

# General and Flag Officer Careers

*Consequences of  
Increased Tenure*

RAND

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# General And Flag Officer Careers Consequences Of Increased Tenure

**United States. Congress. Senate.  
Committee on Armed Services**



## **General And Flag Officer Careers Consequences Of Increased Tenure:**

General and Flag Officer Careers Harry Thie, 2001 Congress has recently expressed concern that the current tenure system for developing general and flag officers does not effectively prepare them for handling increasing levels of responsibility and for performing with maximum efficiency at each level of assignment This report assesses the continued appropriateness of mandatory retirement of general and flag officers after 35 years It focuses on the value of extending tenure specifically examining promotions number of assignment and career length The study discusses two types of consequences resulting from such an extension Systemic results of longer service lead to fewer promotions and fewer rising to the highest grades but increased stability and experience Career path consequences indicate more depth or breadth of experience could result for officers The appropriateness of continued mandatory retirement after 35 years depends finally on objectives If the objective is rapid career path movement to positions of responsibility the 35 year limit accomplishes this If the goal is more experienced officers and greater stability removing the limit seems best Decision makers will need to decide which objective is most important

**General and Flag Officer Careers: Consequences of Increased Tenure**, 2001 Congress has long taken a keen interest in the management of officer careers It played a major role in the Defense Officer Personnel Management Act of 1980 the legislation that currently governs officer personnel management in all services Recently it has turned its attention to the tenure of the most senior military personnel the general and flag officers Although current law permits exceptions it requires most flag rank officers to retire once they have 35 years of active commissioned service Congress is concerned that the current system does not adequately prepare officers for the most senior assignments As a result of these concerns Congress asked the Secretary of Defense to review the career patterns of flag rank officers It requested specific data about average time in grade both when selected and when promoted as well as the length of tours It also asked the Secretary to assess the appropriateness of mandatory retirement at 35 years

*Challenging Time in DOPMA* Peter Schirmer, 2006 Many of the laws and policies that govern officer career management often collectively referred to as DOPMA after the Defense Officer Personnel Management Act of 1980 have been in place for decades DOPMA has served the needs of the services reasonably well but the current system may not meet the requirements of the future operating environment One criticism of DOPMA is that it does not allow for much variety in officers career paths because it is time driven Alternatively officers competencies are now emerging as the basis for career management In this monograph the authors demonstrate how a competency based officer personnel management system could provide more flexibility in preparing military officers for the wide range of roles and missions of the U S military in the 21st century This analysis focuses on practices governing promotions for military officers and closely related assignment and retirement policies Rand web site

**Military personnel DOD could make greater use of existing legislative authority to manage general and flag officer careers : report to congressional committees. , Interagency and International Assignments**

**and Officer Career Management** Harry Thie, Margaret C. Harrell, Robert M. Emmerichs, 1999 At the request of Congress to the Secretary of Defense RAND undertook a study on the advisability and feasibility of a cadre of officers whose assignments and schooling would be managed so as to ensure a viable career track in which the officers would serve in interagency and international assignments This report presents the results of the study It 1 identifies approximately 330 such assignments at the policy level and an additional 1200 positions at the other organizational levels 2 develops four career management models that are variations of the due course model managing leader succession managing competencies managing skills and managing the exception 3 looks at the feasibility of each career model at the level of the officer personnel management system as a whole and at the level of officer career tracks and 4 assesses the advisability of the models from the perspective of the individual officer the interagency and **Defense Officer Personnel Management Act** United States. Congress. Senate. Committee on Armed Services. Subcommittee on Manpower and Personnel, 1978 **Hearings on National Defense Authorization Act for Fiscal Year 1998--H.R. 1119, and Oversight of Previously Authorized Programs Before the Committee on National Security, House of Representatives, One Hundred Fifth Congress, First Session** United States. Congress. House. Committee on National Security. Military Personnel Subcommittee, 1997 *Committee Organization* United States. Congress. House. Committee on Armed Services, 2003 **The All-volunteer Force** Barbara A. Bicksler, Curtis L. Gilroy, John T. Warner, 2004 Can America continue to maintain its military commitments without conscription *Selected Rand Abstracts* Rand Corporation, 2001 Includes Reports R series Rand Memorandums RM series papers P series and Books **Hearings on National Defense Authorization Act for Fiscal Year 2004--H.R. 1588 and Oversight of Previously Authorized Programs Before the Committee on Armed Services, House of Representatives, One Hundred Eighth Congress, First Session, Full Committee Hearings on Authorization and Oversight, Hearings Held February 5, 12, 26, 27, March 4, 12, 12, 13, 20, 2003, April 1, May 1 and 2, 2003** United States. Congress. House. Committee on Armed Services, 2004 **Peace Research Abstracts Journal** , 2003

Implementing Best Purchasing and Supply Management Practices Nancy Y. Moore, 2002 Because the U S Air Force spends over one third of its budget on nonweapons purchased goods and services such purchases are a prime target area in which to seek performance improvements and cost savings Prompted by a need for improved performance from its supply base the Air Force has become increasingly aware of the advantages of using market research contract consolidation supply base rationalization and other leading purchasing and supply management PSM practices in its dealings with suppliers To aid the Air Force in its PSM efforts RAND examined how innovative commercial firms implement such practices in their purchases of goods and services After a review of the academic and trade literature the study team conducted a series of elite interviews using a structured questionnaire to gather primary data from best in class commercial firms The key findings are that 1 innovative commercial firms are moving to a strategic goal oriented approach to PSM 2 implementing new PSM

practices can take a number of years and often requires significant permanent change throughout the organization and 3 the Air Force needs strategies to sustain continuity of support for serious PSM change from one leadership team to the next

Department of Defense Appropriations for 1973 United States. Congress. House Appropriations,1972      **Congressional Record** United States. Congress,1967      *National Defense Authorization Act For Fiscal Year 2005---H.R. 4200...*, [H.A.S.C. NO. 108-25], January 21, 2004, 108-2 Hearings, \*,2006      **Department of Defense Authorization for Appropriations for Fiscal Year 1984** United States. Congress. Senate. Committee on Armed Services,1983      **Report of Secretary of Defense ... to the Congress on the FY ... Budget, FY ... Authorization Request, and FY ... Defense Programs** United States. Department of Defense,      **Hearings on National Defense Authorization Act for Fiscal Year 2005--H.R. 4200 and Oversight of Previously Authorized Programs Before the Committee on Armed Services, House of Representatives, One Hundred Eighth Congress, Second Session** United States. Congress. House. Committee on Armed Services. Subcommittee on Total Force,2006      Hearings, Reports and Prints of the House Committee on Armed Services United States. Congress. House. Committee on Armed Services,1972

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