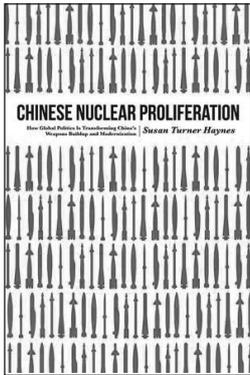


about hiring, career development, and executive reassignments and rotations.

Robert Goldenkoff provides important counsel when he states “Instead of a position-based approach to succession planning, they [GAO] use a more strategic, scenario-based approach that emphasizes strengthening both current and future organizational capacity, focusing on the skills and competencies necessary to carry out today’s mission and over-the-horizon requirements.”

I recommend that both aspiring government leaders and those managing these executives-to-be, review the Executive Order and note the recommendations of the editor, which is the most valuable part of this paper. **IAJ**



Chinese Nuclear Proliferation: How Global Politics Is Transforming China’s Weapons Buildup and Modernization

Susan Turner Haynes

Potomac Books, 2016, 198 pp.

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Susan Turner Haynes tackles the issue of Chinese nuclear proliferation in *Chinese Nuclear Proliferation: How Global Politics Is Transforming China’s Weapons Buildup and Modernization*. This book attempts to answer, “Why [is] China the only nuclear weapon state recognized under the Nuclear Nonproliferation Treaty that continues to pursue qualitative and quantitative advancements in its nuclear force.” Haynes endeavors to provide background and clarity to China’s buildup of its nuclear weapons program through utilizing primary sources. This book is a great read for those who do not have a firm grasp on politics or national security studies with a focus on China.

Haynes begins by introducing the reader to the need for the research, essentially, “China is the only state that has chosen to pursue... advancements to its nuclear force since the end of the Cold War.” Which, according to the author, is unlike the United States, Russia, Great Britain, and France; all of whom have reduced their arsenal. Various policies are then discussed, noting that the surprise to the advancements rests in the fact that China has “repeatedly emphasized a desire for the complete prohibition and thorough destruction of nuclear weapons.” The introduction provides the initial context for the data presented in the rest of the book.

The rest of the book follows what one would find in a normal thesis format. Chapter one is a literature review on nuclear strategy; specifically Haynes goes into depth on deterrence strategy, existential deterrence, minimum deterrence, limited deterrence, extensive deterrence, and maximum deterrence. Chapter two outlines empirical evidence while examining the capabilities and nuclear force levels of the United States, Russia, Great Britain, France, and China. Chapter three expands on how China defines and implements deterrence and what type of nuclear strategy it is following while discussing the impetuses behind any nuclear evolution China is making. The remaining chapters discuss the influence of the United States, other regional powers, and the idea of prestige and how

this affects China. The conclusion wraps the research together and offers policy advice for the future.

The best portions, and where perhaps the reader will get the most out of the book, discuss the influence of the United States, other regional powers, and the idea of prestige. The author notes that experts believe that the “international [environment has] the most impact on a state’s security decisions” and the recurrent notation in Chinese literature of the international environment would lend credence to this being true for China’s shaping policies. Specific to the United States, “literature reveals that China perceives U.S. military advancement... [as] a shift... from limited deterrence to maximum deterrence.” Shifting from the United States, the regional powers discussed are India, Pakistan, Russia, Japan, Taiwan, North Korea, and Iran. Haynes discusses the intent of each regional power and then deliberates if there are the means available to accomplish what that power may seek in relation to Chinese nuclear proliferation. What is presented is by no means a surprise to those well-read in nuclear policy, but can be of value knowing how the other powers view China. Then the idea of prestige is further explored through acquisition, enhancement, and the pace of growth for the Chinese arsenal. After reading the portions relating to how these factors influence China, Haynes concludes the book by offering policy recommendations for both the international community and, separately, the United States.

In closing, Haynes offers ways to reverse the trend of Chinese proliferation through bilateral agreements between the U.S. and China, additional requirements on already agreed upon treaties, and having the U.S. clarify intent regarding China and Chinese relations. Each of these recommendations, again, are not new to the community. And, unfortunately, are obvious ways forward to possibly reduce not only the Chinese proliferation, but misunderstandings between countries regarding intent. The conclusion should have gone beyond what is already available, such as policies and talks, and could have used some creative thinking to go beyond the paper and pen between China and those interested in its proliferation.

Overall the book is a good read for those new to national security studies or nuclear policy studies with a focus on China. However, the book falls short in providing additional insight beyond what could be considered a basic to intermediate level of investigation. Conversely, Haynes does make an argument against the experts who view China’s nuclear deterrence strategy as one dimensional; she challenges the expert by noting “analysts in the West will sometimes erroneously equate a change in one dimension of China’s nuclear strategy with a change in its overall strategy.” The book foreword notes, “This book will be of use to casual China watchers and military experts alike.” I would disagree. The book is great for the casual China watcher, but will only provide slight additional insight or a possible alternate argument to the expert who likely has read through the same data Haynes utilized. **IAJ**