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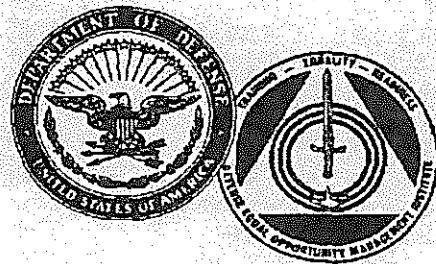
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## THE PEOPLE PIPELINE: A METHOD FOR EVALUATING AND PREDICTING DEMOGRAPHIC CHANGES IN THE MILITARY

by

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## Abstract

This paper describes a method for evaluating and predicting demographic changes in the military. As part of this method, entry level officers are followed through the military pipeline from 1975, when they first entered the military, to 1993, when they should have achieved either an O5 or O6 rank. As the officers progress through the pipeline, demographic changes in terms of the percent of Blacks, Hispanics, Whites, and women in the military at advanced ranks are recorded and used to make future predictions. An assumption of this method is that progression through the military pipeline during the past 18 years can be used to predict progression during the next 18 years, or during the period 1993 to 2011. For comparison purposes, a second prediction method (or scenario) is used that assumes that progression through the pipeline is the same for all groups. Predictions are based on data from statistical tables published by DMDC and DEOMI, as well as promotion information published in the *Uniformed Services Almanac* (1994).

This approach of looking at demographic change indicates that progression through the pipeline during 1975 to 1993 was not equal for all groups. Specifically, a decline in the percentage of Black, Hispanic, and women officers occurred as these groups progressed through the pipeline, particularly after 10 years of service. In addition, it is projected that during the next 18 years, Hispanics, Blacks, and women will continue to be under-represented in the military, particularly at the higher officer ranks (i.e., O6 and above). However, the rate of growth of these groups in the military will exceed that in the general population, suggesting that demographic changes in the military, although occurring slowly, are at least moving in the right direction.

## **The People Pipeline: A Method for Evaluating and Predicting Demographic Changes in the Military**

Since the advent of the all volunteer force (AVF) in 1973, interest had grown regarding the extent to which the military demographically reflects the general population (Eitelberg & Mehay, 1994a). As diversity in the American workplace has grown (Johnston & Packer, 1987), concern has emerged that some ethnic groups may be either over- or underrepresented in the military. To date, numerous studies have examined the degree to which ethnicity and gender may impact on retention rates, promotion decisions, and accessions in the military (e.g., Bode, 1989; Eitelberg, 1988; Eitelberg & Mehay, 1994b; Stewart & Firestone, 1989).

One important factor that distinguishes the military from the civilian workplace is the lack of lateral entry at advanced levels. In the military, promotion comes from within and occurs at relatively predictable intervals. For example, in order to reach the O5 rank, an officer in the Army must serve an average of 16.0 years (*Uniformed Services Almanac*, 1994). In contrast, many organizations in the civilian sector bring in outside managers or administrators at advanced levels and promotion of employees does not always follow such a prescribed path.

As a result of this difference, the four military services require more time to make changes in the types of officers and enlisted personnel they have, particularly at advance levels. A change in the ethnic composition of Army officers entering in 1993 won't be reflected at the O5 rank until 2006. A metaphor that is often used to describe the military's approach to advancement is that of a pipeline. Once officers and enlisted personnel have entered the military pipeline, their progress becomes fairly easy to track since it proceeds according to a prescribed timetable. It is this metaphor of a pipeline that will be used in this paper to make predictions concerning the future demographics of the military.

### **Demographic Trends in the Military and the General Population**

Before making predictions about future demographics, it is useful to look at current and future population trends. Table 1 presents demographic data for the general population, military officers, and enlisted personnel. By comparing the general population percentages with those for officers and enlisted personnel across the four services, we can determine the degree to which the military is representative of the general population.

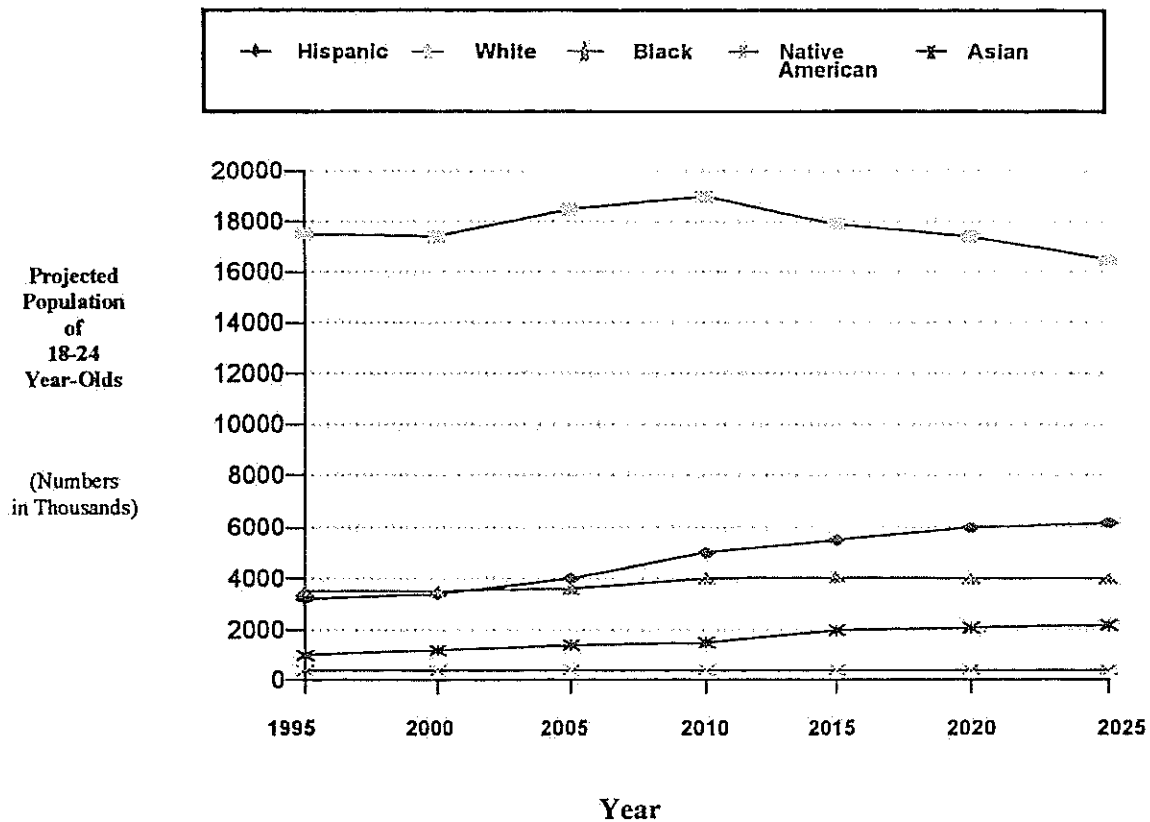
| <b>Table 1</b>   |                 |              |              |                 |              |              |
|--|-----------------|--------------|--------------|-----------------|--------------|--------------|
| <b>Race and Sex Representation in 1993 for the General Population<sup>1</sup>, Active Duty Military Officers<sup>2</sup>, and Enlisted Personnel<sup>2</sup> (in percentages)</b>                              |                 |              |              |                 |              |              |
|  | <b>Hispanic</b> | <b>White</b> | <b>Black</b> | <b>Nat. Am.</b> | <b>Asian</b> | <b>Women</b> |
| <b>Representation in General Population (1993)</b>   | <b>9.7</b>      | <b>74.4</b>  | <b>11.9</b>  | <b>0.7</b>      | <b>3.2</b>   | <b>51.1</b>  |
| <b>Army</b>  |                 |              |              |                 |              |              |
| Officer  | 2.5             | 82.3         | 11.1         | 0.4             | 2.1          | 12.6         |
| Enlisted   | 5.1             | 58.8         | 30.7         | 0.6             | 2.0          | 12.4         |
| <b>Navy</b>  |                 |              |              |                 |              |              |
| Officer  | 2.8             | 88.3         | 4.7          | 0.3             | 2.6          | 12.5         |
| Enlisted   | 7.2             | 69.1         | 17.8         | 0.6             | 5.0          | 10.5         |
| <b>Air Force</b>   |                 |              |              |                 |              |              |
| Officer  | 2.0             | 89.0         | 5.6          | 0.4             | 1.6          | 14.6         |
| Enlisted   | 3.8             | 76.1         | 16.8         | 0.6             | 1.8          | 15.1         |
| <b>Marine Corps</b>  |                 |              |              |                 |              |              |
| Officer  | 3.0             | 89.4         | 5.3          | 0.7             | 1.3          | 3.4          |
| Enlisted   | 8.5             | 70.0         | 17.9         | 0.9             | 1.5          | 4.5          |
| <b>Coast Guard</b>   |                 |              |              |                 |              |              |
| Officer  | 2.3             | 92.2         | 2.7          | 0.5             | 2.4          | 6.0          |
| Enlisted   | 5.4             | 82.6         | 7.6          | 2.6             | 1.8          | 8.3          |
| <b>DoD</b>   |                 |              |              |                 |              |              |
| Officer  | 2.4             | 86.7         | 7.1          | 0.4             | 2.0          | 12.4         |
| Enlisted   | 5.8             | 67.8         | 21.6         | 0.7             | 2.8          | 11.5         |
| <sup>1</sup> Data for General Population taken from <i>Population Projections the United States, by Age, Sex, Race, and Hispanic Origin: 1993 to 2050</i> , 1993, U.S. Government Printing Office.             |                 |              |              |                 |              |              |
| <sup>2</sup> Data for Officer and Enlisted Personnel taken from <i>Semi-Annual Race/Ethnic/Gender Profile of the Department of Defense Active Forces, U. S. Coast Guard, and Reserve Forces</i> , 1993, DEOMI. |                 |              |              |                 |              |              |

These data show that in 1993 Hispanics and Asians were underrepresented at both the officer and enlisted level across the four services. Blacks tended to be overrepresented at the enlisted level, but underrepresented at the officer level. An opposite pattern was shown by Whites. Native Americans tended to be slightly underrepresented in the military, particularly at the officer level. A significant factor affecting minority underrepresentation at the officer level (in all services) is the requirement for officers to be college graduates. (See later discussions on this issue.)

In terms of projected changes in population growth, Figure 1 shows changes over a thirty-year period (or from 1995 to 2025) for several demographic groups between the ages of 18 and 24. These projections indicate that the percent of Blacks, Hispanics, and Asians will grow consistently during this period, with Hispanics becoming the second most populous ethnic group around the year 2005. The percent of Whites will remain relatively stable during this period.

Figure 1

**Projections of Demographic Changes in the General Population at Five-Year Intervals between 1995 and 2025**



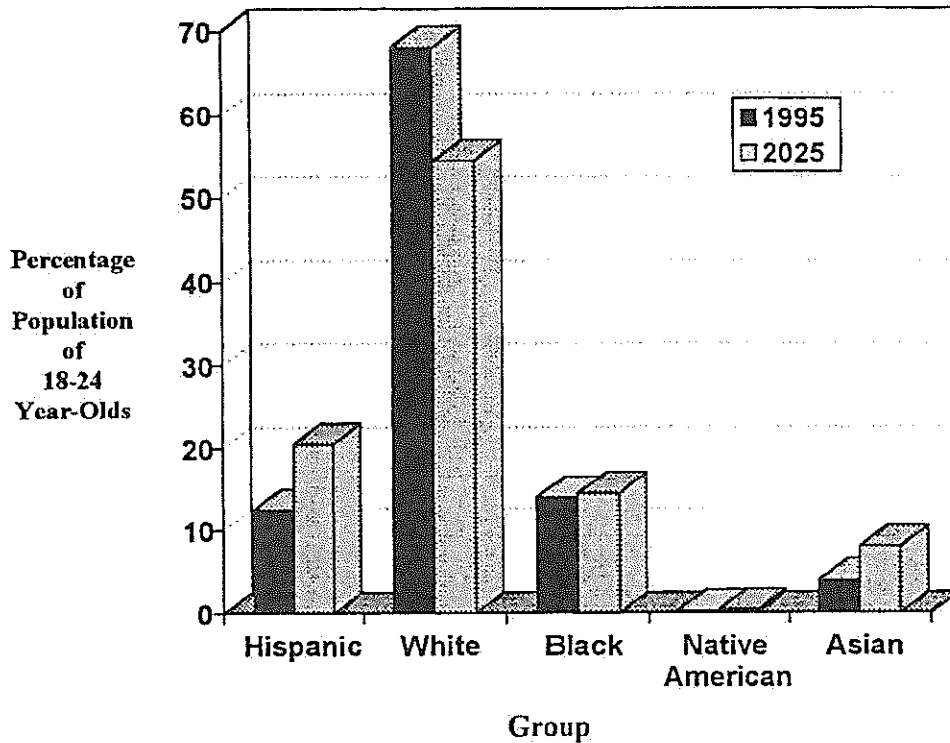
Source: *Population Projections for the United States by Age, Sex, Race, and Hispanic Origin: 1993 to 2050*, 1993.

Figure 2 presents a different view of the projected changes by comparing the years 1995 and 2025. Hispanics and Asians, the two groups that currently are most underrepresented in the military, will have the highest growth rate during this period. In

addition, the percent of Blacks will increase moderately and the percent of Whites will decline.

Figure 2

### Demographic Changes in the General Population between 1995 and 2025



Source: *Population Projections for the United States by Age, Sex, Race, and Hispanic Origin: 1993 to 2050*, 1993.

These data suggest that there should be a growing pool of Blacks, Hispanics, and Asians from which to draw over the next 20 years. However, a number of factors may influence just how many individuals are both qualified and interested in pursuing a military career. There is some evidence, for example, that the propensity of certain groups, such as Blacks and Hispanics, toward joining the military is declining (Nieva, 1992).

In addition, the lack of appropriate formal education may restrict entry into the military. Table 2 presents the percent of Blacks, Hispanics, and Whites who have at least four years of high school and at least four years of college. These data indicate that Hispanics may have a particularly difficult time meeting the educational requirements for both enlisted personnel and officers. For Blacks, the lack of formal education will be more of a barrier at the officer level, which generally requires a college degree. Unfortunately, these percentages have remained relatively stable over the past decade and, if anything, have declined slightly for Hispanics and Blacks.

| <b>Table 2</b>   |   |            |  |            |
|--|---|------------|--|------------|
| <b>Educational Attainment of<br/>Persons 25 to 29 Years Old in Certain Ethnic Groups (by Percent)<sup>1</sup><br/>(1991)</b> |   |            |  |            |
| <b>Ethnic Group</b>  | <b>High School Graduate<br/>but less than Bachelor's Degree</b> |            | <b>Bachelor's Degree<br/>or Higher</b> |            |
|  | <b>Women</b>  | <b>Men</b> | <b>Women</b>                           | <b>Men</b> |
| Hispanic <sup>2</sup>  | 57.1  | 56.4       | 10.4                                   | 8.1        |
| Black  | 80.1  | 83.5       | 10.6                                   | 11.5       |
| White  | 86.6  | 85.1       | 25.0                                   | 24.1       |

**Source:** *Educational Attainment in the United States: March 1991 and 1990*, 1991, U.S. Government Printing Office.

<sup>1</sup> This table presents the percentage within ethnic groups who have attained the indicated level of education (e.g., of Black men 25-29, 11.5% hold a bachelor's degree or higher).

<sup>2</sup> Persons of Hispanic origin may be of any race.

Table 3 presents an ethnic breakdown of persons completing four years of high school and four years of college in 1991. These data provide a picture of the supply from which the military may draw and can be compared to actual recruitment percentages for these groups. For example, in 1991, 7.8% of officers at the O1 level were Black, compared with a supply of 6.2% in the population of individuals who had completed four years of college. This suggests that the military is doing a fairly adequate job recruiting Blacks as officers. On the other hand, only 1.2% of O1 Officers were Hispanic, compared to a supply of 4.0%. This indicates that the military is attracting a smaller percentage of Hispanic officers than are available in the population of college graduates.

| <b>Table 3</b>  |   |  |
|---|---|--|
| <b>Breakdown by Ethnic Group of Educational Attainment<br/>of Persons 25 to 29 Years Old (1991)(in Percent)<sup>1</sup></b> |   |  |
|   | <b>High School Graduate<br/>but less than Bachelor's Degree</b> | <b>Bachelor's Degree<br/>or Higher</b> |
| <b><u>Ethnicity</u></b>   |   |  |
| Hispanic <sup>2</sup>   | 6.8   | 4.0                                    |
| Black   | 12.6  | 6.2                                    |
| White   | 83.5  | 88.0                                   |

**Source:** *Educational Attainment in the United States: March 1991 and 1990, 1991*, U.S. Government Printing Office.

<sup>1</sup> This table presents the percentage of all 25-29 year olds who fall into the indicated educational level and ethnic group (e.g., 6.2% of 25-29 year olds who hold a bachelor's degree or higher are Black).

<sup>2</sup> Persons of Hispanic origin may be of any race.

In summary, the data reviewed thus far present a mixed picture with regard to making the military more representative of the general population. The changing demographics of the general population should facilitate increasing diversity within the military. However, if differences in educational attainment continue unabated, a significant limitation will be placed on the eligibility of individuals from certain ethnic groups to serve in the military.

### **Focus of the Present Study**

The goal of the present study was to use the pipeline metaphor as a means of both evaluating and predicting demographic changes in the military. Specifically, two questions were asked: Does progression for officers through the military pipeline occur equally for all demographic groups, and what predictions does the pipeline make concerning the future demographics of the military? In answering these questions, a method was developed that attempts to follow the status of officers as they enter and progress through the four military services. Although the emphasis of this study is on military officers (since it is this group for which underrepresentation of Hispanics, Blacks, Asians is of greatest concern), the pipeline metaphor can also be applied to enlisted personnel using the methods described in the next section.

## Method

### Data

The data used in this study came from three primary sources. Demographic data for the general population came from the 1990 Census and related government publications concerning projected population changes. Demographic data for military personnel came from DEOMI and DMDC publications which provide comparable information on an annual basis. Unfortunately, data for Asians in the general population were not collected prior to 1990 so this ethnic group could not be included in the analyses. Finally, data concerning average time to promotion in the military were obtained from the 1994 *Uniformed Services Almanac*.

### Procedure

Evaluating the People Pipeline: 1975 - 1993. The 18-year period from 1975 to 1993 was chosen for several reasons. First, this period began after the All-Volunteer Force (AVF) was initiated in 1973 and therefore does not include years in which a draft occurred. Second, the military buildup due to the Vietnam conflict was winding down and by 1975 the military was beginning to prepare for a post-Vietnam world. Third, demographic data concerning military personnel (i.e., representation of Blacks, Hispanics, Whites, women, etc.) were available only from 1971 to the present. Finally, 1993 was chosen as the final year since this was the last year for which demographic data were available for the military when this project began.

In order to evaluate the pipeline during this period, officers in all four services were followed as they progressed through the military. The following progression was assumed:

|             |             |             |             |             |
|-------------|-------------|-------------|-------------|-------------|
| <u>1975</u> | <u>1980</u> | <u>1985</u> | <u>1990</u> | <u>1993</u> |
| O1          | O3          | O3 - O4     | O4 - O5     | O5 - O6     |

In other words, officers, who in 1975 had started out at the O1 rank, were assumed to be at O3 by 1980. This assumption was based on data obtained from the *Uniformed Services Almanac* (1994) which indicated that the average time across the four services for an individual to go from O1 to O3 was 5.0 years. By 1985, these same officers (assuming they remained in the military) should have been between the O3 and O4 rank. By 1990, these same individuals should have progressed to either O4 or O5 and by 1993 to either O5 or O6.

For each year, data provided by DMDC and DEOMI were consulted to determine the demographic characteristics of officers at the corresponding rank. For the years 1985, 1990, and 1993, when officers could have been at one of two ranks, a weighted average was computed that reflected how far the officers had progressed toward the higher of the

two ranks. This analysis was conducted for the military as a whole (i.e., all four services combined) and for each service separately.

**Predictions from the People Pipeline: 1993 - 2011.** In order to make predictions concerning future demographic changes for officers in the military, two different scenarios were used. Scenario I assumed that the pattern of changes from 1975 to 1993 would be repeated during the period of 1993 to 2011. Therefore, by starting with demographic data for the military in 1993, predictions could be made by simply repeating the changes that occurred during the previous 18 years. These predictions were made for comparable time intervals, or after 5 years (1998), 10 years (2003), 15 years (2008), and 18 years (2011). Since analysis of the 1975 - 1993 data revealed that progression through the pipeline was different according to ethnicity and gender (this finding is further discussed in the Results), Scenario I is referred to as the Unequal Progress Scenario.

Scenario II assumed that progression through the pipeline would be the same for all groups, regardless of ethnicity and gender. In other words, the demographic breakdown of officers in 1993 should remain the same as these individuals progressed through the military. Therefore, the percent of O1 officers who are Black in 1993 will be the same as the percent of O5 - O6 Officers who are Black in 2011. This scenario is referred to as the Equal Progress Scenario, and represents an ideal situation in which ethnicity and gender have no impact on career progress of officers in the military.

Using these two scenarios, predictions were made concerning the demographic characteristics of officers across the four services from 1993 to 2011. Together, the two scenarios can be seen as providing a range of possible values that indicate how the demographics of the military will change. It is important to note that all of the predictions made by Scenarios I and II are based on "hard" data that have already been collected and don't have to be estimated.

## **Results**

### **The People Pipeline: 1975 - 1993.**

Figures 3 and 4 present data indicating how officers progressed through the pipeline from 1975 to 1993, according to ethnicity and gender. Figure 3 reveals that progress for Blacks and Women was higher than expected during the first 10 years, in that representation of Blacks and women actually increased. However, between 10 and 15 years, a drop-off occurred and by 1993, the percent of O5 - O6 officers who were either Black or female was well below the initial levels of 1975. Progress through the pipeline for Hispanics was different in that the drop-off occurred during the first five years and the percent of Hispanics then remained fairly constant until 1993. For all three groups, however, their representation in 1993 was below that of 1975, indicating that these three groups had a more difficult time succeeding and remaining in the military than Whites. This finding is further illustrated in Figure 4 which presents comparable data for Whites and Groups of Color (i.e., Blacks, Hispanics, and "other").

Figure 3

Representation of Officers in the Military from 1975 to 1993 According to Ethnicity and Gender

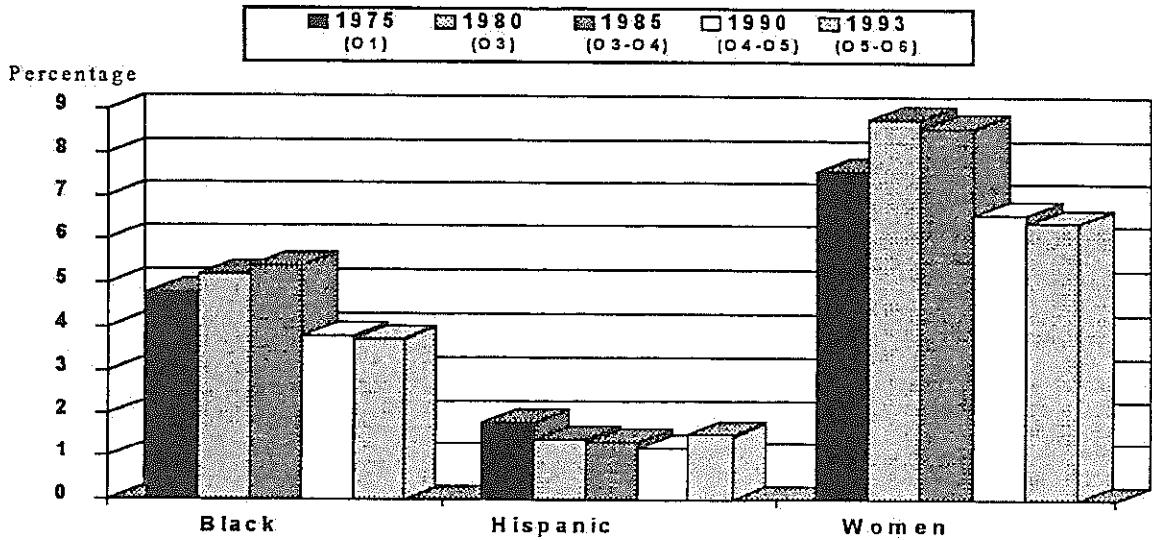
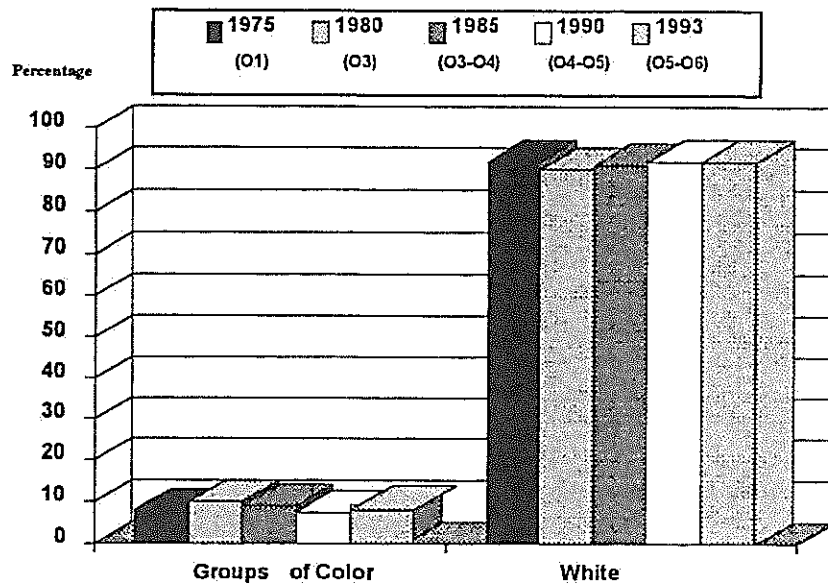


Figure 4

Representation of Officers in the Military from 1975 to 1993 Who Were White or in a Group of Color



Demographic data for each of the military services are presented in Table 4. These data indicate that the fall-off in Black officer representation between 1975 and 1993 occurred to a greater extent in the Marine Corps and Air Force. The Army actually showed a slight increase in the percent of Black officers at the O5 - O6 level in 1993. For female officers, the fall-off in representation between 1975 and 1993 occurred to a greater extent in the Air Force and the Navy. The fall-off in Hispanic officer representation occurred more in Marine Corps and Army than in the other two services.

| <b>Table 4</b>   |      |      |         |         |         |
|--|------|------|---------|---------|---------|
| <b>Representation of Officers in Each of the Four Military Services from 1975 to 1993 According to Ethnicity and Gender (in percent)</b> |      |      |         |         |         |
|  | 1975 | 1980 | 1985    | 1990    | 1993    |
|  | O1   | O3   | O3 - O4 | O4 - O5 | O5 - O6 |
| <b><u>Army Officer s</u></b>   |      |      |         |         |         |
| Blacks   | 5.3  | 7.6  | 7.5     | 6.6     | 6.8     |
| Hispanics  | 2    | 1.3  | 1.3     | 1.2     | 1.6     |
| Whites   | 90.4 | 86.4 | 88.8    | 89.8    | 88.7    |
| Women  | 5.7  | 10.6 | 8.8     | 8       | 8       |
| <b><u>Navy Officers</u></b>  |      |      |         |         |         |
| Blacks   | 2.4  | 3.6  | 3.1     | 2.4     | 2.3     |
| Hispanics  | 1.3  | 0.7  | 1.1     | 1       | 1.1     |
| Whites   | 95.5 | 92.4 | 91.9    | 94      | 94.1    |
| Women  | 9.5  | 11   | 10.3    | 8.6     | 8.1     |
| <b><u>Marine Corps Officers</u></b>  |      |      |         |         |         |
| Blacks   | 6.7  | 5    | 4.1     | 3.8     | 3.6     |
| Hispanics  | 2.1  | 1.1  | 1.1     | 1.2     | 1.4     |
| Whites   | 90.2 | 92.9 | 93.8    | 94      | 94.1    |
| Women  | 2.7  | 2.8  | 2.8     | 2.6     | 2.7     |
| <b><u>Air Force Officers</u></b>   |      |      |         |         |         |
| Blacks   | 5.5  | 4.3  | 4.3     | 3.7     | 3       |
| Hispanics  | 1    | 1.6  | 1.7     | 1.6     | 1.5     |
| Whites   | 91.7 | 91.9 | 91.7    | 92.4    | 93.2    |
| Women  | 9.7  | 7.9  | 8.3     | 7.3     | 6.1     |

| <b>Table 5</b>  |             |             |                |                |                |
|---|-------------|-------------|----------------|----------------|----------------|
| <b>Projections for the Percent of Black, White, Hispanic, and Women DoD Officers Based on Pipeline Scenarios I and II Compared to the Percent of these Groups in the General Population</b> |             |             |                |                |                |
|   | <b>1993</b> | <b>1998</b> | <b>2003</b>    | <b>2008</b>    | <b>2011</b>    |
|   | <b>01</b>   | <b>03</b>   | <b>03 - 04</b> | <b>04 - 05</b> | <b>05 - 06</b> |
| <b><u>Black Officers</u></b>  |             |             |                |                |                |
| <b>Scenario I</b><br>(Unequal progression)  | 7.4         | 8.0         | 8.3            | 5.0            | 5.0            |
| <b>Scenario II</b><br>(Equal progression)   | 7.4         | 7.4         | 7.4            | 7.4            | 7.4            |
| Blacks in<br>General Population   | 11.9        | 12.1        | 12.3           | 12.5           | 12.7           |
| <b><u>White Officers</u></b>  |             |             |                |                |                |
| <b>Scenario I</b><br>(Unequal progression)  | 84.4        | 82.7        | 83.3           | 85.0           | 84.6           |
| <b>Scenario II</b><br>(Equal progression)   | 84.4        | 84.4        | 84.4           | 84.4           | 84.4           |
| Whites in<br>General Population   | 74.4        | 72.4        | 70.4           | 68.4           | 67.2           |
| <b><u>Hispanic Officers</u></b>   |             |             |                |                |                |
| <b>Scenario I</b><br>(Unequal progression)  | 3.0         | 2.33        | 2.26           | 1.94           | 2.31           |
| <b>Scenario II</b><br>(Equal progression)   | 3.0         | 3.0         | 3.0            | 3.0            | 3.0            |
| Hispanics in<br>General Population  | 9.7         | 10.8        | 11.9           | 13.0           | 13.7           |
| <b><u>Women Officers</u></b>  |             |             |                |                |                |
| <b>Scenario I</b><br>(Unequal progression)  | 16.4        | 19.0        | 18.4           | 14.4           | 14.3           |
| <b>Scenario II</b><br>(Equal progression)   | 16.4        | 16.4        | 16.4           | 16.4           | 16.4           |
| Women in<br>General Population  | 51.2        | 51.1        | 51.1           | 51.1           | 51.0           |

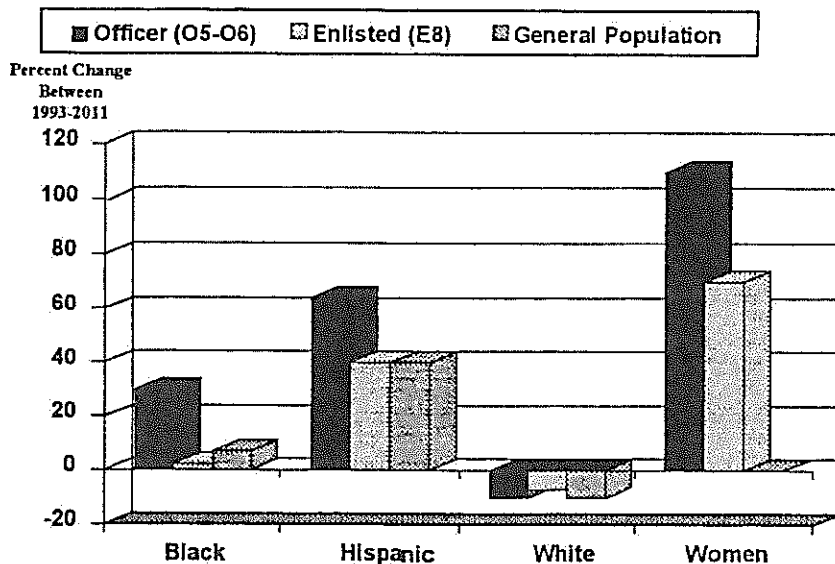
**The People Pipeline: 1993 - 2011.**

Table 5 presents the demographic predictions of Scenarios I & II for the period 1993 to 2011. Again, Scenario I assumes unequal progress of officers through the pipeline similar to that found during the period 1975 - 1993. Scenario II assumes that progress through the pipeline is equal for all groups regardless of ethnicity and gender. The predictions presented in Table 5 suggest that only small changes will occur in the percent of officers who are Black, Hispanic, and female, with Scenario I representing a lower limit and Scenario II an upper limit. After 18 years, all three groups will continue to be greatly underrepresented in the military.

A second method of presenting these predictions involves calculating the percent change for the various demographic groups of O5 - O6 officers between 1993 and 2011. In other words, given the demographic characteristics of O5 & O6 officers in 1993, what will be the rate of change for each demographic group by 2011? Figure 5 presents these predictions and includes comparison data for enlisted personnel (at the E8 level) and for the general population. In order to insure conservative estimates, predictions for officers and enlisted personnel were based on Scenario I which assumes unequal progression through the pipeline based on calculations for the 1975 - 1993 time period.

Figure 5

**Percent Change Between 1993 and 2011 in the Representation of Selected Demographic Groups for Officers, Enlisted Personnel, and the General Population**



Interestingly, Figure 5 suggests a slightly more optimistic view of demographic changes in the military than Table 4. The percent change of Black, Hispanic, and women officers, although occurring slowly from 1993 to 2011 (see Figure 5), appears to be moving in the right direction, in that traditionally underrepresented groups are projected to grow at a higher rate than the general population (see Figure 5). This is generally true for both officers and enlisted personnel, with demographic change generally occurring at a higher rate for officers.

## Conclusions

The results of this study point to the following conclusions:

(1) Progress of officers through the military pipeline during the period of 1975 - 1993 was not equal for all groups. Specifically, Figure 3 indicates that a fall-off occurred for Blacks, women, and Hispanics during this period such that the representation of these groups declined between 1975 and 1993. For Blacks and women particularly, this decline is reminiscent of the “glass ceiling” in which members of a certain group have little trouble initially moving up through an organization, but eventually reach a point at which further advancement becomes more difficult. The data presented in Figure 3 indicate that for Blacks and women, this point comes between 10 and 15 years of service. For Hispanics, the decline in representation occurs within the first five years.

Reasons for the fall-off displayed in Figure 3 include the possibility of discrimination in promotion decisions, differences in retention rates, economic factors in the 1980s that made returning to the civilian sector more desirable for some groups, and career choices that led members of certain groups to pursue career paths that were not as likely to lead to advancement, particularly at an advanced level. Additional research is necessary to determine which of these reasons are most applicable for the data collected during this 18-year period.

(2) Blacks, Hispanics, and women will continue to be substantially underrepresented, especially at higher officer ranks, during the next 18 years, or from 1993 to 2011. Both Scenarios I and II indicate that demographic characteristics of entry officers in 1993 will remain fairly constant by the time those officers have advanced to higher ranks in 2011. This finding strongly suggests that demographic change in the military takes time and that in order to substantially change the representation of a certain group, action must be taken early to increase initial accessions. This is especially true of Hispanics who are one of the most underrepresented ethnic groups at both the enlisted and officer level.

(3) Representation of these groups in the military will, in general, grow faster than in the general population. In terms of percent change between 1993 and 2011, it appears that the military is becoming more diverse. However, it should be noted that some of the high percentages found in Figure 5 were produced by relatively small changes in absolute

values (e.g., 1.4% increasing to 2.0% represents a percent change of 43%). Whether these levels of change can be maintained into the future as these groups grow in number remains to be determined. Even if these rates of change do remain stable, it will still require several decades before the percent of military officers who are Hispanic will approach the percent of Hispanics in the general population. Even though Figure 5 suggests that the military is moving in the “right” direction with respect to demographic change, it is still necessary to make sure that efforts to recruit and retain qualified Black, Hispanic, and women officers continue.

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