



THE CHANGING PROFILE OF THE ARMY

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The Changing Profile of the Army

1985 to 2008

“America’s Army is the strength of the Nation. Diversity in America’s Army assures that the Army remains representative of the Nation and the demographically evolving American society that it serves.”

Statement made by General George W. Casey, Jr., Chief of Staff, U.S. Army and The Honorable Pete Geren, Secretary of the Army, February 8th, 2008 (Charter for the Army Diversity Task Force Memorandum).

The demographics of the All-Volunteer Army have changed substantially since the mid-eighties. These changes are, in part, reflective of the changes that have occurred in the general U.S. population over the past 23 years. Statistics from the U.S. Census have shown some major shifts in the racial/ethnic composition of America since 1985. As the country has become more diverse in its racial/ethnic composition, so has the U.S. Army. There have been significant increases in the percentage of Hispanic Soldiers serving in the Army. There has also been a decline in the percentage of Black Soldiers, a minority group that had been traditionally more highly represented in the Army’s Enlisted Force than in the general U.S. Black population of 18-39 year olds with high school diplomas. Furthermore, as the Army opened more career fields to women, women have responded by joining the Army in record numbers, and significantly increasing their representation in the Force.

The emphasis that the Army has consistently placed on accessing quality Soldiers has been demonstrated in the educational levels of recruits. For the majority, enlisted accessions continue to be primarily high school graduates who score in the top tiers of the Armed Forces Qualification Test (AFQT).

The percentages of both racial/ethnic minorities and females serving in Army civilian jobs have also increased significantly over the past several years for all grade levels.

Note: Unless otherwise stated, the data in this report are based on numbers provided by the Army to the Defense Manpower Data center, and are valid as of September 30, 2008.



Enlisted Accessions

In recent years, recruiting for qualified applicants for the Army has become increasingly difficult. For the first time since the All-Volunteer Force was implemented in 1973, the Army is recruiting large numbers of Soldiers while it is engaged in a protracted war. The percentage of young men and women who indicated a positive propensity to serve in the Army is



currently only 6.9%, which is considerably lower than it was prior to the beginning of the war in Iraq.¹ This declining interest to serve in the military is further complicated by the fact that U.S. employment rates are currently high; more high school graduates are opting to attend college; and the percentage of young people who meet the qualification standards of the Army is declining. Yet, despite all of these challenges, the Army continues to meet its recruiting needs and is successfully manning the world's premier ground force.

¹ Department of Defense Youth Polls, Joint Advertising, Market Research and Studies (JAMRS), June 2008.

In the 1980's, our Nation was in the midst of the Cold War and was maintaining a large military that was primarily focused on force projection and deterrence. Although recent events in Iraq and Afghanistan have required the U.S. Army to increase its numbers to meet the ever changing challenges associated with protecting the nation and accomplishing the roles and mission of a nation at war, the Army of today continues to be considerably smaller in numbers than it was in the mid-eighties. However, many attributes of yesterday's Army are present in today's Army.

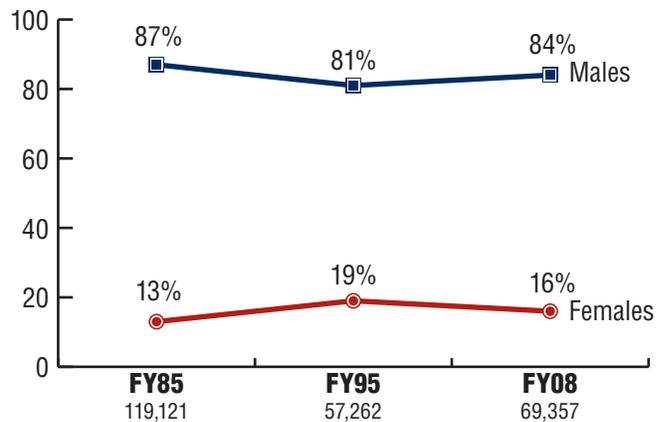
For example, the emphasis that the Army places on the importance of recruiting and training qualified Soldiers is, and will continue to be, a top priority for the Army. The educational credentials of today's enlisted recruits are similar to those of yesteryears. The educational requirement for enlisting in the Army continues to be the equivalent of a high school degree, whether it is a traditional high school diploma, a General Educational Development (GED) diploma, or other alternative credentials (e.g., home schooling). In FY08, approximately 8 out of every 10 enlisted accessions were high school diplomas (HSD) recipients compared to 9 out of 10 in FY85. Of those FY08 recruits who were not HSD recipient, the majority had earned a Graduate Equivalent Diploma (GED).

Enlisted	FY85	FY95	FY08
Non-Prior Service Accessions	119,121	57,401	69,357
High School Diploma Recipient*	91%	94%	83%
Test Score Category I-III A	63%	69%	62%

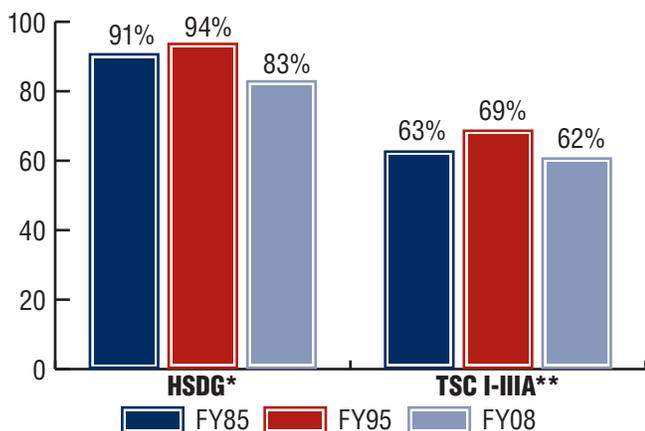
*Percentages based on NPS accessions minus Tier Two Attrition Screen (TTAS) Program

Emphasis on quality is further demonstrated by the performance of new recruits on the Armed Forces Qualification Test (AFQT), an entrance exam given to recruits prior to their entering the Army. The exam consists of a battery of tests designed to evaluate basic knowledge in several areas deemed important for successful performance in the Armed Forces. Since FY85, Army applicants scoring in the top half of the AFQT (Test Score Category I-III A) has remained virtually the same (63% in FY85 compared to 62% in FY08) and continues to stay above the DoD benchmark goal of 60%.

The accession rate for Non-Prior Service (NPS) females increased significantly between FY85 and



Non-Prior Service (NPS) Enlisted Accessions



Education Credentials of Enlisted Recruits

*High School Diploma Recipients
 **Test Score Category I-III A

FY95 (13% to 19%), but showed a slight decrease in FY08. While Army and DoD policy closes certain Combat Arms specialties to women, females continue to make up significant percentages of Combat Service and Combat Service Support branches. However, as the roles and missions of the Army have changed from a peace-keeping role to a nation at war, it is not surprising to note that the non-prior service accessions have begun to reflect a higher percentage of male recruits because of the emphasis on its war fighting mission and Combat Arms specialties.

* High School diploma graduate percentages are based on NPS accessions minus Tier Two Attrition Screen (TTAS) Program.

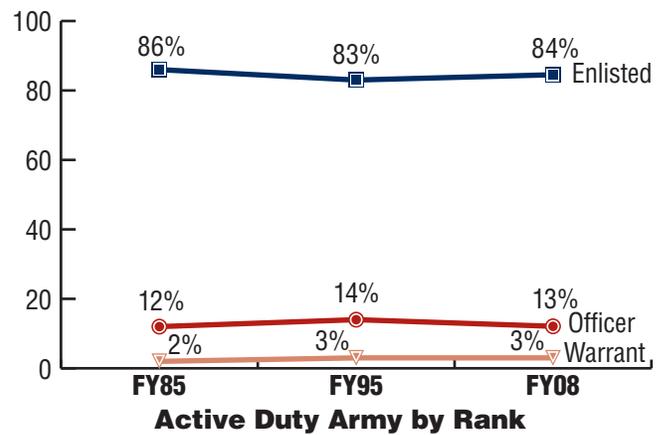


The Active-Duty Army

In the mid-eighties, the number of Soldiers serving in the active-duty Army was far greater than it is today (776,050 in FY85 compared to 539,675 in FY08). Even though the size of the active-duty Army has decreased by 30.5% since FY85, the percentage composition of Officers, Warrant Officers, and Enlisted Soldiers have remained fairly stable over time. In FY08, Commissioned Officers and Warrant Officers made up 16% of the total active-duty Army, with the remaining troop strength being the Enlisted Force. The representation of Commissioned Officers has increased slightly from 12% in FY85 to 13% in FY08, and the representation of Enlisted Soldiers has decrease slightly from 86% in FY85 to 84% in FY08. The percentage of Warrant Officers in the Army has remained fairly constant over time.

The increased percentage of Commissioned Officers reflects changes in organizational structure since 1985. Changes in the organizational structure of the

Army that occurred in the early nineties reduced the number of divisions, and those units that were eliminated as a result of this restructuring were comprised predominantly of lower grade positions.



Race and Ethnicity of the Army

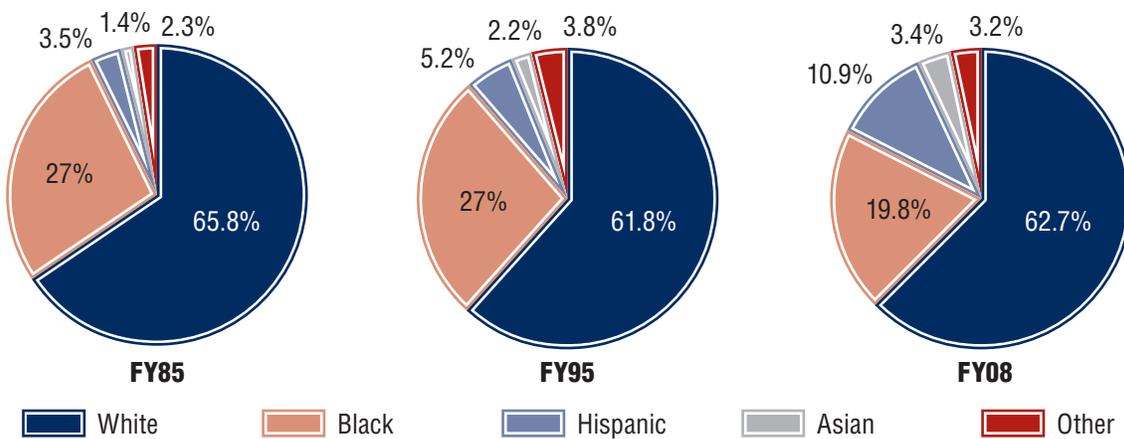
Since the Armed Forces were officially desegregated by the signing of Executive Order Number 9981 in 1948, the Army has been at the forefront of racial/ethnic diversity and equal opportunity for its Soldiers. Over the past several years, the Army has been proactive and aggressive in its efforts to not only recruit and train a diverse cadre of Soldiers, but to implement programs that are designed to facilitate the education and promotion of its qualified and racially/ethnically diverse workforce.

Warfighting in today's world is about operating across cultural boundaries and functional paradigms. The cultural competencies born out of diversity gives us the "competitive edge" that allows us to successfully engage in today's joint and coalition warfighting environment.

The Army views diversity as a readiness imperative critical to the success of the current and future Army, and as such, the Army's senior leadership established the Army Diversity Task Force. The purpose is to conduct a holistic review and assessment of diversity programs and progress for military and civilian components of the Army.

The Army's Equal Opportunity (EO) program, on the other hand, consists of a variety of programs that are designed to maximize human potential for qualified Soldiers and family members and ensure fair treatment for all. The opportunities that these programs highlight are available to all Soldiers serving in the Army. Soldiers are offered educational and training programs, wide-reaching and varied job experiences, and comprehensive career enhancing opportunities.

The impact that these EO programs and policies have had, combined with the Army's emphasis on the importance of diversity, is clearly reflective in the past and current racial/ethnic composition of the active-duty Army. For example, Black Soldiers are more highly represented in today's enlisted Army (21%) than they are in the comparable U.S. population (i.e., population of 18-39 year olds Blacks with high school diplomas is 17%). It should be noted, however, that from FY85 to FY08, the high representation of Blacks in the Army decreased from 27% to the current overall representation of 20%, with most of the decline being in the enlisted ranks.



Active-Duty Army by Race/Ethnicity

The Army maintains an environment where all Soldiers can perform to their highest potential, maximizing individual contributions to mission effectiveness. In an effort to demonstrate its concern and interest in young people achieving his/her potential, the Army has partnered with the Advertising Council to produce a national public service advertising (PSA)



campaign, “Operation Graduation,” emphasizing the importance of staying in school and earning a high school diploma. The Army’s campaign goal was to promote a broader awareness of the importance of higher educational achievement. At the time the first public service announcements were released in 2000, some key statistics highlighted the problem. As many as 11.8% of young people, aged 16-24, were high school dropouts and as many as 30% of Hispanic youth were dropouts.

Over the past several years, Hispanics have demonstrated a high propensity to serve in the Army. Their percentages have increased steadily and significantly since FY95, just as their numbers in the U.S. population have grown substantially. Irrespective of their growing numbers in the general population and in the Army’s enlisted force, the percentage of Hispanics in the Army continues to fall well below their representation in the U.S. population. For example, in 2007, the U.S. Census population estimates for 18-39 year old Hispanics with high school diplomas was 20%, compared to 12% for the Army’s enlisted Hispanic population with high school diplomas. It is likely that this gap will close in the future because of the high propensity of Hispanic youth interested in serving in the Army, combined with the increased emphasis being placed on staying in school and earning a high school diploma. These changing demographics are likely to alter the overall racial/ethnic composition of the Army over the next decade.

The Asian population serving in the Army continues to be relatively small (3%), but not dissimilar to the Asian population with comparable education and age in the U.S. Propensity to serve in the Army is not as high for Asians as it is for Blacks and Hispanics.

Despite some challenges in our overall recruiting efforts, the Army remains an attractive option for young men and women by offering them the opportunity to serve and to grow. Through the Army’s ongoing diversity and equal opportunity initiatives, American youth are able to look at the Army and see in its ranks an organization they can readily “fit into” – an Army that reflects the diverse America in which they live.

Comparison of U.S. Army and U.S. Population*

	Population Estimate* of 18–24 yr. olds w/ HSDG	Army Enlisted Accessions	Population Estimate* of 18–39 yr. olds w/ HSDG	Army Enlisted	Population Estimate* of 25–54 yr. olds w/ BA Degree	Army Officers
White	58%	69%	58%	61%	75%	73%
Black	17%	16%	17%	21%	8%	12%
Hispanic	20%	11%	20%	12%	7%	6%
Other	5%	4%	5%	6%	10%	9%

*Source: U.S. Census, 2007 population estimates

Blacks in the Army

For most of the 1980's and 1990's, the Army was viewed as an upward mobility and viable employment path for Black youth. Both the educational opportunities (i.e., in-service training, leadership development training, transitional training for military to civilian jobs, as well as the GI Bill that provided monies for those who have served in the Army) and the unique and numerous opportunities for career advancements were incentives for many young Black men and women to enlist in the Army. Their positive propensity to serve in the Army was demonstrated by the large percentage of Black youth who joined the Army every year.

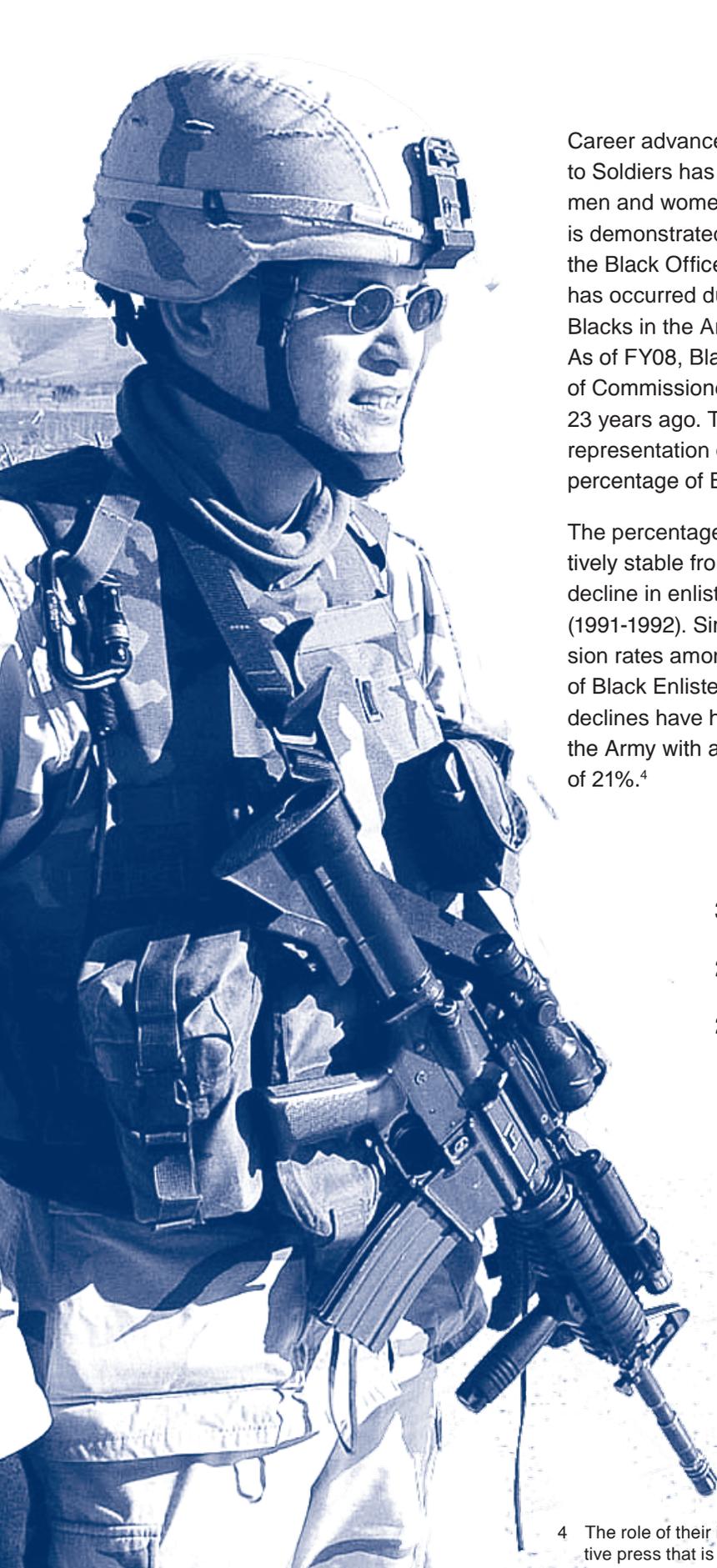
Today, Blacks serve in the military at a rate that is disproportionately higher than their representation in the broader society. This over-representation may be indicative of the greater opportunities that Blacks perceive from serving in the Army as contrasted with those in the private sector.² The percentage of Black youth joining the Army and staying in the Army exceeds the percentage of Black youth with similar age and education in the U.S. population. However, since 9/11/01, the propensity of Black youth (age 16-21) who indicated that they would definitely/probably join the Army has declined from 11% in 2001 to 8% in 2008. Furthermore, recently surveyed Black youth³ indicated that individuals that they view as “influencers” in their decision making process (i.e., parents, grandparents, and others) are now less likely to recommend military service as a viable career

option for them than they were in the past. Responses on the Joint Advertising, Market Research and Studies (JAMRS) surveys show that the decrease in support among Black influencers is related to attitudes about the role of the military in war and the likelihood of casualties on the battlefield.



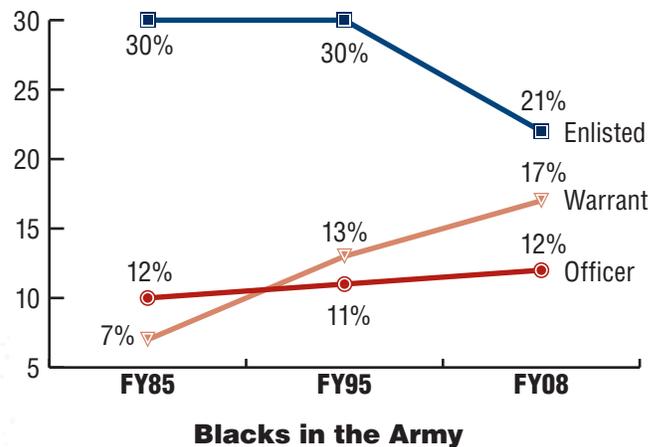
2 Beyond race and gender: Motivating enlisted personnel to remain in today's military." Brenda L. Moore, Summer 2001. DEOMI Research Series Pamphlet 01-02, Introduction.

3 Defense Manpower Data Center (DMDC) Youth Attitude Tracking Survey, a telephone survey of a representative sample of U.S. youth, ages 16-21 (conducted annually until 1999) and the Joint Advertising, Market Research, and Studies (JAMRS) DoD Youth Poll, also a telephone survey of 16-21 year-olds in the U.S. population (conducted twice a year from 2000 to the present), June 2008.



Career advancement and educational opportunities that are available to Soldiers has been an incentive for many young college-educated men and women joining the Army. The success of these incentives is demonstrated by the increase in numbers and steady growth of the Black Officer Corps over the past several years. This increase has occurred during a period of time when the overall percentage of Blacks in the Army decreased from 27% in FY85 to 20% in FY08. As of FY08, Blacks constituted 17% of Warrant Officers and 12% of Commissioned Officers compared to 7% and 10%, respectively, 23 years ago. Thus, even though the Army of today has a smaller representation of Black Soldiers that it did in FY85, it has a higher percentage of Black Officers.

The percentage of Black Enlisted Soldiers in the Army was relatively stable from FY85 to FY95, even though there was a significant decline in enlisted accessions of Blacks during the Persian Gulf War (1991-1992). Similarly, following the terrorist attacks on 9/11/01, accession rates among Black youth declined. Since FY95, the percentage of Black Enlisted Soldiers has shown the impact that these accession declines have had on the overall percentage of enlisted personnel in the Army with a significant decline from 30% in FY95 to today's rate of 21%.⁴



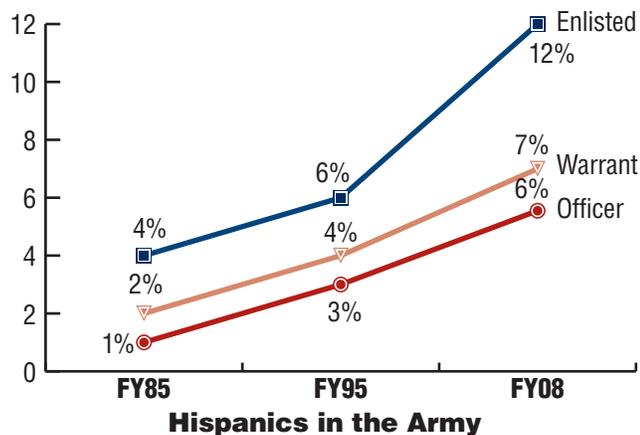
⁴ The role of their influencers, and the on-going war in Iraq, combined with the negative press that is frequently aired during a Presidential election year, is likely to impact propensity for the next year or so, just as it did during the Persian Gulf War.

Hispanics in the Army

Over the past several years, the Army has experienced the same dramatic increase in the number of Hispanics as has the general U.S. population. For example, since FY85, the percentage of Hispanic Soldiers in the active-duty Army more than doubled (from 26K in FY85 to 59K in FY08), and the majority of this growth has been male Hispanics. It should be noted that this increase in number occurred during a time in which the Army's overall active-duty strength decreased from 776K in FY85 to 540K in FY08.

The Hispanic population is currently the nation's largest minority group and according to Census projections, the size of the Hispanic population in the U.S. is expected to triple in size over the next 10 years. In fact, the growth of Hispanics in American is expected to account for most of this nation's population growth over the next twenty years.

While the percentage of Hispanics in the Army continues to be less than the percentage of Hispanics in the U.S. population (holding for age and education), there has been a steady increase in their representation for all ranks.



Since 9/11, the percentage of 16-21 year olds Hispanics who indicated they would "definitely/probably" enlist in the Army was significantly higher than it was for other minority youth who were surveyed.⁵ This positive attitude about service in the Army has been apparent in the increase in the enlisted ranks. In FY85, there were 25,823 Hispanics in the Army enlisted



ranked, making up 3.9% of the Active-Duty enlisted force. In contrast, as many as 53,571 Hispanics were serving in the enlisted ranks of the Active-Duty Army in FY08, constituting 11.9% of the total enlisted force.

A barrier for Hispanics entry in the Army is often related to lack of educational credentials. The percentage of young Hispanics who do not have a high school diploma is higher than it is for other racial/

5 Defense Manpower Data Center (DMDC) Youth Attitude Tracking Survey, a telephone survey of a representative sample of U.S. youth, ages 16-24 (conducted annually until 1999) and the Joint Advertising, market Research, and Studies (JAMRS) DoD youth Poll, also a telephone survey of 16-24 year olds in the U.S. population (conducted twice a year from 2000 to the present).



ethnic groups.⁶ Comparing the number of Hispanic enlisted Soldiers to the number of educationally qualified 18-39 year old Hispanics in the U.S. population yields a very different measure of Hispanic representation in uniform. While the FY08 Army enlisted force only has a 12% representation of Hispanics, the population estimate for Hispanics with educational credentials and comparable age is 20%, and this gap has been closing over the past few years as their positive propensity and educational credentials have increased.⁷

6 Pew Research Center U.S. Population Projections: 2005-2050, 11 Feb 2008, Executive Summary.

7 U.S. Census Bureau, Current Population Survey, 2007 Annual Social & Economic Supplement.

Asians in the Army

Asian Pacific Americans (Asians) were the fastest growing minority group in the U.S. during the 1980's. Their numbers grew by 80% between 1980 and 1989, increasing from 3.8 million to 6.9 million.⁸

For the past several years, there have been relatively few Asians serving in the Army; however, their percentages have slowly, but steadily, increased in all ranks from FY85 to FY08. The most notable increase occurred in the Commissioned Officer Corps. More than 4% of Army Officers were Asian in FY08 compared to 1% in FY85. A more modest increase was noted for Asians serving as Warrant Officers (1.4% in FY85 to 1.9% in FY08) or Enlisted Soldiers (0.7% in FY85 to 3.3% in FY08).

The Youth Polls conducted by DoD had too small a sample of Asian youth to report propensity levels with any degree of confidence.

Asians	FY85 (10,700)	FY95 (11,140)	FY08 (18,411)
Officers	1.1%	2.5%	4.2%
Enlisted	0.7%	1.7%	3.3%
Warrants	1.4%	2.2%	1.9%

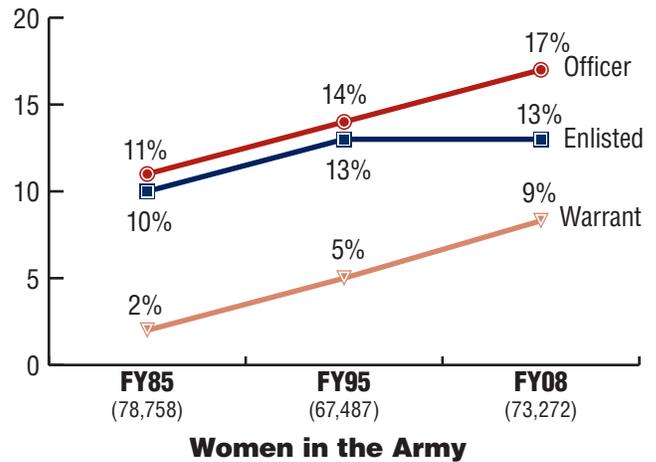


⁸ Population Trends and Public Policy, "Asian Americans: America's Fastest Growing Minority Group" by William P. O'Hare and Judy C. Felt, published by Population Reference Bureau Inc., Washington, DC, 1991.

Women in the Army

Women have served in the United States Army since its inception in 1775 and have proven that when freedom is threatened, they are equal to the task and respond when their country calls. Female Soldiers are strong, patriotic individuals who serve as leaders, role models and mentors. The role of women in the Army has changed and evolved tremendously throughout the years.

Based on the performances of women in combat support roles during the Persian Gulf War, the Secretary of Defense concluded that the rules regarding the assignment of women were obsolete and needed to be replaced. In 1994, the revised DoD Direct Ground Combat Assignment Rule (DGCAR)



was implemented and as a result the Army opened more career specialties to female Soldiers and increased their opportunities to serve in a number of previously restricted positions.

Since 1995, and through the current Operations Iraqi Freedom and Enduring Freedom, women continue to play a vital role in both peacetime and wartime operations, increasing their opportunities for advancement.

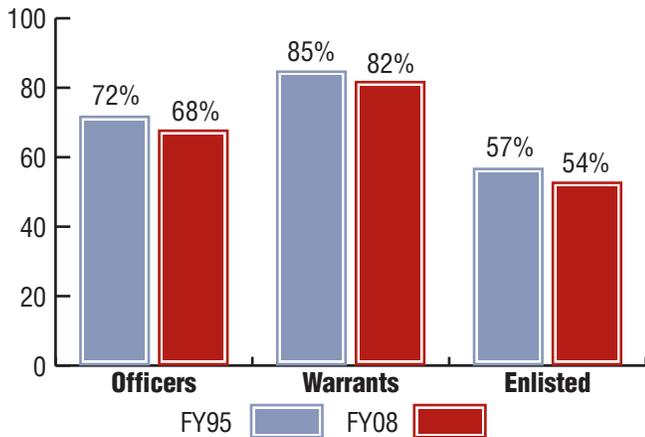
As a result of both these expanded job opportunities for women and women's interest to serve in the Army, there continues to be a steady increase in females joining the Army, an increase in female enrollment in colleges and ROTC, and a slight increase in females applying for Warrant Officer Candidate School.

Women represent 13.6% of the active Army. The percentage of enlisted women serving in the active duty Army increased from 10% in FY85 to 13% in FY08. An even more dramatic change is noted in the Army Officer Corps. As of FY08, women represented 17% of the Army's Commissioned Officers (compared with 11% in FY85) and 9% of the Warrant Officers (compared with 2% in FY85).

Marriage and Families

The Army's recognition of the critical role families play in its mission has evolved from the days of the "camp followers," through the cultural shift of the 1980's when the number of dependent family members more than doubled the number of Soldiers, to today's Army where 56% of Soldiers are married.

Since FY95,⁹ there has been a slight decrease in the percentage of Army Soldiers who are married. Overall 60% of the active-duty Soldiers reported being married in FY95 compared with 56% in FY08. The marital rates for Warrant Officers and Commissioned Officers are significantly higher than the marital rates of enlisted personnel. However, over the past 13 years, there has been a decrease in the percentage of married personnel for both Enlisted (57% in FY95 compared with 54% in FY08) and Commissioned Officers (72% in FY95 compared with 68% in FY08).



Percentage of Married Soldiers by Rank

Percentages are based on the number of Active Duty married divided by the TOTAL number of Active Duty in the Officer, Enlisted, or Warrant categories.

Warrant Officers have shown little change in the percentage of married Soldiers over the past 13 years, and only a slight decrease since FY95.

Of those active-duty Soldiers who were married, approximately 1 out of every 10 was in a Joint Service marriage¹⁰ in FY95 and FY08. The majority of married active-duty Soldiers were married to civilians (89% in FY95 and 91% in FY08). By gender, female Soldiers were far more likely to be in Joint Service marriages than were male Soldiers (38% of females compared with 5% of males in FY08). The ratio of military-to-military marriages and military-to-civilian marriages has remained virtually the same for the past 13 years.

Marriages	FY95		FY08	
	#	%	#	%
Joint Service Marriages	33,053	10.9%	26,559	8.7%
Civilian Marriages	269,369	89.1%	277,370	91.3%

Percentages based on Active-Duty Married

Since FY95, the percentage of active-duty single Soldiers with no dependents has increased from 34% to 37% in FY08. And the percentage of single Soldiers with children/dependents has remained virtually unchanged over the past 13 years (7% in both FY95 and FY08).

There was, however, a positive correlation between single Soldiers with children/dependents and their gender and rank. For example, female Warrant Officers and female Enlisted Soldiers were far more likely to be single parents than were males of similar rank. In FY08, 21% of female Warrants and 15%

⁹ Data on family statistics were less reliable in FY85, thus, the longitudinal analysis on marital rates and dependents is restricted to FY95 to FY08 for purposes of this report.

¹⁰ Joint Service marriage is defined as Active-Duty Soldiers being married to a person who is active-duty or Reserve Component of the Army, Navy, Air Force, or Marine Corps.

of female Enlisted Soldiers were single parents compared to 6% male Warrants and 6% male Enlisted Soldiers. These gender differences were also noted for single Soldiers with children in FY95.

Single	FY95		FY08	
	#	%	#	%
Single, no children	168,917	33.5%	200,051	37.1%
Single, with children	33,283	6.6%	35,695	6.6%

The Army has undergone a number of changes with regard to its families and the programs that it has to better serve the families. In today's Army, Soldiers have 815K dependent family members of which 523K are children. In order to retain an All-Volunteer Force, the Army has had to rethink the normal way of doing business and formulate strategies to provide seamless support to these families regardless of where they live. Today, as many as 31% of the civilian spouses of

Soldiers work outside the home full-time and another 15% work part-time and 19% characterize themselves as unemployed but actively seeking work.¹¹

The Army and its families have had a long history of coping with crises and the impact that they have on families. To better handle these situations as they arise, Army spouses often meet with Installation Commanders to express their concerns regarding Army life and to seek solutions when needed. Commanders, and especially those with combat experience, express strong support for Family Programs as a means of keeping their Soldiers focused on mission objectives. Research has validated that Family Programs support recruitment and retention efforts by fostering a sense of community and satisfaction with Army life.¹²

Spouses of Soldiers deploying to peacekeeping in the Sinai Desert organized into Family Readiness Groups (FRGs) for mutual support during the early 1980's. It soon became apparent that these groups made a positive impact on both the deploying Soldier and members of his/her family and thus, was promptly implemented throughout the Army. Over the past 22 years, Family Readiness Programs have evolved in both scope and sophistication based on lessons learned from both Desert Shield/Desert Storm and Operations Iraqi Freedom and Enduring Freedom. Army-led Tiger Teams and senior Army leader visits have gathered direct, candid feedback from Soldiers and Families in deployed units, and that feedback has driven changes in the Army's approach to Soldiers and Family support efforts.

The Army is cognizant of the fact that the strength of the Army depends not only on the strength of the Soldiers, but also the strength of their Families. In April 2007, the Army implemented an Army Initiative that was specifically designed to support Soldiers,



11 Spring 2008 Sample Survey of Military Personnel, Army Research Institute.

12 Richard Fafara and Dave Westhuis, "Morale, Welfare, and Readiness Programs and their Effect on Readiness and Retention." U.S. Army Journal of Installation Management, 2 (Summer 2007) pp. 10-14.

civilians and Families during periods of persistent conflict. The Army's commitment to Soldiers and Families has been furthered emphasized in the Army Family Covenant which focuses on: standardizing and funding Family programs and services; increasing accessibility and quality of health care; improving Soldiers and Family housing; ensuring excellence in schools, youth services and childcare; and expanding education and employment opportunities for Family members. Expansion of programs such as Strong Bonds, a unit-based chaplain-led relationship skills training program, that helps Active and Reserve Component Soldiers and their Families build effective interactive skills. The program's mission is to facilitate Soldier readiness by strengthening marriages and relationships, and the target audience is military couples, single Soldiers and Families.

Furthermore, the establishment of Army One Source provides information on services and programs for all Soldiers and their Families regardless of their proximity to military installations. It also serves the Army's Reserve Component Yellow Ribbon Reintegration Program by providing necessary information/ support before, during, and after deployments. The Army's Residential Communities Initiative and Barracks Modernization Program have been instrumental in improving Soldier and Family housing. The Army has also allocated additional resources and attention in support of Warriors in Transition and their Families to include Warrior Transition Units and Soldier and family Assistance Centers.

The Army is fully cognizant of the sacrifices that Families are making every day in support of it war-fighting mission. It is with this in mind that the Army has been and will continue to be committed to providing both Soldiers and their Families with a robust and supportive environment and a quality of life that is commensurate with their service to our Nation.

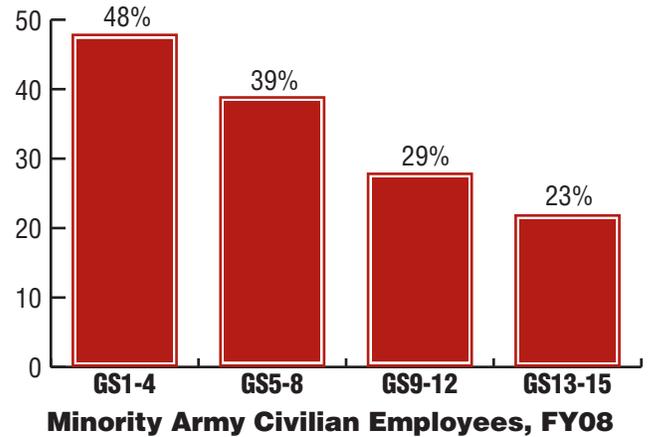


Civilians

In FY06, a new personnel system, the National Security Personnel System (NSPS), was implemented. This new system implemented a three-tier pay band that replaced the 15 tier GS ratings. Approximately 30% of the Army civilian workforce was converted from the old General Service (GS) system to the new NSPS system, with no conversion crosswalk from the old to the new system. This made it difficult to track changes in career progression for those employees, and equally difficult to access trends. Thus, for this section of the report, only generic statements will be made with reference to changes over time for Army civilians by race/ethnicity and gender. The FY08 civilian personnel data will be evaluated in relationship to other FY08 data.

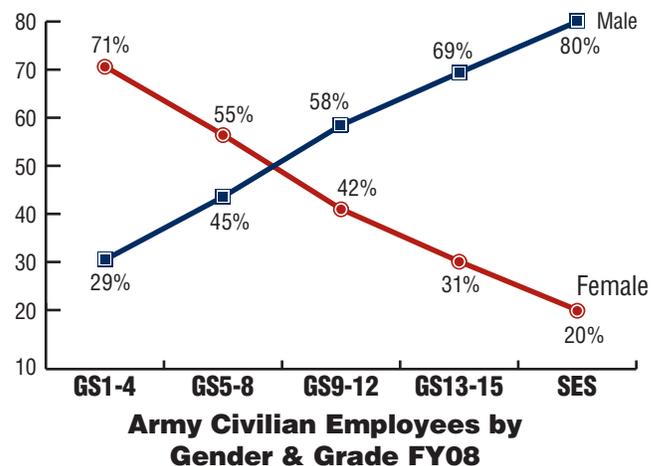


Over the past several years, the percentage of racial/ethnic minority and female civilians employed by the U.S. Army has increased significantly across all grade levels. Both groups, however, continue to be more highly represented in the lower GS level jobs (i.e., GS-1 to GS-8). As of FY08, racial/ethnic minorities held nearly half (48%) of Army civilian jobs in the GS-1



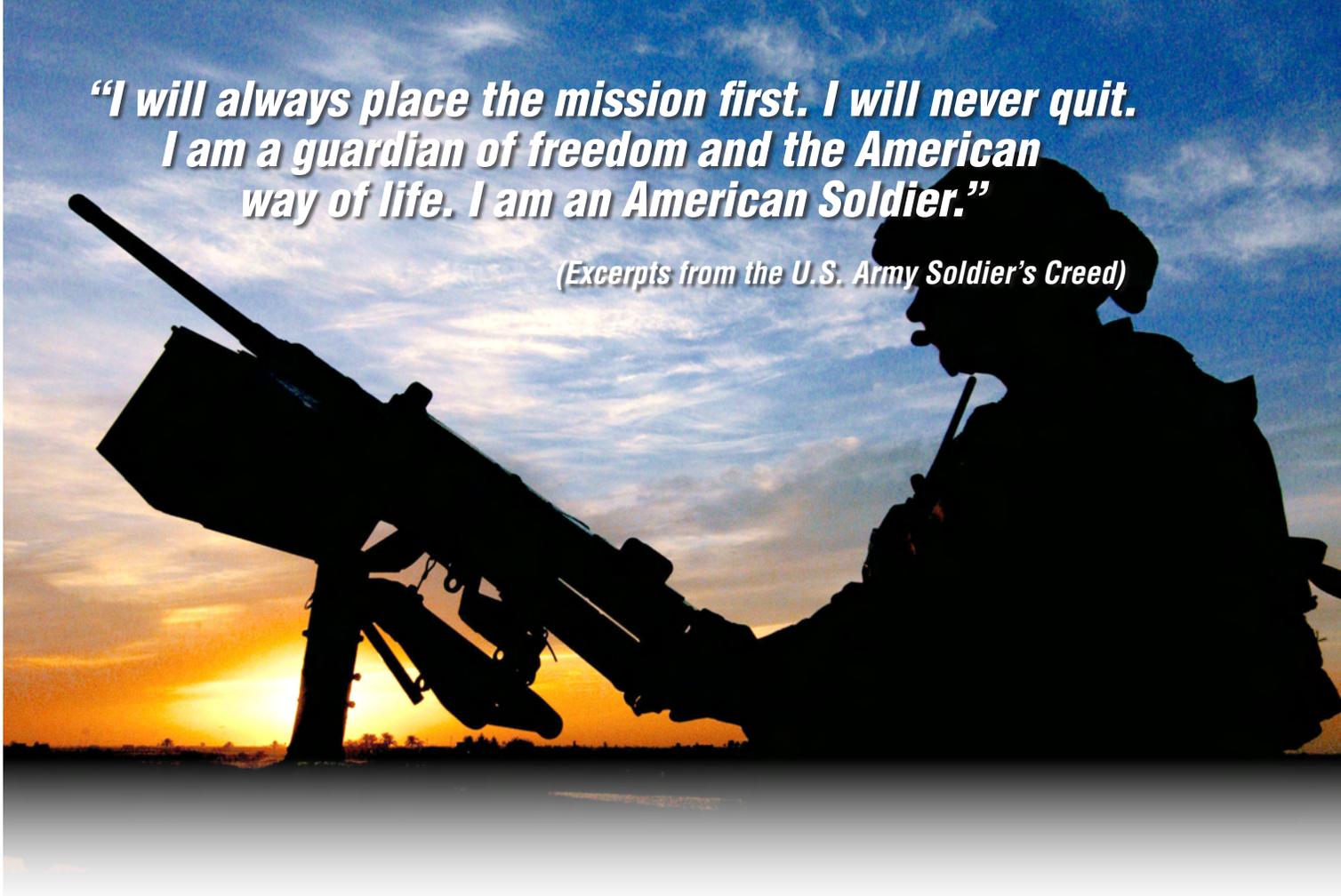
to GS-4 grades and 39% of the civilian jobs in the GS-5 to GS-8 grades. The percentage of minorities in higher GS level jobs was significantly less than it was for the GS-1 to GS-8 jobs.

For Army civilian jobs, there is an inverse relationship between grade of the position and gender, with females holding a higher percentage of the lower grade positions. The gap between male and female Army civilians widens significantly for the GS13-GS-15 level jobs where 69% were male and only 31% female. Furthermore, eight out of every 10 SES Army civilian employees in FY08 was male.



***“I will always place the mission first. I will never quit.
I am a guardian of freedom and the American
way of life. I am an American Soldier.”***

(Excerpts from the U.S. Army Soldier’s Creed)



The Office of Army Demographics (OAD) was established in 1998 to ensure that human resource data and analyses are available to support decisions that impact Army personnel policies and programs.

The mission of the office is to provide Army-wide analytical and policy recommendations in support of senior-level decisions relative to readiness of the Force and human resources policies and programs that impact the Total Army.¹³

OAD produces comprehensive profiles, reports and analysis of the Army’s Soldiers, families, civilians, veterans, and retirees. It ensures that the data and analyses are not only accurate and valid but consistent across the Army. The purpose of OAD reports is to keep the Deputy Chief of Staff, Army G-1 aware of demographically-related issues on recruitment, accessions, race-ethnicity, women in the Army, strength of the force, force compositions, Soldier distribution, and retention.



Headquarters, Department of the Army
Deputy Chief of Staff, Army G-1

Dr. Betty D. Maxfield, Chief
Office of Army Demographics

COM: 703-604-0694
E-mail: betty.maxfield@hqda.army.mil
www.armyg1.army.mil/demographics

Graphics: Charles Herrick

¹³ Total Army—Soldiers (Active-Duty, National Guard, Army Reserve), Civilians, Retirees, Veterans, and their Families.

THE CHANGING PROFILE OF THE ARMY

