## Tables

S.1. Alternative Officer Requirements Options .................................................. xxi
S.2. Key Characteristics of Five Career Management Alternatives ................ xxv
S.4. Impacts of Career Management Alternatives ......................................... xxvii

2.2. DoD Occupational Codes ................................................................. 34
2.3. Baseline Force (Grade and DoDOC) Department of Defense Military Officer Requirements, FY 1994 .................. 35
2.4. Distribution of Officer Requirements by Service and Skill Groupings for Separate Management .................. 38
2.5. Results of Regression Analysis of Military Service Officer Individual Accounts .......................... 42
3.1. Officer Requirements, Baseline Force ............................................. 44
3.2. Officer Requirements, Notional Force (Option 0) .......................... 46
3.3. Officer Requirements, Reduced Force (Option 1) .......................... 47
3.4. Officer Requirements, Enlarged Force (Option 2) ......................... 48
3.5. Officer Requirements, Streamlined and Reengineered Force (Option 3) .......................... 50
3.6. Officer Requirements, Specialized Force (Option 4) ....................... 52
3.7. Officer Requirements, Generalist Force (Option 5) ......................... 54
3.8. Description of Notional Force (Option 0) Service Officer Requirements by Skill Groupings .................. 57
3.9. DoD Estimated Officer Requirements, Notional Force (Option 0) (Grade and DoDOC) .................. 58
3.10. Description of Reduced Force (Option 1) Service Officer Requirements by Skill Groupings .................. 59
3.11. DoD Estimated Officer Requirements, Reduced Force (Option 1) .................. 60
3.12. Description of Enlarged Force (Option 2) Service Officer Requirements by Skill Groupings .................. 61
3.13. DoD Estimated Officer Requirements, Enlarged Force (Option 2) .................. 62
3.14. Description of Streamlined and Reengineered Force (Option 3) Service Officer Requirements by Skill Groupings .................. 64
3.15. DoD Estimated Officer Requirements, Streamlined and Reengineered Force (Option 3) .................. 65
3.16. Description of Specialized Force (Option 4) Service Officer Requirements by Skill Groupings .................. 66
3.17. Description of Generalist Force (Option 5) Service Officer Requirements by Skill Groupings .................. 68
3.18. Summary Comparison of Officer Requirements Options (DoD-wide) .................. 69
6.1. Key Characteristics of Career Management Alternatives .................. 128
8.1. Effects of Career Management Alternatives .................................. 158
8.2. Expected Field-Grade Years of Service .................................. 162
8.3. Evaluation of Fostering Careers ......................................... 170
8.4. Ability of Alternatives to Meet Changes in Service Requirements .................................. 172
8.5. Percentage in Grades O-4 to O-6 in Each Requirements Option Compared with Percentage Allowed for That Option by the Grade Table .................................. 175
8.6. Effects of Career Management Alternatives on Costs .............. 180
8.7. Comparison of Measures of Uniformity Across Services ........ 182
8.8. Evaluation of Public Confidence ........................................ 183
8.9. Line, Specialist, and Support Initial Accessions ...................... 186
8.10. Number of Promotions .................................................. 187
8.11. Promotion Point (Years of Service) ...................................... 187
8.12. Comparison of Average Promotion Timing Changes Across Alternative Officer Career Systems .................................. 188
8.13. Number of Line, Specialist, and Support Retirements .............. 189
D.1. Army Command Selection Opportunity .................................. 275
D.2. Army Promotion Rate ...................................................... 278
D.3. Educational Level of Navy Officers (as of September 30, 1992) .................................. 283
D.6. Educational Level of Marine Officers (as of September 30, 1992) .................................. 289
E.1. Summary Comparison of Foreign Military Officer Systems .................................. 314
H.1. Commissioned Officer Requirements for the End of FY 1992 .................................. 353
H.2. FY 1992 Warrant Officer Requirements by DoDOC Area and Service .................................. 354
H.3. Commissioned Officer Requirements for Selected DoDOC Groups .................................. 357
H.4. Adjusted Commissioned Officer Requirements by Service .................................. 359
H.5. Summary of Service Warrant Officer Requirements Changes .................................. 359
I.1. Years of Experience at Each Grade for Line Officers for 1981 and 1990 .................................. 364
I.2. Career Paths ............................................................. 366
I.3. Minimum Military-Unique Experience Based on Career Paths .................................. 367
I.4. Field-Grade Average Years of Service Provided by Career Management Alternatives by Skill Group .................................. 371
I.5. Field-Grade Average Years of Service Provided by Career Management Alternatives by Service and Skill Group 371
I.6. Desired vs. Provided Years of Service, Averaged Across All Services 371
I.7. Desired vs. Provided Years of Service, by Service by Skill Group 372