

# **Black and Hispanic Marines: Their Accession, Representation, Success, and Retention in the Corps**

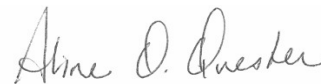
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Approved for distribution:

September 2007

A handwritten signature in cursive script that reads "Aline O. Quester".

Aline O. Quester, Director  
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# Preface

Recruiting and retaining a diverse force is vital to the Marine Corps' success both today and tomorrow. Because the Commandant of the Marine Corps wants to ensure that enlisted Marines and officers reflect the racial and ethnic characteristics of broader American society, he asked CNA to examine this issue. Our findings were originally published in a series of memoranda. In this document, we update and expand the results of that work.

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# Enlisted Marines: Black and Hispanic accession shares and representation

The racial and ethnic characteristics of enlisted accessions, or new enlistees, primarily determine the characteristics of the Marine Corps' enlisted force. The first issue we examine is whether an adequate number of blacks and Hispanics are enlisting so that their shares of accessions are comparable to their shares of the U.S. population. We then examine how these enlisted accessions have contributed to the overall racial/ethnic distribution of the Marine Corps' enlisted force.

## Black accession shares

Black recruits represented about 18 percent of all Marine Corps enlisted accessions through the 1980s.<sup>1</sup> In FY06, however, less than 8 percent of the Marine Corps' active-duty enlisted accessions were black; this percentage was well below the population percentage of 12.2 percent. The two most recent declines in this percentage have been associated with wars (see figure 1 on the next page).

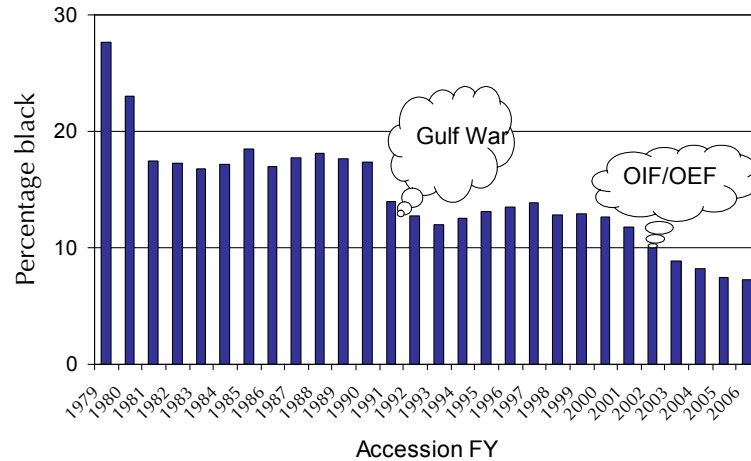
## Black representation

High accession percentages in the 1980s and excellent retention over time kept the percentages of blacks in the Marine Corps well above population percentages into the 1990s. These numbers, however, hid a trend that was slowly undermining the Marine Corps' ability to mirror the country's racial/ethnic distribution (see figure 2 on the next page).

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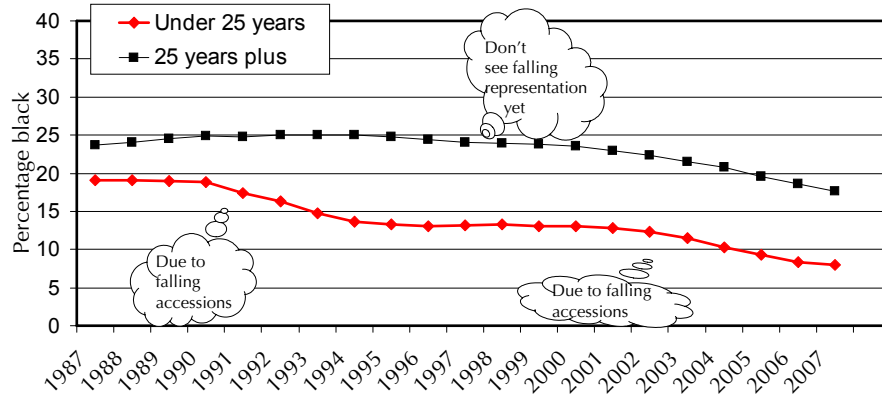
1. In all this paper's tabulations, we examine the active-duty (not Reserve) force.

Figure 1. Black recruits as a percentage of all non-prior-service recruits<sup>a</sup>



a. Data from CNA's accession database.

Figure 2. Percentage of enlisted Marines who are black, by age<sup>a</sup>



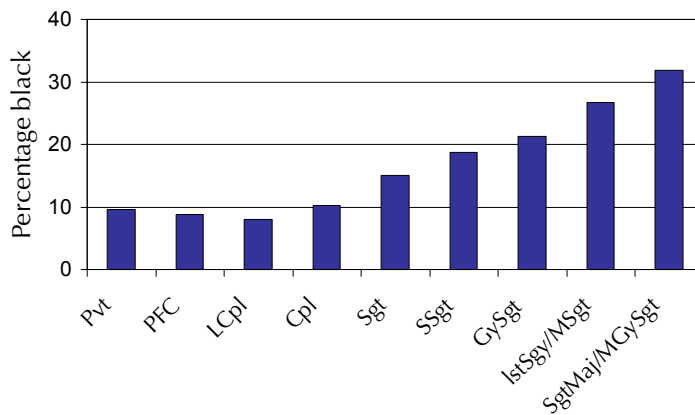
a. CNA tabulations of data from March Headquarters Master File (HMF) files.

As figure 2 shows, the percentage of Marines under age 25 who are black began to fall in the early 1990s, even though the percentage of Marines age 25 or older who are black was steady.



Currently, black Marines make up 32 percent of Sergeants Major/ Master Gunnery Sergeants but less than 10 percent of Privates (see figure 3). Appendix A shows how this distribution by grade has changed in the Marine Corps over time. Appendix B compares the grade distribution with those of other military Services.

Figure 3. Percentage of black Marines by grade, June 2007<sup>a</sup>



a. CNA tabulations of data from June 2007 HMF files.

## Hispanic accession shares

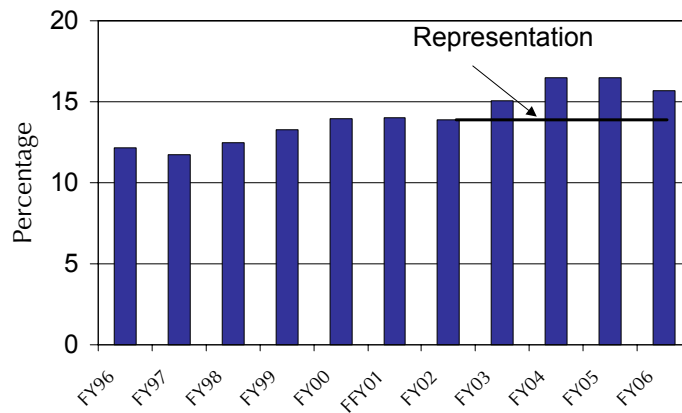
Figure 4 (on the next page) shows, over time, the share of enlisted Marine accessions that are Hispanic. In recent years, these shares have exceeded the overall representation of Hispanics in the U.S. population (13.9 percent). In FY06, Hispanic accessions were 15.7 percent of accessions; through May of FY07, Hispanics represented almost 17 percent of the Marine Corps' non-prior-service enlisted accessions.

## Hispanic representation

High Hispanic representation among enlisted accessions has contributed to a growing share of the enlisted force that is Hispanic.

Figure 5 shows, over time, the share of enlisted Marines who are Hispanic. This share has more than tripled since FY87—growing from 5.3 percent to 18.0 percent in FY07. As was the case with Hispanic accessions, this share exceeds the overall representation of Hispanics in the U.S. population.

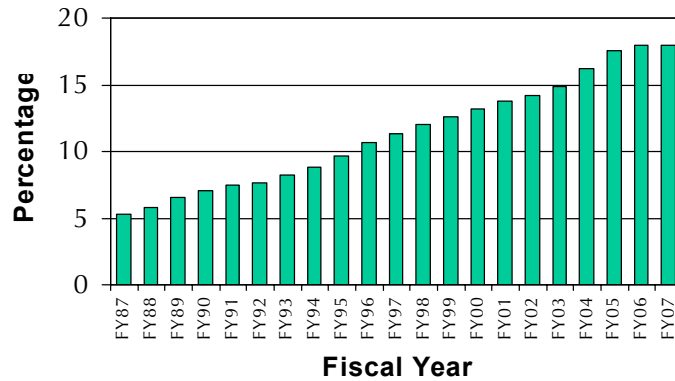
Figure 4. Hispanic recruits as a percentage of all non-prior-service recruits<sup>a, b</sup>



a. Data from CNA's accession database.

b. The solid black line in the graph represents the current share of Hispanics in the target population.

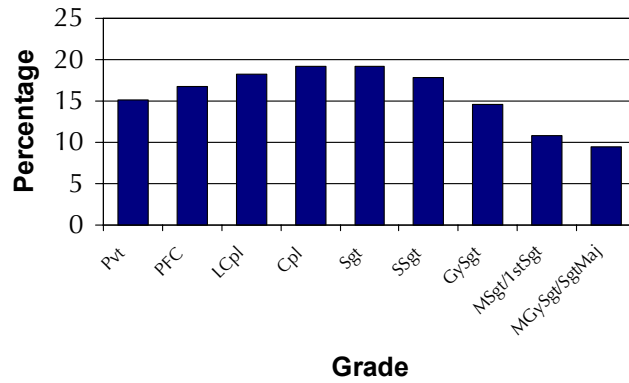
Figure 5. Percentage of enlisted Marines who are Hispanic<sup>a</sup>



a. CNA tabulations of data from March HMF files.

Figure 6 shows the current grade distribution of Hispanic enlisted Marines. We see that they make up 15 to 20 percent each of the grades through E-7.

Figure 6. Percentage of Hispanic Marines by grade, June 2007<sup>a</sup>



a. Tabulations of CNA's Marine Corps personnel files.

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# Occupational choice for black and Hispanic enlisted Marines

This section examines the occupational choices of black and Hispanic enlisted Marines.

## Occupational choice for black enlisted Marines

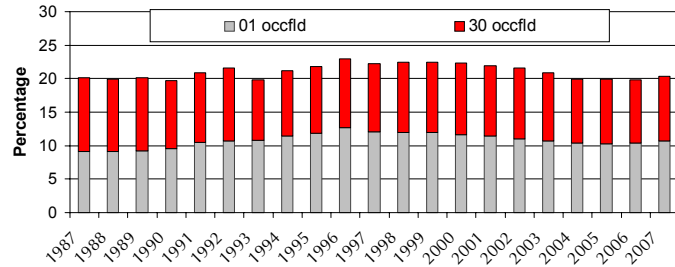
The distribution of black Marines across occupations is very different from that of the overall population of enlisted Marines. Specifically, they are overrepresented in support occupational fields (occflds); the largest percentages are in the Personnel Admin & Retention occfld (01) and the Supply Admin & Operations occfld (30).<sup>2</sup> As of FY07, these two occflds had over 20 percent of all enlisted black Marines (see figure 7 on the next page). Conversely, black enlisted Marines are significantly underrepresented in the Infantry (03) and several Aircraft Maintenance occflds. Appendix C shows the May 2007 occupational distribution of black enlisted Marines.

Not only is the percentage of black Marines falling, but young black Marines also are increasingly less likely to pursue such military occupational specialties (MOSs) as the 0311 MOS (rifleman). Figure 8 (on the next page) shows both the percentage of Marines under age 25 who were black and the percentage of 0311s under age 25 who were black. Until FY92, the percentages were virtually the same, meaning that young blacks became 0311s at rates that were in keeping with their share of the enlisted force.

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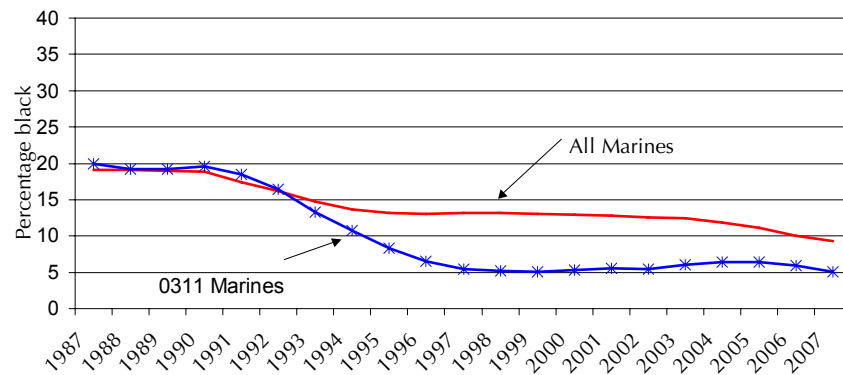
2. Tom Ricks first commented on black overrepresentation in the support occupations in the Army in 1997. See Tom Ricks, "U.S. Infantry Surprise: It's Now Mostly Whites; Blacks Hold Office Jobs," *Wall Street Journal*, 6 January 1997.

Figure 7. Black Marines in the support occflds (01 and 30) as a share of all black Marines<sup>a</sup>



a. Data from March HMF files.

Figure 8. Marines under age 25: Overall percentage black and MOS 0311 percentage black<sup>a</sup>



a. Data from March HMF files.

By FY93, however, both percentages began to fall, but the percentage of young 0311s who were black fell much faster than the overall percentage of black Marines. By May 2007, 8 percent of Marines under age 25 were black, whereas only 5 percent of young 0311s were black. Thus, we find that young black recruits are less likely to choose infantry occupations and the smaller accession cohorts appear to be increasingly choosing support occupations.

## **Occupational choice for Hispanic enlisted Marines**

Hispanic and black enlisted Marines are overrepresented in many of the same occflds, although the degree of overrepresentation is smaller for Hispanics. Like black enlisted Marines, Hispanic enlisted Marines are very overrepresented in the Personnel Admin & Retention (01), Supply Admin & Operations (30), Traffic Management (31), and Legal Services (44) occflds. Hispanic enlisted Marines are very underrepresented in the Signals Intelligence/Ground Elec Warfare (26) and Misc (80) occflds.

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# Retention of black enlisted Marines

## Background

As we showed earlier, black youth have constituted an increasingly smaller share of the Marine Corps' enlisted accessions in recent years. Recent declines have corresponded with the Gulf War and Operations Iraqi Freedom/Enduring Freedom (OIF/OEF). Polls suggest that black youth and their influencers oppose the current conflict more strongly than members of other racial/ethnic groups.

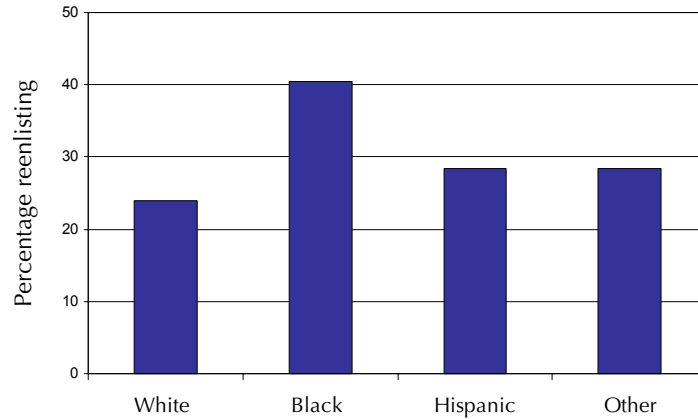
In this environment, it is perhaps more important than ever that the Marine Corps help black youth, parents, and influencers to understand the opportunities and successes that black youth have realized as enlisted Marines. This section provides data that illustrate the success and quality of life that black youth have achieved through careers in the Corps. The data relate to black Marines':

- Job satisfaction and retention behavior
- Marriage rates, family life, and financial security.

## Job satisfaction and retention behavior

When people like their jobs, they stay in them. Black enlisted Marines' retention behavior indicates that they have found satisfying careers in the Corps. Black Marines reenlist at substantially higher rates than other Marines; between 1980 and 2006, they reenlisted at higher average rates—*at every reenlistment point*—than members of any other racial/ethnic group (figure 9 on the next page shows average first-term reenlistment rates over the period).

Figure 9. First-term reenlistment rates by racial/ethnic group: FY80 through FY06<sup>a</sup>



a. Source: CNA's reenlistment database.

Looking at reenlistment behavior in FY06, we see the following:

- First-term reenlistment rates were 40.4 percent for blacks, 23.8 percent for whites, and 27.6 percent for Hispanics
- Second-term reenlistment rates were 75.2 percent for blacks, 64.8 percent for whites, and 67.3 percent for Hispanics
- Third-term reenlistment rates were 86.7 percent for blacks, 86.6 percent for whites, and 87.8 percent for Hispanics.

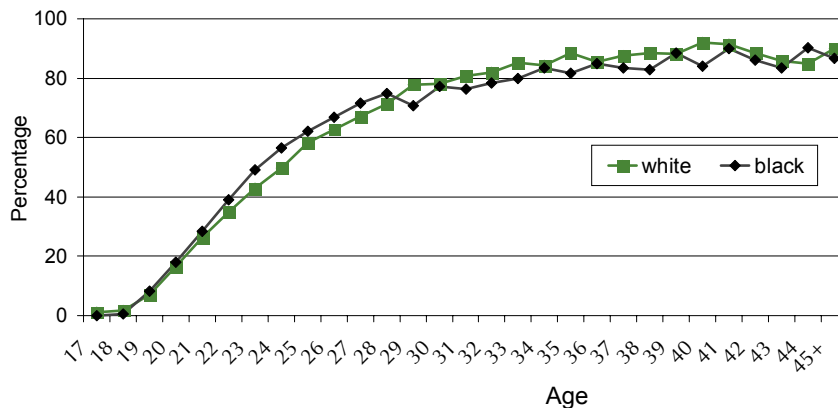
From the accession numbers reported earlier, it is not clear that black youth, parents, and influencers understand the high levels of job satisfaction that black Marines experience. This satisfaction is illustrated through retention rates that are almost double those of whites at the first reenlistment point.

## Marriage rates, family life, and financial security

The quality of life for black men in the civilian sector is uneven. Although many black men succeed, extremely low marriage rates and relatively high unemployment rates characterize the civilian experience for some. In contrast, black male enlisted Marines have steady

jobs and are just as likely to be married as their white counterparts (see figure 10).

Figure 10. Percentage of enlisted male Marines who are married, by age: December 2006<sup>a</sup>



a. Source: CNA tabulations of data from December 2006 HMF files.

Unlike civilian employers that rarely acknowledge their employees’ families (e.g., have you ever heard of “Xerox families”?), the Marine Corps frequently recognizes Marines’ families, and it funds and maintains an extensive network to support them. Black families—in fact, all Marine Corps families—benefit from this support.

Because black Marines reenlist at significantly higher rates than those of other racial/ethnic backgrounds, black Marines are more likely to stay in the Corps for a full career. Military retirement, with its guaranteed cost-of-living increases, provides additional economic security. Pensions for the average retiree are now almost \$2 million.<sup>3</sup> And medical benefits are guaranteed for retirees and their families.

3. For someone who enlisted at age 18, retires in 2007 as an E-7 with 20 years of service, and lives to age 79, the retirement benefits are about \$2 million if he or she selects High 3 and about \$1.6 million if he or she selects REDUX. (REDUX has a payout of \$30,000 at 15 years of service.)

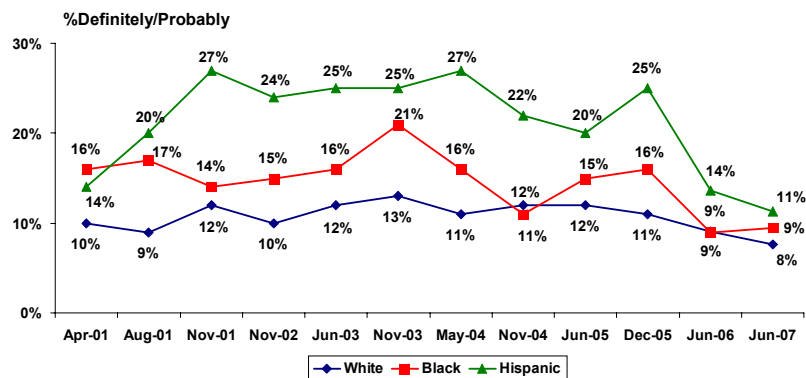
Marines also have access to several educational benefits, such as tuition assistance and the Montgomery GI Bill, which can help them to achieve financial security even if they separate from the Corps before retirement.<sup>4</sup> This financial security should appeal to black youth, parents, and influencers.

## Concluding comments

The Marine Corps should consider launching a public affairs campaign to get this message out to black youth, parents, and influencers. Driven down by the current conflict, black youth's military propensity is currently in the single digits (see figure 11). If the Marine Corps wants to ensure that its senior enlisted ranks 20 years from now reflect Americans' diversity, it must publicize the lifestyle, job satisfaction, and financial well-being that black youth can achieve through careers in the Corps.

Figure 11. General military propensity by race/ethnicity<sup>a</sup>

**FPP9: How likely is it that you will be serving in the military in the next few years?**  
*Response options: Definitely, Probably, Probably Not, Definitely Not*



a. Source: JAMRS, *Youth Propensity and Influencer Attitudes Youth Poll and Ad Tracking Findings*, June 2007.

- Studies show that earnings increase with education, particularly for those who attain undergraduate degrees.

# Leadership opportunities and success of black and Hispanic enlisted Marines

Unlike in the civilian sector, every enlisted Marine starts at the entry level as a Private, and those who continue go through the same vetting process. The promotion process (which considers everyone) is well defined and advances only those most qualified to higher ranks. Regardless of the job an enlisted Marine holds in the Corps, he or she has the opportunity to advance to the highest leadership positions. This is in contrast to the civilian sector, where most entry-level jobs do not provide these types of advancement opportunities.

The Marine Corps offers black and Hispanic men and women many opportunities to lead others. To determine the prevalence of these opportunities, we examine the representation of black and Hispanic Marines in the Corps' top enlisted rank (E-9). Sergeants Major and Master Gunnery Sergeants make up the E-9 rank and can constitute only 1 percent of the enlisted population. As such, competition for this rank is intense.

## Black enlisted Marines

The Marine Corps has more black men and women in leadership positions—both in absolute numbers and proportionally—than do civilian firms.<sup>5</sup>

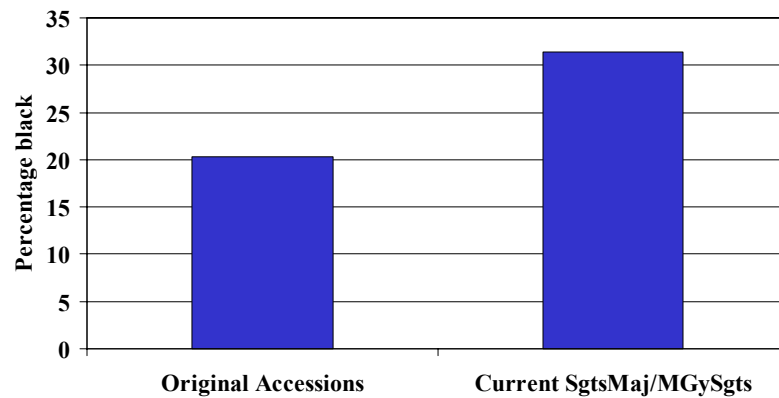
For the accession years of today's E-9s, the black percentage was 20.3 percent. That is to say, if black enlisted Marines had reenlisted and promoted at the same rates as other Marines, they would have represented the same percentage of E-9s—20.3 percent—as they represented of accessions. Instead, they represent 32.2 percent of E-9s

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5. There are some exceptions, such as black-owned businesses.

(see figure 12). *This means that black Marines constitute a larger share of the Marine Corps' top enlisted ranks than their accession share would have suggested.*

Figure 12. Percentage black: Current Sergeants Major/Master Gunnery Sergeants and their original accession representation<sup>a</sup>



a. Source: CNA calculations.

In the Corps, black enlistees were about 50 percent more likely than other enlistees to achieve top leadership positions. The Marine Corps also offers black enlisted Marines the chance to move to the officer ranks. Between FY80 and FY05, 10.3 percent of Marines in the Corps' enlisted-to-officer programs were black.<sup>6</sup> One of these enlisted-to-officer programs even pays Marines as they pursue their college degrees full-time.

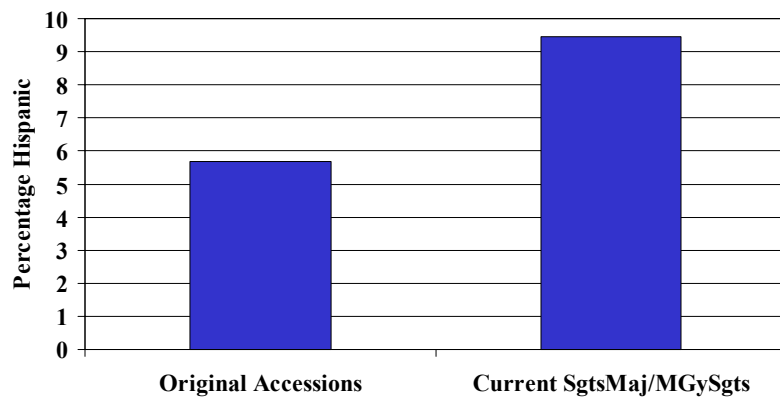
## Hispanic enlisted Marines

The Hispanic percentage for the accession years of today's E-9s was 5.7 percent. That means that if Hispanic enlisted Marines had reenlisted and promoted at the same rates as other Marines, they would

6. Tabulations from CNA's MC Officer Database (MCOD).

have represented the same percentage of E-9s as they represented of accessions. Instead, they represent 9.5 percent of E-9s (see figure 13). *As we found in the case of black enlisted Marines, Hispanic Marines constitute a larger share of the Marine Corps' top enlisted ranks than their accession share would have suggested.*

Figure 13. Percentage Hispanic: Current Sergeants Major/Master Gunnery Sergeants and their original accession representation<sup>a</sup>



a. Source: CNA calculations.

In addition to enlisted leadership opportunities, the Marine Corps offers Hispanic enlisted Marines the chance to move to the officer ranks. Between FY80 and FY05, 7.6 percent of Marines in the Corps' enlisted-to-officer programs were Hispanic.<sup>7</sup> In fact, the share (14.5 percent in FY05) almost doubled over the entire period.

7. Tabulations from CNA's MC Officer Database (MCOB).

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## Marine officers: Black and Hispanic accession shares and representation

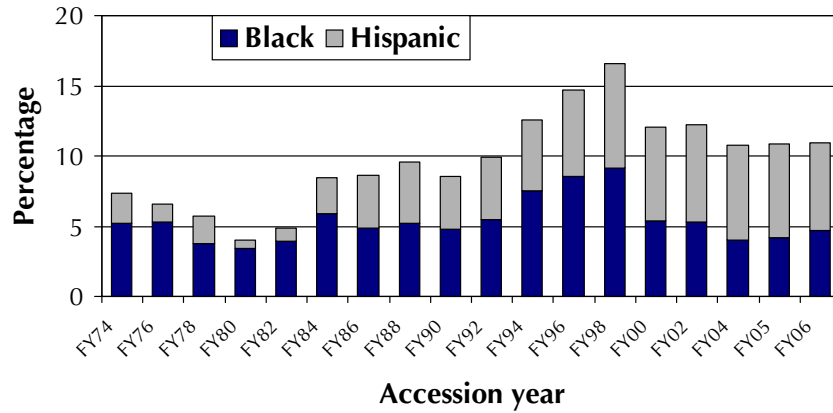
The racial and ethnic characteristics of the Marine Corps' officer accessions help to determine the characteristics of the Corps' officer corps. In this section, we assess whether an adequate number of blacks and Hispanics are entering the officer corps so that their shares of accessions are comparable to their shares of the U.S. population. We then examine how these officer accessions have contributed to the overall racial/ethnic distribution of the Marine Corps' officer corps.

### Accession

Figure 14 (on the next page) shows the share of black and Hispanic officer accessions over time. We see that the shares accessed increased over much of the 1980s and 1990s. Since the late 1990s, however, the share of black officers accessed generally has declined, whereas the share of Hispanic officers accessed has remained relatively constant.

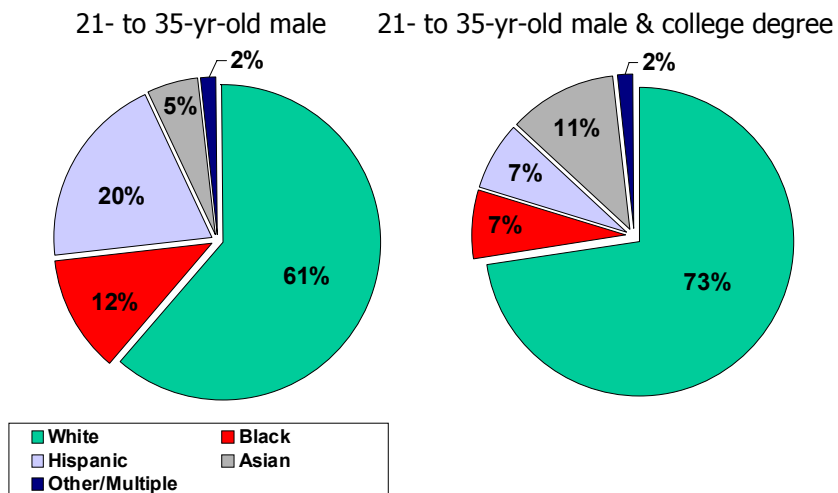
There is some debate as to which segment of the population should be used to measure whether the racial/ethnic composition of the Marine Corps' officer corps is representative. The left pie chart of figure 15 (also on the next page) shows the racial/ethnic distribution of the male civilian population of relevant age (21 to 35). One can see that 12 percent of this population is black. When we further restrict the population to those who have college degrees, however, we find that the relevant share shrinks to 7 percent (right pie chart). That said, the current share of black officers accessed into the Marine Corps (about 4.7 percent) still falls short of this lower threshold. The Hispanic share (currently at 6.3 percent) is also slightly below the revised relevant share of about 7 percent.

Figure 14. Black and Hispanic officer candidates as a percentage of all Marine officer accessions<sup>a</sup>



a. Source: Population Representation in the Military Services, FY1998, OASD (Force Management Policy) November 1999, Tables D-22 and D-23, CNA tabulations, and MCRC tabulations.

Figure 15. Educational attainment affects shares relevant for comparison<sup>a</sup>

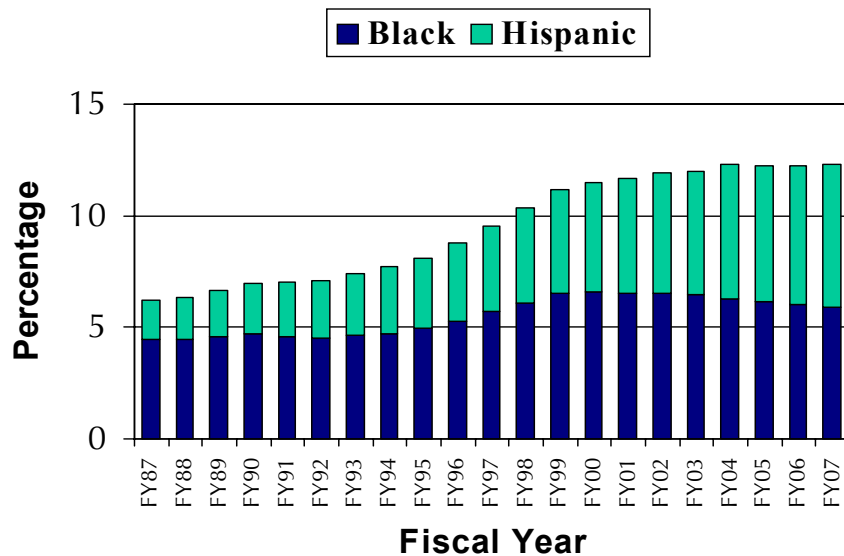


a. Source: 2004 Census data.

## Representation

Relatively high accession percentages in the late 1990s helped to increase the share of black officers in the Corps through FY00. Since then, the share has slowly fallen (see figure 16).

Figure 16. Percentage of Marine officers who are black or Hispanic, by fiscal year<sup>a</sup>

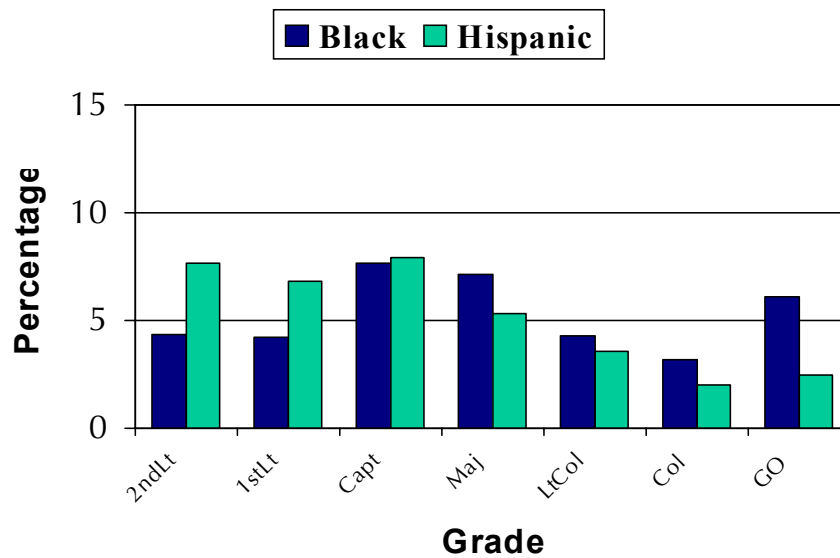


a. Source: CNA tabulations of data from the March HMF files.

Strong increases in Hispanic officer accessions over the 1980s and 1990s helped to significantly increase their representation in the Marine Corps' officer corps. This share has steadily increased since FY87.

Currently, black Marines make up about 7 percent of Captains and Majors but only about 4 percent of 2nd and 1st Lieutenants (see figure 17 on the next page). Hispanics, however, constitute a larger share of the more junior officer ranks than of the more senior ranks.

Figure 17. Percentage black or Hispanic Marine officers by grade, June 2007<sup>a</sup>



a. Source: CNA tabulations of March HMF data.

# **Occupational choice for black and Hispanic Marine officers**

## **Occupational choice for black Marine officers**

As was the case for enlisted Marines, the distribution of black Marine officers across occupations is somewhat different from that of the overall population of Marine officers. We find that black officers are heavily represented in Food Service (33), Traffic Management (31), Supply Admin & Operations (30), and Personnel Admin & Retention (01)—some of the same occflds with very high concentrations of black enlisted Marines. Other occflds with very high concentrations of black officers (ratios of 2.0 or higher) include Aviation Ordnance (65), Financial Management (34), Electronics Maintenance (59), and Ground Elec Maintenance (28). Finally, there are two occflds in which blacks were very underrepresented on the enlisted side but very overrepresented on the officer side: Ground Ordnance Maintenance (21) and Military Police and Corrections (58).

Unlike in the case of enlisted Marines, however, blacks are underrepresented in Legal Services (44). Black officers are very underrepresented in the Tank & AAV (18) and Pilot/NFO (75) occflds. Appendix E shows the June 2007 occupational distribution of black Marine officers.

## **Occupational choice for Hispanic Marine officers**

Like Hispanic enlisted Marines, Hispanic Marine officers are very overrepresented in the Supply Admin & Operations (30) and Personnel Admin & Retention (01) occflds. Other occflds with high concentrations of Hispanic officers include Financial Management (34), Food Service (33), Aircraft Maintenance (60), and Aviation Logistics (66). Hispanic officers are very underrepresented in the Electronics

Maintenance (59), Ammo & EOD (23) and Aviation Ordnance (65) occflds. Appendix F shows the June 2007 occupational distribution of black Marine officers.

# Progression to leadership positions for black and Hispanic Marine officers

Because the Marine Corps relies on an internal labor market, today’s black and Hispanic distributions are directly dependent on the distribution of prior years’ accessions (what is sometimes called the “pipeline” effect). For example, if few black officers entered the Marine Corps 20 years ago, there are unlikely to be many black Lieutenant Colonels or Colonels today. Table 1 shows the accession share of black and Hispanic officers for a subset of years used in our analysis.

Table 1. Black and Hispanic officer accession shares: Selected years<sup>a</sup>

Commissioning fiscal year	Percentage of accessions	
	Black	Hispanic
1974	5.23	2.08
1976	5.26	1.33
1978	3.78	1.98
1980	3.42	0.59
1982	3.92	0.97
1984	5.90	2.52
1986	4.90	3.77
1988	5.18	4.37
1990	4.77	3.76
1992	5.45	4.50

a. Officer active-duty accession percentages are from *Population Representation in the Military Services, FY1998*, OASD (Force Management Policy) November 1999, Tables D-22 and D-23.

## Cohort (or yeargroup) analyses

Cohort, or yeargroup, analysis follows an accession cohort throughout its members’ careers. For this analysis, we wanted to determine

whether black and Hispanic accessions continued to advance as did the majority members of their cohort. In other words, we wanted to look at the black and Hispanic shares of today's senior leaders to see if they reflect the black and Hispanic accession representation in years past. There is a problem, however, since today's senior leadership did not enter in a single accession year. For example, Colonels in today's Marine Corps did not enter in a single yeargroup; most entered between 1978 and 1985, but a few entered earlier and some fast-trackers entered later.

To determine whether today's black and Hispanic shares are reflective of those entering in years past, we create what are known as "synthetic cohorts" or "synthetic yeargroups." A synthetic cohort (or yeargroup) is a constructed cohort of officers whose date of entry into the Marine Corps reflects the distribution of dates of entry for the group of interest. For example, a synthetic yeargroup for today's Marine Corps Colonels would weight accession shares by the distribution of commissioning dates for today's O-6s.<sup>8</sup> Then, we can compare these shares with the black/Hispanic distribution of today's officers. Tables 2 (on the next page) shows these results for field grade and general officers.

From table 2, we see that the current share of black officers is larger than that predicted by the respective accession shares for O-4s and O-7s through O-10s. For O-4s and O-5s, however, the black accession share is a little larger than the current black representation in these field grade ranks.

The yeargroups that make up the current field grade and general officer populations had very small Hispanic representation (less than 2 percent for O-6s and only slightly more than 1 percent for general

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8. Thus, for all O-6s in the Marine Corps in March 2007, we examined their commissioning date and assigned it to its respective year. We then multiplied the black or Hispanic share in each accession year (examples of which are reported in table 1) by the accession share for current O-6s for that year to determine the composition of our "synthetic accession cohort." Summing these shares across all years and dividing by 100 gives us the accession share of any given group for our synthetic cohort.



officers). We see, however, that the current share of Hispanic field grade and general officers, although very small, is still larger than the accession share. *Thus, Hispanic officers have been retained and promoted in greater numbers than their representation in the original yeargroups would have indicated.*

Table 2. Comparison of black/Hispanic shares for field grade and general officers

	O-4	O-5	O-6	O-7+
Black				
Percentage of original accessions	7.0	5.3	4.9	4.8
Percentage in grade March 2007	7.1	4.3	3.2	6.1
Hispanic				
Percentage of original accessions	5.3	3.5	1.7	1.3
Percentage in grade March 2007	5.23	3.6	2.0	2.4

## Summary

All else equal, we would expect to see the same black and Hispanic shares for both the accession groups and current Marines. That would mean that black and Hispanic officers were promoted and retained in the same way as their original representation. The fact that we do not, however, could be attributable to differences in retention and/or promotion. For example, some black or Hispanic officers may choose to leave before promotion consideration eligibility—perhaps to pursue other opportunities. To disentangle these effects, we would need to undertake a more extensive analysis.

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## Conclusion

The degree to which the Marine Corps can reflect the diversity of American society depends on its ability to access, retain, and promote qualified black and Hispanic individuals. This study has examined these trends.

### **Accession and Representation**

We find that the share of black enlisted accessions has fallen over time, and currently is below the black share of the U.S. population. The two most recent declines in the percentage of recruits accessed who are black have been associated with wars. Correspondingly, the representation of blacks in the enlisted force also has fallen over time. Currently, black Marines make up 32 percent of Sergeants Major/Master Gunnery Sergeants but less than 10 percent of Privates.

For officers, we find that the share of black officers accessed generally has declined since the late 1990s. This has contributed to their falling representation in the officer corps. Both the accession and representation shares currently fall below the relevant black share of the U.S. population. Today, black Marines make up about 7 percent of Captains and Majors but only about 4 percent of 2nd and 1st Lieutenants.

In contrast, we find that the share of enlisted Marine accessions that are Hispanic has generally increased over time. High Hispanic representation among enlisted accessions has contributed to a growing share of the enlisted force that is Hispanic. In fact, both the accession and representation shares currently exceed the Hispanic share of the U.S. population. Today, Hispanic Marines make up less than 10 percent of Sergeants Major/Master Gunnery Sergeants but over 15 percent of Privates.

The share of Hispanic officers accessed has remained relatively constant in recent years, but is slightly below the relevant Hispanic share of the U.S. population. The representation of Hispanic officers in the

Corps has steadily increased since FY87. Currently, Hispanics constitute a larger share of the more junior officer ranks than of the more senior ranks.

### **Occupational Distribution**

Black Marines are distributed across occupations very differently than the overall population of enlisted Marines. Specifically, they are overrepresented in support occupational fields. Black enlisted Marines are significantly underrepresented in the Infantry (03) and several Aircraft Maintenance occflds.

Black officers are very heavily represented in some of the same occflds with very high concentrations of black enlisted Marines. Other occflds with very high concentrations of black officers include Aviation Ordnance (65), Financial Management (34), Electronics Maintenance (59), and Ground Elec Maintenance (28). There are two occflds in which blacks were very underrepresented on the enlisted side but are very overrepresented on the officer side. These are Ground Ordnance Maintenance (21) and Military Police and Corrections (58).

Unlike enlisted Marines, however, black officers are underrepresented in Legal Services (44). Black officers are very underrepresented in the Tank & AAV (18) and Pilot/NFO (75) occflds.

Hispanic enlisted Marines are overrepresented in many of the same occflds that black enlisted Marines were overrepresented in, although the degree of overrepresentation is smaller.

Like Hispanic enlisted Marines, Hispanic Marine officers are very overrepresented in the support occupational fields. Other occflds with high concentrations of Hispanic officers include Financial Management (34), Food Service (33), Aircraft Maintenance (60), and Aviation Logistics (66). Hispanic officers are very underrepresented in the Electronics Maintenance (59), Ammo & EOD (23) and Aviation Ordnance (65) occflds.

### **Retention and Quality of Life for Black Enlisted Marines**

Black enlisted Marines' retention behavior indicates that they have found satisfying careers in the Corps. Black Marines reenlist at substantially higher rates than other Marines; over the 1980 to 2006 period, they reenlisted at higher average rates—*at every reenlistment point*—than members of any other race/ethnic group.

Because of their high reenlistment rates, black Marines are more likely to stay in the Corps for a full career. Military retirement and medical benefits provide additional economic security. Marines also have access to several educational benefits that can help them to achieve financial security even if they separate from the Corps before retirement. Finally, the Corps offers good quality of life. The Corps offers black Marines steady jobs and black male Marines are just as likely to be married as their white counterparts.

### **Leadership and Promotion Opportunities**

The Marine Corps offers black and Hispanic men and women many opportunities to lead others. To determine the prevalence of these opportunities, we examined the representation of black and Hispanic Marines in the Corps' top enlisted rank (E9). We found that black and Hispanic Marines constitute a larger share of the Marine Corps' top enlisted ranks than their accession shares would have suggested.

To determine whether today's black and Hispanic officer shares are reflective of those entering in years past, we created "synthetic cohorts" or "synthetic yeargroups." Then, we compared these shares to the black/Hispanic distribution of today's officers.

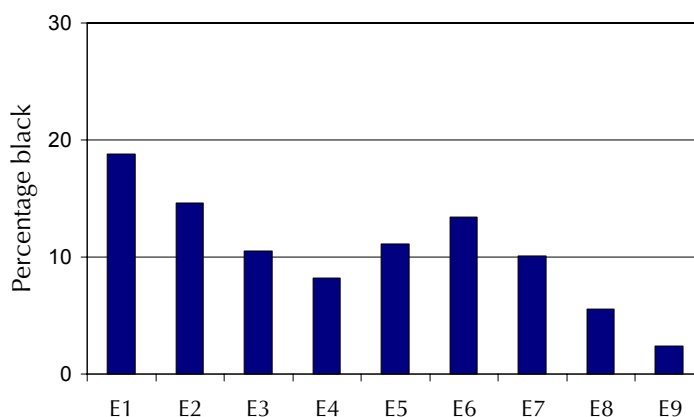
We found that Black and Hispanic Marine officers have done very well in officer promotions. Black Marine Corps officers have exceeded their accession shares as Majors and as General Officers. For LtColonels and Colonels, black accession shares somewhat exceed current incumbent shares. Hispanic officers have exceeded their accession shares at all field grade and general officer levels. In short, they have been promoted and retained better than others.

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## Appendix A: Black enlisted Marines by grade

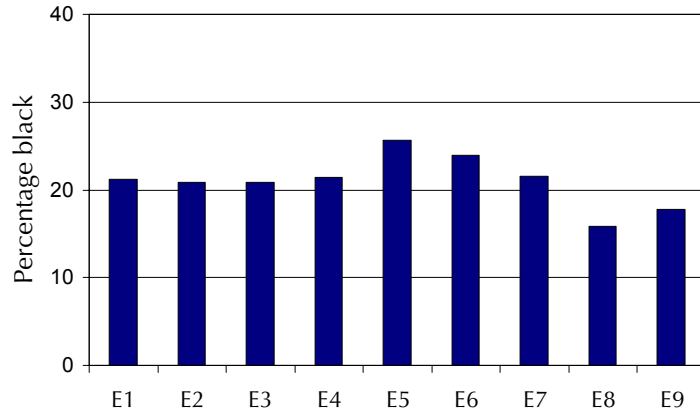
Figures 18 through 23 show the percentage of enlisted black Marines, by grade, in different years. Smaller accession shares over time have contributed to a top-heavy grade distribution for black enlisted Marines.

Figure 18. Percentage black enlisted Marines by grade, December 1970<sup>a</sup>



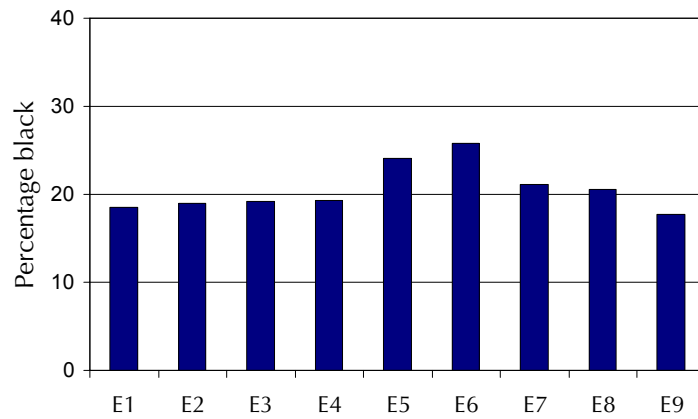
a. Source: CNA's Marine Corps manpower databases.

Figure 19. Percentage black enlisted Marines by grade, September 1985<sup>a</sup>



a. Source: CNA's Marine Corps manpower databases.

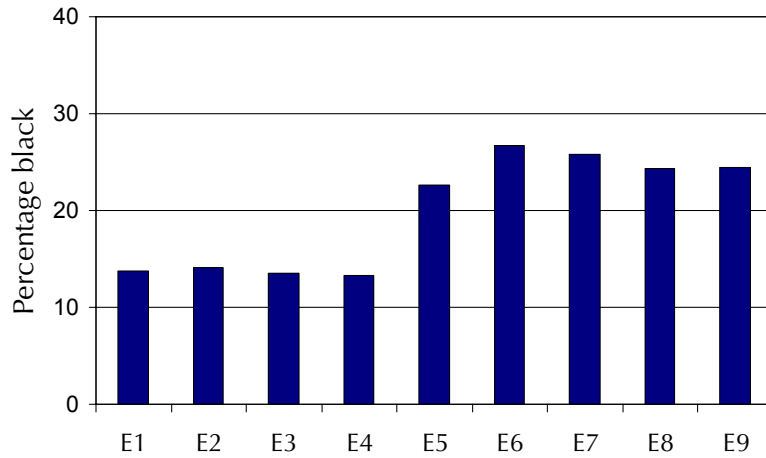
Figure 20. Percentage black enlisted Marines by grade, September 1990<sup>a</sup>



a. Source: CNA's Marine Corps manpower databases.

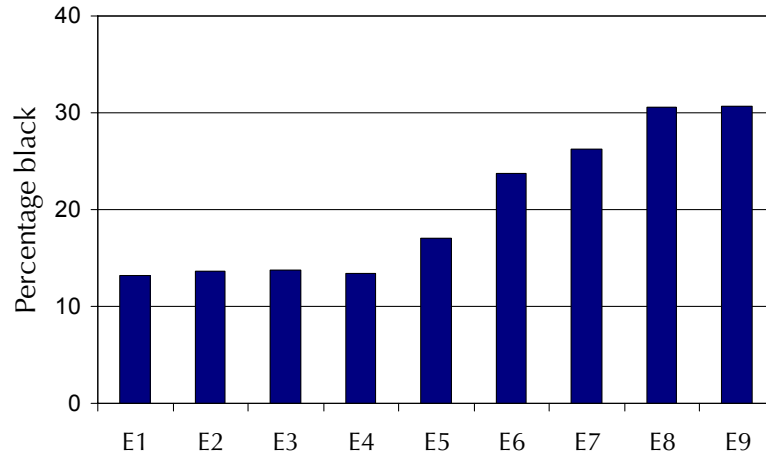


Figure 21. Percentage black enlisted Marines by grade, September 1995<sup>a</sup>



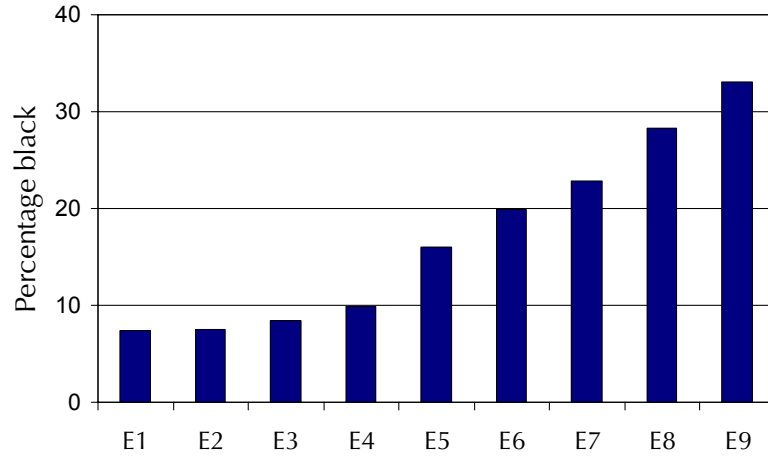
a. Source: CNA's Marine Corps manpower databases.

Figure 22. Percentage black enlisted Marines by grade, September 2000<sup>a</sup>



a. Source: CNA's Marine Corps manpower databases.

Figure 23. Percentage black enlisted Marines by grade, September 2005<sup>a</sup>



a. Source: CNA's Marine Corps manpower databases.

## Appendix B: Comparisons with other military Services

In general, black accessions have declined in all the Services in the years since FY00. Table 3 shows these percentages, by fiscal year.

Table 3. Accessions: Percentage black by fiscal year<sup>a</sup>

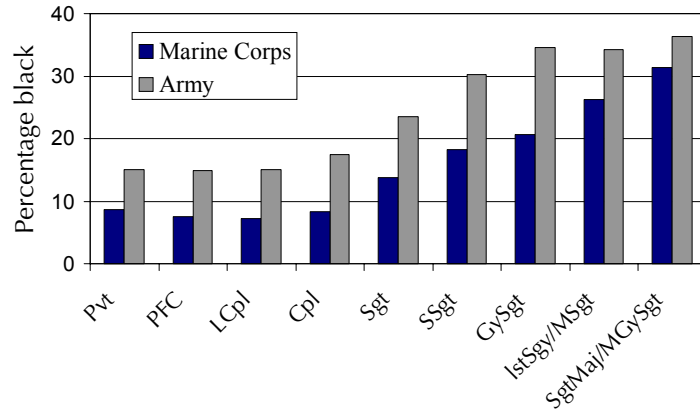
	2000	2001	2002	2003	2004	2005	2006 <sup>b</sup>
Army	23.0%	22.4%	17.1%	15.9%	14.2%	12.0%	12.4%
Navy	20.8%	20.9%	17.8%	19.0%	19.7%	18.8%	17.2%
Marine Corps	12.8%	12.2%	10.0%	9.0%	8.3%	7.7%	7.6%
Air Force	19.3%	18.2%	15.5%	13.8%	14.6%	14.4%	14.7%
DOD total	20.0%	19.9%	15.7%	15.0%	14.5%	13.1%	12.9%

a. Data from OSD, Accession Policy. Service and DOD totals include prior service accessions, which account for less than 1/2 of 1 percent of recruits.

b. Data for 2006 are preliminary.

Figure 24 (on the next page) compares the percentage black, by grade, in the Army and Marine Corps in March 2007. Although the Army has a higher percentage of black accessions than the Marine Corps, the black accession percentages have fallen sharply in both Services and both Services have top-heavy grade distributions for their black enlisted personnel.

Figure 24. Percentage black, by grade, in the Army and Marine Corps:  
March 2007<sup>a</sup>



a. Source: Data from Defense Manpower Data Center's (DMDC's) Information Data System (IDS).

## Appendix C: Black enlisted Marines by occupational field

Table 4 shows the representation of black enlisted Marines by occupational field (occfld). Occflds are arranged from those with the largest proportion of black enlisted Marines to those with the smallest proportion of black enlisted Marines.

Table 4. Occupational distribution of black Marines, May 2007<sup>a</sup>

Occfld	Occupation description	Representation			
		Black Marines <sup>b</sup>	All enlisted Marines <sup>c</sup>	Ratio <sup>d</sup>	
31	Traffic Management	1.14%	0.40%	2.85	Very overrepresented
33	Food Service	4.04%	1.44%	2.80	Very overrepresented
30	Supply Admin & Operations	10.02%	4.23%	2.37	Very overrepresented
01	Personnel Admin & Retention	10.99%	5.01%	2.19	Very overrepresented
44	Legal Services	0.66%	0.35%	1.88	Very overrepresented
66	Aviation Logistics	2.38%	1.30%	1.83	Very overrepresented
06	Communications	12.41%	7.87%	1.58	Very overrepresented
34	Financial Management	1.18%	0.79%	1.49	Overrepresented
11	Utilities	2.42%	1.69%	1.43	Overrepresented
70	Airfield Services	1.92%	1.45%	1.33	Overrepresented
41	MCCS	0.13%	0.10%	1.30	Overrepresented
04	Logistics	2.81%	2.36%	1.19	Overrepresented
46	Combat Camera	0.31%	0.27%	1.17	Overrepresented
35	Motor Transport	9.11%	7.92%	1.15	Overrepresented
60	Aircraft Maintenance	3.15%	3.40%	0.93	Underrepresented
23	Ammo & EOD	1.14%	1.23%	0.93	Underrepresented
05	MAGTF Plans	0.18%	0.20%	0.87	Underrepresented
63	Avionics	1.80%	2.18%	0.83	Underrepresented
64	Avionics	1.33%	1.65%	0.80	Underrepresented
02	Intelligence	1.13%	1.45%	0.78	Underrepresented
28	Ground Elec Maintenance	1.83%	2.38%	0.77	Underrepresented
13	Eng, Const, Fac, & Equip	3.57%	4.73%	0.75	Underrepresented

Table 4. Occupational distribution of black Marines, May 2007<sup>a</sup> (continued)

Occfld	Occupation description	Representation			
		Black Marines <sup>b</sup>	All enlisted Marines <sup>c</sup>	Ratio <sup>d</sup>	
72	Air Control/Air Support/Antiair Warfare/ATC	0.92%	1.30%	0.71	Underrepresented
68	Meteorology & Oceanography	0.14%	0.19%	0.71	Underrepresented
08	Field Artillery	1.73%	2.55%	0.68	Underrepresented
55	Music	0.43%	0.63%	0.67	Underrepresented
43	Public Affairs	0.20%	0.30%	0.66	Underrepresented
59	Electronics Maintenance	0.73%	1.12%	0.66	Underrepresented
65	Aviation Ordnance	0.97%	1.57%	0.62	Underrepresented
18	Tank & AAV	0.77%	1.52%	0.51	Underrepresented
21	Ground Ordnance Maintenance	1.17%	2.48%	0.47	Very underrepresented
58	MP & Corrections	1.12%	2.40%	0.47	Very underrepresented
73	Enlisted Flight Crews	0.08%	0.17%	0.46	Very underrepresented
03	Infantry	9.17%	20.62%	0.44	Very underrepresented
62	Aircraft Maintenance	0.89%	2.26%	0.39	Very underrepresented
26	Signals Intelligence/Ground Elect Warfare	0.53%	1.38%	0.38	Very underrepresented
61	Aircraft Maintenance	1.19%	3.26%	0.37	Very underrepresented
57	CBRN Defense	0.22%	0.64%	0.35	Very underrepresented

a. May 2007 tabulations by MI, M&RA.

b. This is the percentage of black Marines in this occfld. These do not total to 100 percent because some Marines are still in training MOSs.

c. This is the percentage of all enlisted Marines in this occfld. These do not total to 100 percent because some Marines are still in training MOSs.

d. This is the ratio of the percentage of black Marines in this occfld to the percentage of all Marines in this occfld.

## Appendix D: Hispanic enlisted Marines by occupational field

Table 5 shows the representation of Hispanic enlisted Marines by occupational field (occfld). Occflds are arranged from those with the largest proportion of Hispanic enlisted Marines to those with the smallest proportion of Hispanic enlisted Marines.

Table 5. Occupational distribution of Hispanic Marines, May 2007<sup>a</sup>

Occfld	Occupation description	Representation			
		Hispanic Marines <sup>b</sup>	All enlisted Marines <sup>c</sup>	Ratio <sup>d</sup>	
01	Personnel Admin & Retention	9.27%	5.18%	1.79	Very overrepresented
30	Supply Admin & Operations	7.00%	4.21%	1.66	Very overrepresented
31	Traffic Management	0.65%	0.40%	1.61	Very overrepresented
41	MCCS	0.15%	0.10%	1.59	Very overrepresented
44	Legal Services	0.53%	0.35%	1.51	Very overrepresented
33	Food Service	2.06%	1.42%	1.46	Overrepresented
66	Aviation Logistics	1.88%	1.29%	1.46	Overrepresented
04	Logistics	3.10%	2.32%	1.33	Overrepresented
11	Utilities	2.07%	1.68%	1.24	Overrepresented
34	Financial Management	0.94%	0.78%	1.21	Overrepresented
46	Combat Camera	0.32%	0.27%	1.20	Overrepresented
35	Motor Transport	9.26%	7.84%	1.18	Overrepresented
06	Communications	8.56%	7.75%	1.10	Overrepresented
70	Airfield Services	1.46%	1.45%	1.01	Overrepresented
13	Eng, Const, Fac, & Equip	4.72%	4.68%	1.01	Overrepresented
63/64	Avionics	3.66%	3.79%	0.97	Underrepresented
21	Ground Ordnance Maintenance	2.35%	2.44%	0.96	Underrepresented
08	Field Artillery	2.36%	2.53%	0.93	Underrepresented
84	Recruiter	0.29%	0.31%	0.93	Underrepresented
18	Tank & AAV	1.37%	1.53%	0.89	Underrepresented
05	MAGTF Plans	0.17%	0.19%	0.89	Underrepresented
02	Intelligence	1.28%	1.46%	0.88	Underrepresented

Table 5. Occupational distribution of Hispanic Marines, May 2007<sup>a</sup> (continued)

Occfld	Occupation description	Representation			
		Hispanic Marines <sup>b</sup>	All enlisted Marines <sup>c</sup>	Ratio <sup>d</sup>	
23	Ammo & EOD	1.10%	1.25%	0.88	Underrepresented
72	Air Control/Air Support/Anti-Air Warfare/ATC	1.10%	1.26%	0.88	Underrepresented
68	Meteorology & Oceanography	.17%	0.20%	0.86	Underrepresented
60/61/62	Aircraft Maintenance	7.58%	8.92%	0.85	Underrepresented
43	Public Affairs	.25%	0.30%	0.85	Underrepresented
28	Ground Elec Maintenance	2.01%	2.38%	0.84	Underrepresented
65	Aviation Ordnance	1.35%	1.61%	0.84	Underrepresented
59	Electronics Maintenance	.87%	1.07%	0.82	Underrepresented
03	Infantry	15.91%	20.39%	0.78	Underrepresented
58	MP & Corrections	1.84%	2.39%	0.77	Underrepresented
89	Misc	.68%	0.90%	0.76	Underrepresented
73	Enlisted Flight Crews	.12%	0.17%	0.70	Underrepresented
57	CBRN Defense	.42%	0.62%	0.68	Underrepresented
55	Music	.35%	0.62%	0.56	Underrepresented
26	Signals Intelligence/Ground Elec Warfare	.66%	1.39%	0.48	Very underrepresented
80	Misc	2.08%	4.49%	0.46	Very underrepresented

a. June 2007 tabulations by CNA.

b. This is the percentage of Hispanic Marines in this occfld. These do not total to 100 percent because some Marines are still in training MOSs.

c. This is the percentage of all enlisted Marines in this occfld. These do not total to 100 percent because some Marines are still in training MOSs.

d. This is the ratio of the percentage of Hispanic Marines in this occfld to the percentage of all Marines in this occfld.



## Appendix E: Black Marine officers by occupational field

Table 6 shows the representation of black Marine officers by occupational field (occfld). Occflds are arranged from those with the largest proportion of black Marine officers to those with the smallest proportion of black Marine officers.

Table 6. Occupational distribution of black officers, June 2007<sup>a</sup>

Occfld	Occupation description	Representation			
		Black Marine officers <sup>b</sup>	All Marine officers <sup>c</sup>	Ratio <sup>d</sup>	
33	Food Service	0.51%	0.10%	5.22	Very overrepresented
31	Traffic Management	0.41%	0.08%	5.14	Very overrepresented
65	Aviation Ordnance	0.82%	0.24%	3.43	Very overrepresented
30	Supply Admin & Operations	11.31%	3.98%	2.84	Very overrepresented
01	Personnel Admin & Retention	6.42%	2.48%	2.59	Very overrepresented
34	Financial Management	4.08%	1.67%	2.44	Very overrepresented
21	Ground Ordnance Maintenance	0.51%	0.25%	2.04	Very overrepresented
59	Electronics Maintenance	0.41%	0.20%	2.03	Very overrepresented
28	Ground Elec Maintenance	0.61%	0.30%	2.01	Very overrepresented
43	Public Affairs	1.53%	0.82%	1.86	Very overrepresented
66	Aviation Logistics	2.55%	1.38%	1.85	Very overrepresented
04	Logistics	14.17%	8.18%	1.73	Very overrepresented
58	MP & Corrections	2.04%	1.19%	1.71	Very overrepresented
06	Communications	9.17%	5.95%	1.54	Very overrepresented
63	Avionics	0.41%	0.27%	1.49	Overrepresented
60	Aircraft Maintenance	2.75%	1.91%	1.44	Overrepresented
23	Ammo & EOD	0.41%	0.29%	1.42	Overrepresented
72	Air Control/Air Support/Anti-air Warfare/ATC	3.98%	3.26%	1.22	Overrepresented
44	Legal Services	2.45%	2.84%	0.86	Underrepresented
02	Intelligence	4.89%	5.84%	0.84	Underrepresented

Table 6. Occupational distribution of black officers, June 2007<sup>a</sup> (continued)

Occfld	Occupation description	Representation			
		Black Marine officers <sup>b</sup>	All Marine officers <sup>c</sup>	Ratio <sup>d</sup>	
80	Misc.	1.62	1.33%	0.82	Underrepresented
03	Infantry	9.07%	13.06%	0.69	Underrepresented
08	Field Artillery	3.47%	5.03%	0.69	Underrepresented
13	Eng, Const, Fac, & Equip	1.63%	2.92%	0.56	Underrepresented
18	Tank & AAV	0.92%	1.98%	0.46	Very underrepresented
75	Pilots/NFOs	12.74%	32.59%	0.39	Very underrepresented

a. June 2007 tabulations by CNA. For O-1 to O-5 Marines. Only occflds with more than 10 Marines reported.

b. This is the percentage of black Marine officers in this occfld. These do not total to 100 percent because some Marine officers are still in training MOSs.

c. This is the percentage of all Marine officers in this occfld. These do not total to 100 percent because some Marine officers are still in training MOSs.

d. This is the ratio of the percentage of black Marine officers in this occfld to the percentage of all Marine officers in this occfld.

## Appendix F: Hispanic Marine officers by occupational field

Table 7 shows the representation of Hispanic Marine officers by occupational field (occfld). Occflds are arranged from those with the largest proportion of Hispanic Marine officers to those with the smallest proportion of Hispanic Marine officers.

Table 7. Occupational distribution of black officers, June 2007<sup>a</sup>

Occfld	Occupation description	Representation			
		Hispanic Marine officers <sup>b</sup>	All Marine officers <sup>c</sup>	Ratio <sup>d</sup>	
34	Financial Management	3.34%	1.67%	2.00	Very overrepresented
33	Food Service	0.19%	0.10%	1.90	Very overrepresented
30	Supply Admin & Operations	6.59%	3.98%	1.66	Very overrepresented
01	Personnel Admin & Retention	3.90%	2.48%	1.57	Very overrepresented
60	Aircraft Maintenance	2.97%	1.91%	1.56	Very overrepresented
66	Aviation Logistics	2.14%	1.38%	1.55	Very overrepresented
58	MP & Corrections	1.76%	1.19%	1.48	Overrepresented
06	Communications	8.82%	5.95%	1.48	Overrepresented
04	Logistics	11.05%	8.18%	1.35	Overrepresented
28	Ground Elec Maintenance	0.37%	0.31%	1.22	Overrepresented
31	Traffic Management	0.09%	0.08%	1.17	Overrepresented
21	Ground Ordnance Maintenance	0.28%	0.25%	1.11	Overrepresented
02	Intelligence	5.94%	5.84%	1.02	Overrepresented
80	Misc	1.58%	1.62%	0.97	Underrepresented
72	Air Control/Air Support/Antiair Warfare/ATC	3.16%	3.26%	0.97	Underrepresented
18	Tank & AAV	1.86%	1.98%	0.94	Underrepresented
43	Public Affairs	0.74%	0.82%	0.90	Underrepresented
03	Infantry	11.51%	13.06%	0.88	Underrepresented
08	Field Artillery	4.18%	5.03%	0.83	Underrepresented
44	Legal Services	2.32%	2.84%	0.82	Underrepresented

Table 7. Occupational distribution of black officers, June 2007<sup>a</sup> (continued)

Occfld	Occupation description	Representation			
		Hispanic Marine officers <sup>b</sup>	All Marine officers <sup>c</sup>	Ratio <sup>d</sup>	
75	Pilots/NFOs	22.66%	32.59%	0.70	Underrepresented
63	Avionics	0.19%	0.27%	0.68	Underrepresented
13	Eng, Const, Fac, & Equip	1.95%	2.92%	0.67	Underrepresented
59	Electronics Maintenance	0.09%	0.20%	0.46	Very underrepresented
23	Ammo & EOD	0.09%	0.20%	0.32	Very underrepresented
65	Aviation Ordnance	0.00%	0.24%	0.00	Very underrepresented

a. June 2007 tabulations by CNA. For O-1 to O-5 Marines. Only occflds with more than 10 Marines reported.

b. This is the percentage of Hispanic Marines in this occfld. These do not total to 100 percent because some Marine officers are still in training MOSs.

c. This is the percentage of all Marine officers in this occfld. These do not total to 100 percent because some Marine officers are still in training MOSs.

d. This is the ratio of the percentage of Hispanic Marine officers in this occfld to the percentage of all Marine officers in this occfld.

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