniques available, pose a low risk to the perpetrator. Other advantages include their attention getting capacity and the ability to control casualties through time of detonation and placement of the device. From 1983 through 1986, approximately half of all recorded terrorist incidents worldwide involved the use of IEDs. In Europe, IEDs were used in 70 percent of all terrorist incidents during 1985.

- Hostage-taking. This usually is an overt seizure of one or more people with the intent of gaining publicity or other concessions in return for release of the hostage(s). While dramatic, hostage and hostage barricade situations are risky for the perpetrator when executed in an unfriendly environment. Comparisons of how the environment affects the outcome of hostage-taking situations may be made by comparing the seizure of the Iranian Embassy in London in 1981 with the seizure of the U.S. Embassy in Tehran in 1979. In the former incident, only one terrorist survived; in the latter all of the hostage takers survived.
- Kidnapping. While similar to hostage taking, kidnapping has significant differences. Kidnapping is usually a covert action wherein the perpetrators may not be known for some time. News media attention is usually less intense since the event may extend over a prolonged period. Because of the time involved, a successful kidnapping requires elaborate planning and logistics although the risk to the terrorist is less than in the hostage situation.
- Raids. Armed attacks on facilities are usually undertaken for one of three purposes: to gain access to radio or television broadcast capabilities in order to make a statement; to demonstrate the government's inability to secure critical facilities; or for logistical purposes (for example, bank or armory robbery).
- Seizure. Similar to the hostage situation, the seizure usually involves a building or object that has value in the eyes of the audience. Publicity is the principal objective. There is some risk to the terrorist because security forces have time to react and may opt to use force to resolve the incident since few or no innocent lives are involved.

- Sabotage. The objective in most sabotage incidents is to demonstrate how vulnerable society is to the terrorists' actions. Industrialized societies are more vulnerable to sabotage than less highly developed societies. Utilities, communications, and transportation systems are so interdependent that a serious disruption of any one affects them all and gains immediate public attention. Sabotage of industrial or commercial facilities is one means of identifying the target while making a statement of future intent.
- Hijacking. Sometimes employed as a means for escape, hijacking is normally carried out to produce a spectacular hostage situation. Although trains, buses, and ships have been hijacked, aircraft are the preferred target because of their greater mobility and vulnerability.
- Hoaxes. Any terrorist group that has established credibility can employ the hoax with considerable success. A threat against a person's life causes that person and those associated with him to devote time and effort to security measures. A bomb threat can close down a commercial building, empty a theater, or delay a plane flight at no cost to the terrorist. The effects of "false alarms" on the security forces are more dangerous than the temporary disruption the hoax causes. Repeated threats that do not materialize dull the analytical and operational efficacy of essential security personnel.

It should be noted that although chemical and biological weapons have not been widely used to date, there is a potential for their use. These types of weapons, relatively cheap and easy to make, could be used in place of conventional explosives in many situations. The potential for mass destruction and the deep-seated fear most people have of chemical and biological weapons could be attractive to a group wishing to make the world take notice.

Although a nuclear device is widely acknowledged to be beyond the reach of most, if not all, terrorist groups, a chemical or biological weapon is not. The technology is simple and the cost per casualty, for biological weapons in particular, is extremely low, much lower than for conventional or nuclear explosives.

Fear of alienation by peer and support populations has probably inhibited the use of chemical and biological weapons to date, but this obstacle could

evaporate as the competition for news headlines increases and public opinion softens.

## **TERRORIST GROUPS**

A terrorist group's selection of targets and tactics is also a function of the group's governmental affiliation. For some years security forces categorized terrorist groups according to their operational traditions — national, transnational, and international. National groups operated within the boundaries of a single nation. Transnational groups operated across international borders. International groups operated in two or more nations and were usually assumed to receive direction from a foreign government. Ease of international travel and the growing tendency toward cooperative efforts among terrorist groups have rendered these categories of little use operationally. Terrorist groups are categorized by government affiliation to help security planners anticipate terrorist targets and their sophistication of intelligence and weaponry. Three general categories that have gained acceptance are:

**Non-State Supported.** A terrorist group that operates autonomously, receiving no significant support from any government (for example, Italy's Red Brigades and the Basque terrorist organization Euskadi Ta Askatasuna known as Basque E.T.A.)

**State Supported.** A terrorist group that generally operates independently but receives support from one or more governments (for example, People for the Liberation of Palestine (PFLP) in the Middle East).

**State Directed.** A terrorist group that operates as an agent of a government receiving substantial intelligence, logistics, and operational support (for example, Libyan "hit teams").

## **TERRORIST ORGANIZATIONS**

As with any organization, terrorist groups develop organizational structures that are functional for the environment in which they operate. Since terrorists must, by definition, operate in a hostile environment, security is the primary consideration. As a result, the organization of terrorist groups is usually cellular, with each cell relatively isolated. This type of organization protects members of the group. In the event of defection or capture, no one member can identify more than a few of the others. Some groups have multi-functional cells that combine several skills in one operational entity, while others create cells of specialists that come together for an operation on an ad

hoc basis. The latter procedure is similar to tailoring or task organizing military forces.

Larger terrorist groups (100 or more members) normally have a central command and control element with one or more subordinate elements that are based on geographical regions. The regional commands direct the actions of the operational and support cells in their region. Smaller groups (50 or fewer members) may have a single command element that directly controls all of the operational and support cells regardless of where they are established.

Even though terrorist groups generally structure themselves in a manner similar to military organizations, few, if any, groups are tightly disciplined enough to function along clear lines of authority and functionality. Group dynamics, egos, and philosophical differences override organizational principles and create opportunities for security forces to identify members, penetrate the organization, and prevent terrorist actions. These personalistic factors cause terrorist groups to splinter into new faction(s), adding to the growing list of organizational titles in world terrorism. Along with the commonly used deception technique of claiming credit for an action in the name of a previously unknown group, splintering complicates the intelligence efforts of security forces.

In a broader context, terrorist organizations, especially those with little or no access to government resources, need a support structure. As shown in the figure, a typical organization consists of operational members who are functionally organized as outlined above and two categories of supporters. At the top is the leadership that defines policy and directs action. Typically, leaders are completely committed to the cause that the group purports to serve and may be charismatic figures. If the group is state supported or directed, the leadership will include one or more members who have had extensive training or education by the sponsoring state. The active cadre are the doers, the men and women who carry out terrorist attacks and train others. As in the leadership element, many of the doers are deeply committed to the group's cause. The professionals who may or may not be ideologically motivated are also part of the active cadre.

Active supporters are people who do not actually commit violent acts, but who assist the terrorists through money, intelligence, legal or medical services, and provision of safe-houses or forged documents. Active supporters are frequently ideologically in agreement with all or some of the terrorist group's goals, but may be ambivalent concerning the use of

violence. Another motivation is the vicarious thrill derived from safe involvement in violence. Most terrorist groups recruit much of their cadre from the ranks of the active supporters since these people have proven their loyalty and, to some extent, their skills over a period of time.

Passive supporters are more difficult to define and, in practice, more difficult to identify. Most of these people are sympathetic to the terrorist group's cause(s), but either cannot or will not assume an active role. Family and acquaintances of activists sometimes fall into this category, especially in cultural environments where family and regional loyalties are strong. The terrorist group relies on passive supporters for financial assistance, displays of public support, and minor logistical or operational tasks.

### **TERRORIST TARGETS — AMERICANS**

It is sometimes difficult for Americans to understand why terrorism seems to thrive in the environment that offers least justification for political violence, (for example, democracies and ineffective authoritarian regimes). Equally puzzling is the relative absence of terrorism in those societies with totalitarian and effective authoritarian governments. The reasons for this apparent paradox can be summarized as being a matter of social control. The terrorist operates covertly. In societies where little is done without the knowledge of internal security agencies, covert activity for any appreciable period of time is impossible. The same principle applies to acquisition of weapons, communications equipment, and explosives. The third factor is public information. Since terrorist objectives include gaining the attention of a target audience through violence, terrorists can be denied that objective in an environment where information media are tightly controlled.

The reasons why the United States is a target for so many terrorist groups around the world are complex. These must be understood in order to effectively combat terrorism in the long term. One reason that some terrorist groups target the United States and its citizens is ideological differences. United States is a leading industrial power and the leading capitalist state. These reasons are enough to excite the animosity of some groups that are committed to totally different social systems.

Of greater importance is the exaggerated perception of the ability of the U.S. government to dictate to other governments. U.S. influence is so

pervasive that many people around the world mistake influence for control. They think that by pressuring the United States through acts of terror, the U.S. government will order their own government to comply with terrorist demands.

Mere presence is another factor. Americans are all over the world in capacities ranging from diplomatic service to tourists. Being available makes targeting Americans easy even for relatively poorly trained non-state supported groups. It also adds to the chances of Americans being killed or injured unintentionally. These same considerations apply to members of the U.S. military forces with the added factor of symbolic value. Since the armed forces are clearly visible symbols of U.S. power and presence, terrorists find both installations and personnel as appealing targets.

### **DOMESTIC TERRORISM**

While the United States has one of the highest levels of social violence in the world, the incidence of terrorism is very low compared to Europe, Latin America, Africa, or the Middle East. There are several reasons for this seeming inconsistency. First, the United States does not have a tradition of violence for political purposes. There is no history of deep ideological commitment justifying the taking or sacrifice of life. The second factor is the absence of ethnic concentrations or restrictive legislation that causes separatist movements. Puerto Rico is the exception that proves the rule with several pro-independence groups practicing terror tactics.

Caution must be exercised in drawing conclusions exclusively from the experiences of the past. Although low levels of domestic terrorism have occurred in the United States to date, terrorism is still a threat in CONUS. Right wing extremist organizations constitute a growing threat to public order. Agents of external causes and foreign powers pose a potential threat that needs only a transoceanic flight or border crossing to become active.

As shown in the next figure, terrorism is a factor across the spectrum of conflict. Terrorism is normally viewed as violence in an environment where there is no armed conflict. Thus, it may be considered as a mode of conflict. In the context of peace, terrorism attracts a great deal of attention and few question its real and potential capacity to kill and destroy. The same can be said of terrorism as an aspect of insurgencies or other forms of internal conflict. Under conditions of opened-armed conflict, however, terrorism tends to be

ignored. The reason for this is our attention (the audience's) is spread over battles and mobilization activities at home and abroad. Thus, acts of terrorism are lost in the sensation rich atmosphere of war.

Although the military commander may not have terrorism brought to his attention during war as it is in times of peace, terrorism does not disappear. The same types of acts that gain attention in peace can hinder military operations in war. Targeting strategies may change and terrorism may be relegated to a tactic rather than a mode of conflict, but the violent acts remain the same. The label may change to sabotage, but the skills required to carry out the attacks are those of the terrorist. More importantly, the defensive practices developed in peace to prevent terrorist acts are the same as those that are needed in war to thwart sabotage and level I rear area threats.

### **U.S. Government Policy and Legal Considerations**

Since the mid-1970's, terrorist attacks on U.S. citizens have caused the problem of terrorism to be elevated from a police matter to an aspect of national policy. As policy evolved it was necessary to delineate major responsibilities and legal constraints regarding policy execution. The following outlines the policy and jurisdictional responsibilities generally applicable to the U.S. Army.

#### **United States Government Policy**

Over the last decade, the government of the United States has developed a policy regarding terrorism that encompasses acts against Americans, both at home and abroad. That policy is summarized as follows:

- All terrorist actions are criminal and intolerable, whatever their motivation, and should be condemned.
- All lawful measures will be taken to prevent terrorist acts and to bring to justice those who commit them.
- Concessions will not be made to terrorist extortion, because to do so invites further demands.
- The United States presumes that the host government will exercise its responsibility under international law to protect all persons within its territories. When Americans are abducted or held captive, the host government is expected to

do its utmost to effect the safe release of the hostages.

- During incidents affecting Americans, close and continuous contact will be maintained with host governments, supporting them with all practicable intelligence and technical services. Also, the United States will offer advice on how to respond to specific terrorist demands.
- International cooperation to combat terrorism is a fundamental aspect of U.S. policy. All avenues to strengthen such cooperation will be pursued.

### **LEGAL CONSIDERATIONS**

The following information shows the legal ramifications and areas of expertise as found necessary because of the threat of terrorist actions.

#### **THE LAW OF WAR**

Terrorist acts are criminal acts, whether committed in peacetime or wartime. One difference in terrorism counteraction in wartime involves jurisdiction to punish terrorists. In peacetime, terrorist acts are punishable under domestic (local) criminal law. This is also true for a low-intensity conflict (LIC), which is characterized by police actions to maintain the legitimate government. If, however, the conflict is internationally recognized as an insurgency, then the protections under article III common to the four Geneva conventions apply. Article III requires that noncombatants, including captured terrorists, be treated humanely.

Even in an internationally recognized war or conflict (conventional, limited, or civil war), a terrorist act is a criminal act. Only combatants can legitimately attack proper military objectives. Lawful combatants who commit violations of the law of war, such as attacking unlawful targets, are entitled to prisoner of war status and are subject to the law of war. Terrorists, by definition, do not meet the four requirements necessary for combatant status (wear distinctive insignia, carry arms openly, commanded by someone responsible for their actions, and conduct their operations in accordance with the law of war). Therefore, they are not afforded prisoner of war status. However, the law of war requires that we treat captured terrorists humanely. Terrorists can be tried under local criminal law or under military jurisdiction by a court-martial or a military tribunal.



A commander's authority to enforce security measures and to protect persons and property increases with the level of conflict. Commanders must coordinate with their legal advisors to determine the extent of their authority to counter terrorism in time of conflict.

## **CONSTITUTIONAL AUTHORITY**

The constitution restricts the use of military forces to enforce federal laws. When civil law enforcement agencies are unable to control events, however, constitutional exceptions permit the U.S. government to use military forces to preserve law and order within its territorial limits. These exceptions include:

- Emergency Authority. This authorizes prompt and vigorous federal action, including the use of military forces, to prevent loss of life or wanton destruction of property. Emergency authority is used to restore governmental functioning and public order when duly constituted local authorities cannot control the situation. This may occur during unexpected civil disturbances or disasters.
- Protection of Federal Property and Functions. This authorizes federal actions, including the use of military forces, to protect federal property and functions. This authority is used when duly constituted local authorities are unable or decline to provide adequate protection.

## **STATUTORY AUTHORITY**

The Posse Comitatus Act (18 USC 1385) restricts the use of military personnel within the United States or its possessions. This act does not apply in foreign countries, nor to actions on military bases, nor to actions in military contracted buildings or spaces, nor to guarding military property in transit. Outside of the United States, a host nation has primary authority as set forth in applicable SOFAS (status-of-forces agreements). Within the United States, except as authorized by statute or the constitution, the Posse Comitatus Act prohibits the use of DOD uniformed personnel from assisting civilian law enforcement officers in carrying out civilian law enforcement duties. The same prohibition applies to the use of troops to execute federal laws. Title 10 (USC 371378) and AR 500-51 provide for military assistance to civilian law enforcement agencies through sharing information, providing equipment, and by training and advising.

Congress, pursuant to its constitutional authority, has provided a broad range of legislation authorizing the President to use active duty military forces and federalized reserve and civilian forces to execute the laws. The President is currently empowered to use military forces to:

- Restore and maintain public order,
- meet specified contingencies,
- cope with domestic emergencies, and
- protect public safety.

## **AUTHORITY AND JURISDICTION**

At the national level, the Department of State is the lead agency for response to terrorist incidents that take place outside the United States. The DOJ (Department of Justice) is the lead agency for domestic terrorism, with the exception of acts that threaten the safety of persons aboard aircraft in flight or that involve nuclear weapons. These are the responsibility of the FAA and the NRC (National Response Center), respectively. All federal agencies that have resources for responding to terrorism are linked together through agency command centers and crisis management groups to ensure effective coordination of the U.S. response.

Major organizations with jurisdictional authority in a terrorist incident involving military assets in the United States are the DOJ, the FBI, and the DOD. The DOJ is responsible for overseeing the federal response to acts of domestic terrorism. The Attorney General of the United States, through an appointed Deputy Attorney General, makes major policy decisions and legal judgments related to each terrorist incident as it occurs.

The FBI has been designated as the primary operational agency to work toward the prevention of terrorist incidents occurring within the United States. If an incident occurs, the first reaction is generally from the special agent in charge (SAC) of the incident area. The SAC is under the supervision of the Director of the FBI. The FBI maintains liaison with each governor's office and renews it with each change of administration. There is a SAC of each of the 59 field offices throughout the United States. Due to concurrent jurisdiction in many cases, the FBI cooperates with state and local law enforcement authorities on a continuing basis.

In accordance with a DOD, DOJ, and FBI Memorandum of Understanding, all military

preparations and operations, including the employment of military forces at the scene of a terrorist incident, is the primary responsibility of the SECDEF. In discharging these functions, the SECDEF observes law enforcement policies as determined by the Attorney General. DOD responsibilities are carried out principally through DA, since the Secretary of the Army has primary responsibility for these matters as the DOD executive agent. The Attorney General, through the FBI, coordinates the activities of all federal agencies involved in resolving the incident, administers justice in the affected area, and coordinates these activities with state and local agencies. Upon notification of presidential approval to use military force, the Attorney General advises the Director of the FBI who notifies the SAC. The SECDEF advises the military task force commander.

The military commander and the SAC coordinate the transfer of operational control to the military commander. Responsibility for the tactical phase of the operation is transferred to military authority when the SAC relinquishes command and control and the on-site military task force commander accepts it. However, the SAC may revoke the military commitment at any time prior to the assault phase if he determines that military intervention is no longer required. The military commander must agree that a withdrawal can be accomplished without seriously endangering the safety of personnel involved in the incident. When the military task force commander determines that he has completed the assault phase of the operation, command and control will be promptly returned to the SAC.

On a military installation, the military commander is responsible for the maintenance of law and order, and may take immediate action in response to a terrorist incident. The FBI is notified as soon as possible of all terrorist incidents on military installations. The Attorney General or his designated representative determines if the incident is of significant federal interest. If it is, the FBI assumes jurisdiction and the Attorney General coordinates the federal response. Should military assistance be required, it is furnished in accordance with the procedures described in the memorandum of understanding. If the FBI declines to exercise its jurisdiction, military authorities take appropriate action to resolve the incident.

For incidents on OCONUS installations, the installation commander's responsibilities under specific instructions are the same as those for on-post

CONUS incidents — with the added requirement to notify the host nation and the Department of State. The Department of State has the primary responsibility for dealing with terrorism involving Americans abroad. The installation's response is subject to agreements established with the host nation.

The response to off-post OCONUS incidents is the sole responsibility of the host nation. U.S. military assistance, if any, depends on the applicable SOFA or memorandums of understanding, and is coordinated through the U.S. Embassy in that country. Military forces will not be provided to host nation authorities without a directive from DOD that has been coordinated with the Department of State. The degree of Department of State interest and the involvement of U.S. military forces depend on the incident site, the nature of the incident, the extent of foreign government involvement, and the overall threat to U.S. security.

## **PERSONAL PROTECTIVE MEASURES AGAINST TERRORISM**

Increasingly, U.S. military personnel are becoming targets for terrorist activity. Any member of the U.S. military can become a target for terrorists — not just high-ranking leaders. The purpose of the following information is to give you general guidance on how to avoid acts of terrorism and what actions to take should you or your family become victims of a terrorist attack.

### **BASIC PRECAUTIONS**

The most important basic precaution you can take regarding security is to have an attentive and vigilant attitude about security matters. You can lessen your and your family's chances of becoming a terrorists target by taking the following precautions. At all times:

- Encourage security awareness in your family and discuss what to do if there is a security threat.
- Be alert for surveillance attempts, or suspicious persons or activities, and report them to the proper authorities.
- Vary personal routines whenever possible.
- Get into the habit of "checking in" to let your friends and family know where you are or when to expect you.
- Know how to use the local telephone system. Always carry "telephone change." Know the

emergency numbers to use for local police, fire, ambulance, and hospital.

- Know the locations of civilian police, military police, government agencies, the U.S. Embassy, and other safe locations where you can find refuge or assistance.
- Avoid public disputes or confrontations. Report any trouble to the proper authorities.
- Know certain key phrases in the native language, such as “I need a policeman,” “Take me to a doctor,” “Where is the hospital?,” and “Where is the police station?”
- Set up simple signal systems that can alert family members or associates that there is a danger.
- Carry identification showing your blood type and any special medical conditions. Keep one week’s supply of essential medication on hand.
- Keep a low profile. Shun publicity. Do not flash large sums of money.
- Do not unnecessarily divulge your home address, telephone number, or family information.
- Watch for unexplained absences of local citizens as an early warning of possible terrorist actions.
- Maintain your personal affairs in good order. Keep wills current, have powers of attorney drawn up, take measures to ensure family financial security, and develop a plan for family actions in the event you are taken hostage.
- Do not carry sensitive or potentially embarrassing items.

Take the following actions at home:

- Have a clear view of approaches to your home.
- Install strong doors and locks.
- Change locks when you move in or when a key is lost.
- Install windows that do not allow easy access.
- Never leave house or trunk keys with your ignition key while your car is being serviced.
- Have adequate lighting outside your house.
- Create the appearance that the house is occupied by using timers to control lights and radios while you are away.

- Install one way viewing devices in doors.
- Install intrusion detection alarms and smoke and fire alarms.
- Do not “hide” keys or give them to very young children.
- Never leave young children at home alone.
- Never admit strangers to your home without proper identification.
- Use off street parking at your residence, if possible.
- Teach children how to call police.
- Avoid living in residences that are located in isolated locations, on one-way streets, dead-end streets, or cul-de-sacs.
- Avoid residences that are on the ground floor, adjacent to vacant lots, or on steep hills.
- Carefully screen all potential domestic help.
- Do not place your name on exterior walls of residences.
- Do not answer the telephone with your name and rank.
- Personally destroy all envelopes and other items that reflect personal information.
- Close draperies during periods of darkness. Draperies should be opaque and made of heavy material.
- Avoid frequent exposure on balconies and in windows.
- Consider owning a dog to discourage intruders.

Take the following actions while traveling:

- Vary times and routes.
- Be alert for suspicious looking vehicles.
- Check for suspicious activity or objects around your car before getting into or out of it.
- Know your driver.
- Equip your car with an inside hood latch and a locking gas cap.
- Drive with windows closed and doors locked.
- Travel on busy routes and avoid isolated areas and dangerous areas.
- Park cars off the street in secure areas.

- Lock your car when it is unattended.
- Do not always use the same taxi or bus stop. Buses are preferred over taxis.
- If you think you are being followed, move as quickly as possible to a safe place such as a police station.
- If the car breaks down, raise the hood and remain inside the car with doors locked and windows up. Ask anyone who offers assistance to call the police.
- Do not pick up hitchhikers.
- Drive on well-lit streets.
- The driver should open the door for you.
- Prearrange a signal with your driver to indicate that it is safe to get into the vehicle.
- If the driver is absent, do not get into the car.
- If possible, tell your driver your destination only after the car has started.
- Keep your gas tank at least half full.
- Take the following actions in hotels:
- Keep your room key on your person at all times.
- Be observant for suspicious persons loitering in the area.
- Do not give your room number to strangers.
- Keep your room and personal effects in a neat and orderly fashion so that you will recognize tampering or strange out-of-place objects.
- Know the location of emergency exits and fire extinguishers.
- Do not admit strangers to your room.
- Know how to locate hotel security guards.

Take the following survival actions if you are a victim. During the attack:

- Maintain the safety of yourself and your family as your first concern.
- In general, comply with the demands of the attacker or captor to avoid serious injury or death.
- Remember that the use of weapons by untrained/unskilled people should be avoided.

- Try to remember facts about your attacker(s) such as sex, age, height, build, race or nationality, complexion, hairstyle, scars, tattoos, or other unusual features. Try to remember information about the vehicle(s) of the attacker(s) such as the state and the number of the license plate(s), style, color, make, year, damage, or other characteristics.

Take the following actions if you are held captive:

- Try to stay calm and alert. If you are part of a group of hostages, try to be inconspicuous.
- Remember that the primary objective of your family and law enforcement officials is to secure your safe return as quickly as possible.
- Do not attempt to fight back.
- Comply with instructions of your abductors as well as you can without aiding their cause.
- Do not discuss what actions might be taken by your family, friends, or unit.
- Make a mental note of as many details as possible; movement direction, distance, speeds, landmarks, special orders, distinctive sounds.
- Make a mental note of the characteristics of your abductors.
- Avoid making provocative remarks to your abductors. They may be unstable individuals who will react irrationally.
- Request special medicine or medical attention immediately if you have a disease or physical condition that requires treatment.
- Try to establish some type of rapport with your captors; you will be less likely to be harmed. This must be done slowly so you do not arouse suspicion.
- Do not be alarmed by the passing of time as it is usually an indication that events are working in your favor. Over time you may develop, to greater or lesser degrees, feelings of sympathy for your captors (the Stockholm syndrome). Do not allow those feelings to influence your behavior.
- Do not reveal classified information.
- Ask for permission to communicate with the local U.S. Embassy or other U.S. government representative, your commander, or family.

- Establish a daily routine to lull your captors and to help you stay alert.
- Try to keep a diary, both to occupy your mind and to assist you to recall events following your rescue.
- If you understand the terrorists' language, it may be to your advantage to conceal this fact.
- Try to maintain your composure, dignity, and self respect no matter how primitive your living conditions may be.
- While your captors may try to scare you by threatening death, statistically the odds favor a hostage being released alive. You are more valuable to your captors alive than dead.
- During a negotiated release, follow directions and avoid sudden movements.
- During rescue attempts, remain calm, do not panic. The safest response is to drop to the floor and lie as flat as possible.
- Escape attempts, except during the initial abduction, usually should be avoided. Do not attempt to escape unless you have a 100 percent chance to succeed. Escape efforts may fail and can endanger your life and may delay or negate rescue efforts.

Take the following actions after you are released:

- Obtain and follow appropriate guidance from organizational authorities prior to press conferences.
- As soon as possible, write out everything you can remember about the incident to aid in the debriefing process.

### **COMBAT STRESS CONTROL IN JOINT REPATRIATION OPERATION**

*Learning Objective: Recall the results of joint services cooperation in repatriating POWs, to include stress management, the four "R"s and the meaning of the acronyms PIES and BICEPS.*

The medical support systems of all four Services share the basic principles for the prevention and treatment of the dysfunctional combat stress reactions: "battle fatigue," (BF) and misconduct combat stress behaviors (MCSB). This is referred to as combat stress control.

Prisoner or hostage repatriation is often a joint operation. The POWs may come from two or more services. The Air Force is likely to fly the survivors from their release point to one of the service's hospitals for a thorough physical examination and treatment of any injuries or illness. There they will be subjected to intensive intelligence debriefings whose primary purpose is to document facts about their captors and captivity. They will also be the subject of intensive media interest and perhaps interviews. Their families may also be involved for the nation-wide or world-wide attention, and may be flown to the medical facility.

### **COMBAT STRESS CONTROL ISSUES**

Army stress management teams have had extensive experience in hostage release scenarios, ranging from:

- a cruise ship and airliners briefly seized by terrorists (with loss of life),
- to individual hostages held for years under extreme hardship and deprivation,
- to POWs repatriated at the end of Operation Desert Shield.

The stress control challenge in this hectic process is to provide therapeutic critical event debriefing and reunion assistance in the midst of conflicting demands, while minimizing secondary trauma from the repatriation process itself. The principle of "Treat with PIES" (explained below) applies. It is essential that a positive expectation of full recovery, not of future psychopathology, be conveyed. Contact with a specially trained Mental Health/ Combat Stress Control team should begin as far forward as possible. Special training is especially important when working with ex-prisoners of war. Ideally, the same MH individuals will travel back with the released persons to complete the process. If that is not possible, the "hand off" to a second team should be clear and positive to the ex-prisoners. Joint coordination and participation in this process is essential.

### **COMMON PRINCIPLES AND POLICIES**

Control of stress and the prevention of stress casualties is a command and leadership responsibility. Psychiatric and other mental health expertise in the services' medical systems plays a key role in supporting command with prevention and in evaluating and treating cases.

The medical support systems of all four services share the basic principles for the prevention and treatment of dysfunctional combat stress reactions: “battle fatigue,” (BF) and misconduct combat stress behaviors (MCSB). The following acronyms are principles that have been learned from history.

The Army expresses the basic principles for intervention for BF in the memory aid “Treat with PIES” (Proximity, Immediacy, Expectancy, Simplicity).

- Proximity: treat in or close to the service member’s unit
- Immediacy: begin intervention immediately on recognition
- Expectancy: give positive expectation of rapid recovery and return to duty.
- Simplicity: use straight-forward, non-mysterious interventions

The Air Force and Navy often teach the same principles with the acronym “BICEPS” (Brevity, Immediacy, Centrality, Expectancy, Proximity, Simplicity).

- Brevity: everyone involved knows from the beginning that treatment will be brief (hours to days).
- Centrality: stress casualties are treated at a central location separate from the sick and wounded.

The Army also subscribes to brevity and to the clear separation of stress cases. However, the “central locations” (plural) will usually be dispersed as far forward as possible (in accordance with the principles of Proximity and Immediacy), but under “central control.”

The simple (austere) intervention methods for treating BF are summarized by the “Four Rs”:

- Reassure of normality,
- Rest from extreme stress,
- Replenish physiologic well-being,
- Restore confidence by treating the person as a service member, not a “patient,” by debriefing

(retelling the stressful events), and by work activities.

## SUMMARY

Personality and temperament are undoubtedly important variables not only in coping with torture, but also in unwittingly inviting it. The Center for Prisoner of War Studies is exploring these variables and their relation to resistance postures. Does the hysteric unconsciously invite torture by “going to the mat” at every provocation no matter how slight; does the passive or schizoid person escape attention; is the compulsive person more apt to capitulate and cooperate or, through rigidity, to bring excessive torture upon himself? How does the intensely sensitive person fare, or the calm, tough-minded individual with a high threshold for anxiety and pain?

In retrospect, it would appear that survivability from shutdown to repatriation ultimately depends upon and requires recovery of self-esteem through reintegration with the group (the POW group in captivity and the military, the family, and society at large upon repatriation). To the degree that there is failure in this, there will be symptoms and signs of psychopathology.

## DISCUSSION QUESTIONS

1. What directions would you give in your ministry to aid service members to prepare for isolation?
2. Based on the experiences of the military community, is there a format for preaching and/or classes you could develop that would prepare your command personnel as a spiritual and emotional fortification for possible POW/hostage situations?
3. One of the issues touched on briefly in this chapter is the personal relationship between the captor and the captive. Discuss the possibility of a positive relationship developing in this scenario.