

America's Growing Officer Surplus

Figure 1
Active Duty Manpower

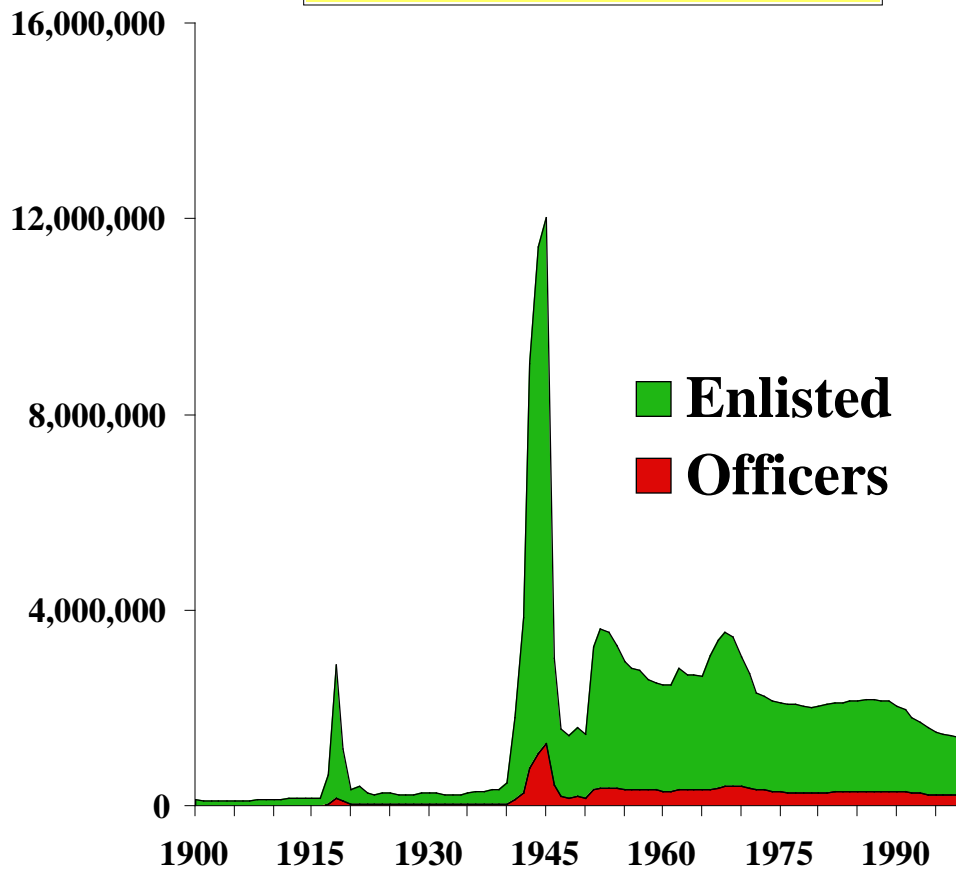


Figure 2
Officers -% of Active Force

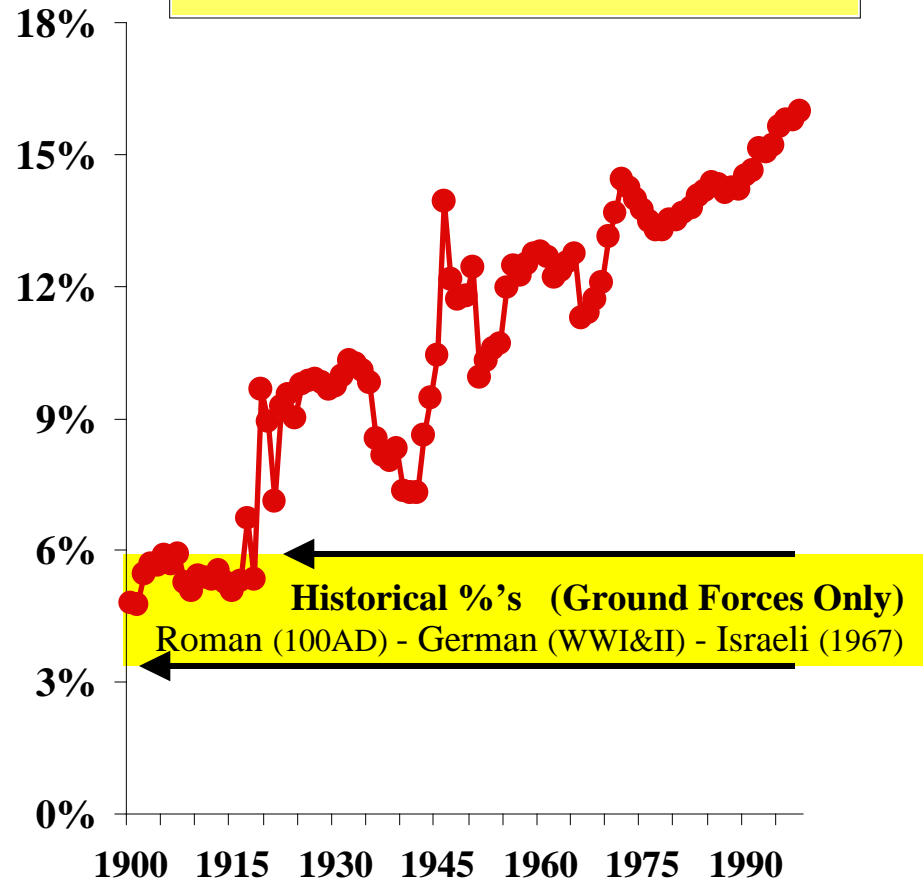


Figure 3

**Officers -% of Active Force by Rank
1945 vs. 1997**

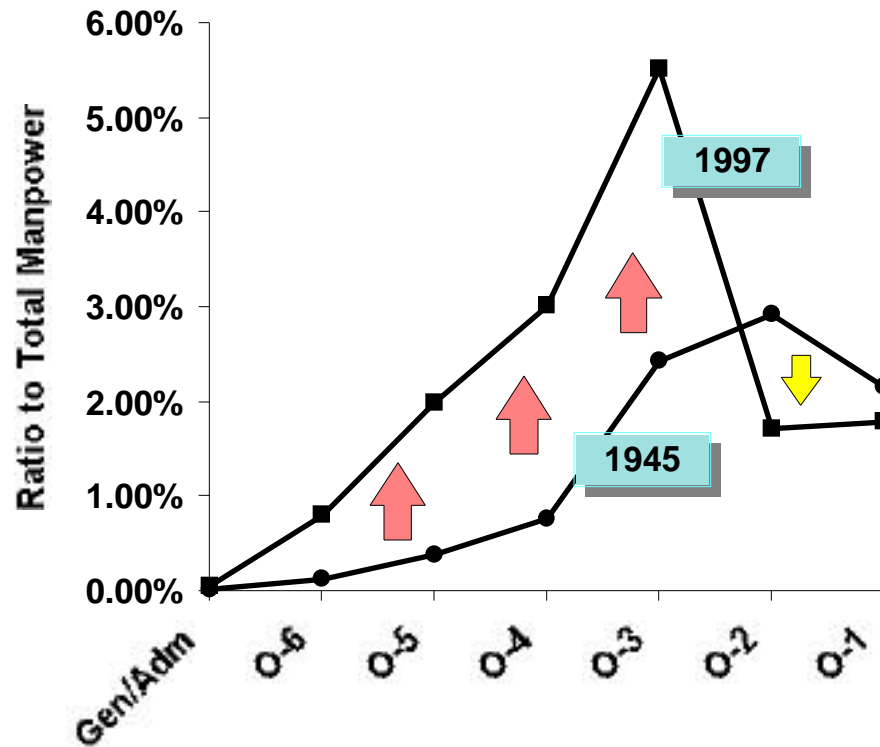
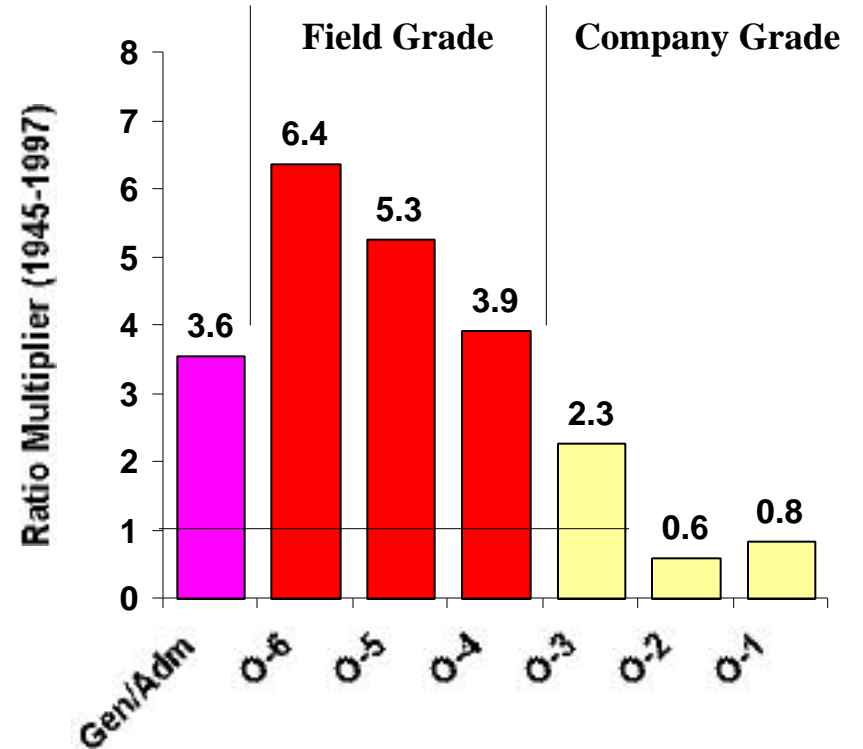


Figure 4

**Officer Growth in %'s by Rank
1945 vs. 1997**



Field Grade

O-6 : Colonel / Captain
 O-5: Lt Col / Commander
 O-4: Major / Lt Commander

Company Grade

O-3: Captain / Lt Sr Grade
 O-2: 1 Lt / Lt Jr Grade
 O-1: 2 Lt / Ensign

Figure 5

Officer Bloat: Consequences

- **Officer Surplus Got Worse Since Mid 80s**
 - ✓ **Combat Forces Reduced by 40%-50%**
 - ✓ **Total Personnel Reduced by About 35%**
 - ✓ **Hq Staffs Reduced by About 15%**
- **Excessive Bureaucratization**
 - ✓ **Decreased Opportunity for Command**
 - ✓ **Shorter Command Tours => Decreasing Command Experience**
 - ✓ **Field-Grade Glut Moves Decisions Up Chain of Command**
 - ✓ **Increasing Centralization**
- **“Up or Out” Promotion System**
 - ✓ **Risk Avoiding (“Zero Defects”) Mentality**
 - ✓ **Careerism and Ticket Punching**
 - ✓ **Little Time for Mentoring & Development of Subordinates**