



# **DEFENSE MANPOWER REQUIREMENTS REPORT**

**Fiscal Year 2009**

**Prepared by  
Office of the Under Secretary of Defense  
for Personnel and Readiness**

**Requirements and Program & Budget  
Coordination Directorate**

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## Preface

### Introduction

The Secretary of Defense hereby submits to the Congress the Defense Manpower Requirements Report (DMRR) for fiscal year (FY) 2009 in compliance with Section 115a of Title 10, United States Code (U.S.C.). This report should be used with the Report of the Secretary of Defense to the Congress on the FY09 Budget.

### Organization of the Report

This report explains the Department of Defense (DoD) manpower requirements incorporated in the President's Budget for FY09. The report is organized into five chapters.

- Chapter 1 contains an overview of the total number of Defense-wide personnel both military and civilian. It provides a clear and succinct picture of manpower in the Department and provides the basis for the rest of this report.
- Chapter 2 shows the estimated manpower requirements by force and infrastructure categories for each of the Services along with details on military technicians, numbers that provide full-time support to the Selected Reserves, the manpower in the Defense-level activities and accounts, and manpower required to be stationed overseas and afloat.
- Chapter 3 shows the flow of active duty officer and enlisted personnel through each of the Services for the current and next five FYs. It provides a general summary of the flow, listing beginning and end strength numbers by officer and enlisted grades accounting for retirements, promotions, deaths, etc. It also provides a more detailed look at retirements individually by paygrade and years of service.
- Chapter 4 contains medical manpower requirements and justifications. It displays the number of military medical personnel by corps or designation, for both the active and Reserve component within the DoD.
- Chapter 5 contains narrative manpower request justifications from the Services.

### Manpower Requirements Overview

Our Armed Services represent the most capable military forces ever assembled – enabled by a superb All Volunteer Force. Each day, Soldiers, Sailors, Marines, and Airmen serve proudly throughout the world, often in harm's way. They are supported by thousands of DoD civilians and contractors, many of whom serve alongside them in overseas locations. Operations in Iraq, Afghanistan and elsewhere have stressed our military forces, requiring increases to active component (AC) end strengths and extensive use of our Reserve component (RC). This clearly demonstrates the flexibility inherent in our All Volunteer Force.

In addition to fielding operating forces, the Department has a substantial commitment to supporting many Defense and non-DoD missions/organizations. Table 2-4 in Chapter 2 provides information on military manpower assigned outside the parent Services.

Manpower is not a requirement in itself. Our manpower investments must complement those in many areas, such as platforms, weapons, maintenance, and training, to deliver capabilities (such as combat air dominance or logistics lift). These capabilities are the real requirements. For manpower, we believe it is important that all the Services define their workload requirements such that capabilities can be operationalized in a cost-effective manner. Otherwise, we would fail to have adequate funds to pay for other required capability enablers. In addition to arriving at a fiscally informed Total Force manpower solution(s), we must work with them to ensure personnel policies, including compensation, are aligned to help attract, develop, and retain the All Volunteer Force's soldiers, sailors, Marines, and airmen.

## **The Total Force**

The data within this report are broken down by many of the various components that make up the Total Force. This section provides a description of all of the components of the Total Force in order to better help the reader understand and interpret the rest of the report.

The structure of our Armed Forces is based on the DoD Total Force Policy that recognizes various components' contributions to national security. Those components include the Active and Reserve components, the civilian work force, DoD contractors, and host nation support.

- Active Component (AC) Military. The AC military are those full-time military men and women who serve in units that engage enemy forces, provide support in the combat theater, provide other support, or who are in special accounts (transients, students, etc.). These men and women are on call 24 hours a day and receive full-time military pay.
- Reserve Component (RC) Military. The RC military is composed of both Reserve and Guard forces. The Army, Navy, Marine Corps, and Air Force Reserves each consist of three specific categories: Ready Reserve, Standby Reserve, and Retired Reserve. The Army and Air National Guards are composed solely of Ready Reserve personnel.
  - Ready Reserve. The Ready Reserve consists of RC units, individual reservists assigned to AC units, and individuals subject to recall to active duty to augment the active forces in time of war or national emergency. The Ready Reserve consists of three subgroups: the Selected Reserve, the Individual Ready Reserve, and the Inactive National Guard.
    - Selected Reserve (SELRES). The SELRES is composed of those units and individuals designated by their respective Services and approved by the Chairman, Joint Chiefs of Staff, as so essential to initial wartime missions that they have priority for training, equipment, and personnel over all other Reserve elements. The SELRES is composed of Reserve unit members, individual mobilization augmentees (IMAs), and Active Guard and Reserve (AGR) members. Reserve unit members are assigned against RC force structure, IMAs are assigned to, and trained for, AC organizations or Selective Service System or Federal Emergency Management Agency billets, and AGRs are full-time Reserve members who support the recruiting, organizing, training, instructing, and administration of the RCs.
    - Individual Ready Reserve (IRR). The IRR is a manpower pool consisting mainly of trained individuals who have previously served in AC units or in the SELRES. IRR

members are liable for involuntary active duty for training and fulfillment of mobilization requirements.

- Inactive National Guard (ING). The ING consists of Army National Guard personnel who are in an inactive status (the term does not apply to the Air National Guard). Members of the ING are attached to National Guard units but do not actively participate in training activities. Upon mobilization, they would mobilize with their units. To remain members of the ING, individuals must report annually to their assigned unit.
- Standby Reserve. Personnel assigned to the Standby Reserve have completed all obligated or required service or have been removed from the Ready Reserve because of civilian employment, temporary hardship, or disability. Standby Reservists maintain military affiliation, but are not required to perform training or to be assigned to a unit.
- Retired Reserve. The Retired Reserve consists of personnel who have been placed in retirement status based on completion of 20 or more qualifying years of RC and/or AC service. A member of the Retired Reserve does not receive retired pay until reaching age 60, unless he or she has 20 or more years of active Federal military service.
- Civilian Component. Civilians include U. S. citizens and foreign nationals on DoD's direct payroll, as well as foreign nationals hired indirectly through contractual arrangement with overseas host nations. This category does not include those paid through non-appropriated fund (NAF) activities.
- Contractor Services Support Component. DoD uses service contracts to: a) acquire specialized knowledge and skills not available in DoD; b) obtain temporary or intermittent services; and c) obtain more cost-effective performance of various commercial-type functions available in the private sector. Section 2461 of Title 10, U. S.C. requires the development of government versus private sector total cost comparison analyses to justify contracting out DoD functions that are not inherently governmental or closely tied to mobilization.
- Host Nation Support Component. Host nation military and civilian personnel support, as identified in international treaties and status of forces agreements, represents a cost-effective alternative to stationing U. S. troops and civilians overseas.

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## Chapter 1: Department Overview

The tables in this chapter provide an overview of Defense-wide manpower, both military and civilian. They give the most succinct picture of manpower in the Department for the previous, current, and next FYs, and provide the basis for the rest of this report. A more specific summary of each table follows.

Table 1-1 gives an overview of total Department manpower for the previous, current, and next FYs broken down by Service, Active/Reserve, and Civilians. Table 1-1 provides a picture of all Defense-wide manpower which the rest of the tables in this report will expand upon in greater depth.

Table 1-2a shows the active component military manpower totals by personnel category (i.e., officer, enlisted, and cadet/midshipmen) for each Service for the previous, current, and next FYs. Table 1-2b shows the same information for the RCs.

Table 1-3 presents the numbers of major military force units (land, air, naval, mobility, strategic, C4ISR) supported by the overall manpower by type and component, for the previous, current, and next FYs.

Table 1-4 shows the active military manpower assigned within a unit force-structure and projected strength estimates for categories of individuals not in the unit force-structure and consisting generally of transients, holdees, students, trainees, and cadets/midshipmen.

**Table 1-1: Department of Defense Manpower Totals**

**Table 1-1: Department of Defense Manpower Totals**

<b>Service</b>	<b>Category</b>	<b>FY07 Actual</b>	<b>FY08 Estimate</b>	<b>FY09 Estimate</b>
<b>Army</b>	Active:			
	Military	522.0	489.4	532.3
	Civilian	238.1	239.0	239.8
	Subtotal	760.1	728.4	772.1
	Selected Reserve:			
	National Guard	350.0	351.3	352.6
	Reserve	200.0	205.0	205.0
	Subtotal	550.0	556.3	557.6
	Total, Military	1,072.0	1,045.7	1,089.9
Total, Army	1,310.1	1,284.7	1,329.7	
<b>Navy</b>	Active:			
	Military	337.5	327.6	325.3
	Civilian	171.1	174.9	174.0
	Subtotal	508.6	502.6	499.3
	Selected Reserve	69.9	67.8	66.7
	Total, Military	407.5	395.4	392.0
	Total, Navy	578.6	570.4	566.0
<b>Marine Corps</b>	Active:			
	Military	186.5	180.0	194.0
	Civilian	16.4	16.2	16.7
	Subtotal	202.9	196.2	210.7
	Selected Reserve	38.4	39.6	39.6
	Total, Marine Corps	241.3	235.8	250.3
<b>Air Force</b>	Active:			
	Military	333.5	328.6	316.6
	Civilian	163.8	168.9	171.3
	Subtotal	501.7	497.5	487.9
	Selected Reserve:			
	National Guard	106.3	106.7	106.7
	Reserve	71.1	67.5	67.4
	Subtotal	177.4	174.2	174.1
Total, Air Force	679.1	671.7	662.0	
<b>Defense-Wide</b>	Military	Included in Service totals		
	Civilian	124.6	129.4	135.7
<b>Total DoD</b>	Active:			
	Military	1,379.5	1,325.6	1,368.2
	Civilian	714.0	728.4	737.5
	Subtotal	2,093.5	2,054.1	2,105.7
	Selected Reserve:			
	National Guard	456.3	458.0	459.3
	Reserve	379.5	379.9	378.7
	Subtotal	835.7	837.9	838.0
Total, DoD	2,929.3	2,892.0	2,943.7	

Numbers may not add due to rounding.

# in Thousands

**Table 1-2a: Active Military Manpower Totals by Personnel Category**

Service	Category	FY07 Actual	FY08 Estimate	FY09 Estimate
<b>Army</b>	Commissioned/Warrant Officers	84.5	81.9	85.8
	Enlisted Personnel	433.1	403.4	442.1
	Cadets	4.4	4.1	4.4
	<b>Total</b>	<b>522.0</b>	<b>489.4</b>	<b>532.3</b>
<b>Navy</b>	Commissioned/Warrant Officers	51.4	51.3	50.8
	Enlisted Personnel	281.8	272.1	270.2
	Midshipmen	4.4	4.3	4.3
	<b>Total</b>	<b>337.6</b>	<b>327.7</b>	<b>325.3</b>
<b>Marine Corps</b>	Commissioned/Warrant Officers	19.7	18.9	20.3
	Enlisted Personnel	166.8	161.1	173.7
	<b>Total</b>	<b>186.5</b>	<b>180.0</b>	<b>194.0</b>
<b>Air Force</b>	Commissioned Officers	65.7	65.0	61.3
	Enlisted Personnel	263.4	259.6	251.3
	Cadets	4.4	4.0	4.0
	<b>Total</b>	<b>333.5</b>	<b>328.6</b>	<b>316.6</b>
<b>Total Active Duty</b>	Commissioned/Warrant Officers	221.3	217.1	218.2
	Enlisted Personnel	1,145.1	1,096.2	1,137.3
	Cadets/Midshipmen	13.2	12.4	12.7
	<b>Total</b>	<b>1,379.6</b>	<b>1,325.7</b>	<b>1,368.2</b>

Numbers may not add due to rounding.

# in Thousands

**Table 1-2b: Selected Reserve Military Manpower Totals by Personnel Category**

Component	Category	FY07 Actual	FY08 Estimate	FY09 Estimate
<b>Army National Guard</b>	Commissioned/Warrant Officers	37.5	38.6	39.2
	Enlisted Personnel	315.2	312.7	313.4
	<b>Total</b>	<b>352.7</b>	<b>351.3</b>	<b>352.6</b>
<b>Army Reserve</b>	Commissioned/Warrant Officers	36.0	38.5	42.8
	Enlisted Personnel	153.9	159.8	162.2
	<b>Total</b>	<b>189.9</b>	<b>198.3</b>	<b>205.0</b>
<b>Navy Reserve</b>	Commissioned/Warrant Officers	15.7	15.5	15.4
	Enlisted Personnel	54.2	52.3	51.3
	<b>Total</b>	<b>69.9</b>	<b>67.8</b>	<b>66.7</b>
<b>Marine Corps Reserve</b>	Commissioned/Warrant Officers	3.3	3.6	3.6
	Enlisted Personnel	35.1	36.0	36.0
	<b>Total</b>	<b>38.4</b>	<b>39.6</b>	<b>39.6</b>
<b>Air National Guard</b>	Commissioned Officers	14.0	15.4	15.7
	Enlisted Personnel	92.2	91.3	91.0
	<b>Total</b>	<b>106.3</b>	<b>106.7</b>	<b>106.7</b>
<b>Air Force Reserve</b>	Commissioned Officers	16.3	14.7	14.7
	Enlisted Personnel	54.8	52.8	52.7
	<b>Total</b>	<b>71.1</b>	<b>67.5</b>	<b>67.4</b>
<b>Total Selected Reserve</b>	Commissioned/Warrant Officers	122.9	126.2	131.5
	Enlisted Personnel	705.4	704.9	706.5
	<b>Total</b>	<b>828.3</b>	<b>831.2</b>	<b>838.0</b>

Numbers may not add due to rounding.

# in Thousands

**Table 1-3: Major Military Force Units**

Major Force Program	Component	FY07 Actual	FY08 Estimate	FY09 Estimate
<b>Strategic Forces</b>				
Air Offense Squadrons	Active	15	14	13
	Guard/Reserve	1	1	1
Ballistic Missile Submarines (SSBN) ICBMs	Active	14	14	14
	Active	500	500	450
<b>Land Forces</b>				
Army Divisions	Active	10	10	10
	Guard/Reserve	8	8	8
Brigade Combat Teams (BCTs)*	Active	29	33	35
	Guard/Reserve	26	28	28
Marine Divisions	Active	3	3	3
	Guard/Reserve	1	1	1
<b>Air Forces</b>				
Air Force Squadrons	Active	119	106	118
	Guard/Reserve	84	72	101
Carrier Squadrons	Active	75	74	76
	Guard/Reserve	3	3	3
Marine Squadrons	Active	64	63	65
	Guard/Reserve	11	9	9
Navy ASW and FAD Squadrons	Active	38	38	36
	Guard/Reserve	0	0	0
Navy Special Mission Squadrons	Active	6	6	6
	Guard/Reserve	5	5	5
<b>Naval Forces</b>				
Amphibious Assault Ships	Active	31	32	33
Attack Submarines	Active	53	52	53
Guided Missile Submarines (SSGN)	Active	4	4	4
Patrol Ships/Mine Warfare Ships	Active	25	25	27
	Guard/Reserve	6	2	0
Surface Combatants	Active	107	111	114
	Guard/Reserve	9	9	9
<b>C4ISR</b>				
Counter Drug Support Squadrons	Active	0	0	0
	Guard/Reserve	10	0	0
Reconnaissance	Active	20	20	21
	Guard/Reserve	2	13	6
Space Squadrons	Active	76	76	76
	Guard/Reserve	16	16	16
<b>Mobility Forces</b>				
Air Force Airlift Squadrons	Active	99	96	46
	Guard/Reserve	64	61	60
Air Refueling Squadrons	Active	24	22	17
	Guard/Reserve	33	27	32
Naval Fixed Wing Airlift Squadrons	Active	2	2	2
	Guard/Reserve	15	15	15
Naval Rotary Wing Heavy Lift Squadrons	Active	3	2	2
	Guard/Reserve	0	0	0
Sealift Forces	Naval Auxiliary Ships	2	1	1
	Military Sealift Command Ships	174	175	178

\* Prior to FY09, Airlift Squadron numbers included Helicopter Squadrons and Special Operations Squadrons.

**Table 1-4: Active Military Manpower in Units and Individuals Account**

Service	Account	FY07 Actual			FY08 Estimate			FY09 Estimate		
		Officer	Enlisted	Total	Officer	Enlisted	Total	Officer	Enlisted	Total
Army	In Units	71.9	378.6	450.5	71.7	355.6	427.3	75.6	394.7	470.3
	Individuals:									0.0
	Transients	1.1	9.7	10.8	0.1	8.6	8.7	0.1	8.6	8.7
	Trainees/Students	11.4	43.5	54.9	10.0	38.0	48.0	10.0	37.6	47.6
	Cadets	4.4		4.4	4.1		4.1	4.4		4.4
	Patients/Prisoners/ Holdees	0.1	1.3	1.4	0.1	1.2	1.3	0.1	1.2	1.3
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	88.9	433.1	522.0	86.0	403.4	489.4	90.2	442.1	532.3
Navy	In Units	44.0	249.5	293.5	43.7	240.8	284.5	43.3	238.7	282.0
	Individuals:									
	Transients	1.4	9.6	11.0	1.4	7.8	9.2	1.4	7.5	8.9
	Trainees/Students	5.9	21.0	26.9	6.1	21.9	28.0	6.1	22.4	28.5
	Midshipmen	0.0	4.4	4.4	0.0	4.3	4.3	0.0	4.3	4.3
	Patients/Prisoners/ Holdees	0.1	1.7	1.8	0.1	1.6	1.7	0.1	1.6	1.6
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	51.4	286.2	337.6	51.3	276.4	327.7	50.9	274.5	325.3
Marine Corps	In Units	16.3	137.1	153.4	15.4	135.2	150.5	16.3	144.3	160.6
	Individuals:									
	Transients	1.2	3.9	5.1	0.4	4.3	4.7	0.4	4.7	5.1
	Trainees/Students	2.1	25.3	27.4	3.1	20.9	24.0	3.6	24.0	27.6
	Patients/Prisoners/ Holdees	0.0	0.5	0.5	0.0	0.8	0.8	0.0	0.7	0.7
	Undistributed Manning	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total End Strength	19.7	166.8	186.5	18.9	161.1	180.0	20.3	173.7	194.0
	Air Force	In Units	59.2	247.8	307.0	56.8	241.9	298.7	55.0	233.6
Individuals:										
Transients		0.0	0.0	0.0	0.5	0.3	0.8	0.4	0.3	0.7
Trainees/Students		6.5	15.2	21.7	5.5	13.4	18.9	5.5	13.4	18.9
Cadets		4.4	0.0	4.4	4.0		4.0	4.0		4.0
Patients/Prisoners/ Holdees		0.0	0.4	0.4	0.0	0.0	0.0	0.0	0.0	0.0
Undistributed Manning		0.0	0.0	0.0	2.1	4.1	6.2	0.4	4.0	4.4
Total End Strength		70.1	263.4	333.5	69.0	259.6	328.6	65.3	251.3	316.6
Total DoD	In Units	191.4	1,013.0	1,204.4	187.6	973.4	1,161.0	190.2	1,011.3	1,201.5
	Individuals:									
	Transients	3.8	23.2	26.9	2.4	21.0	23.4	2.3	21.0	23.3
	Trainees/Students	25.9	105.0	130.9	24.7	94.1	118.9	25.2	97.4	122.6
	Cadets/Midshipmen	8.8	4.4	13.2	8.1	4.3	12.4	8.4	4.3	12.7
	Patients/Prisoners/ Holdees	0.2	3.9	4.1	0.2	3.6	3.8	0.2	3.5	3.7
	Undistributed Manning	0.0	0.0	0.0	2.1	4.1	6.2	0.4	4.0	4.4
	Total End Strength	230.1	1,149.5	1,379.5	225.1	1,100.5	1,325.7	226.7	1,141.6	1,368.2

Numbers may not add due to rounding.

# in Thousands



## **Chapter 2: Service and Defense-Level Summaries**

The tables in this chapter show the estimated manpower requirements by force and infrastructure categories for each of the Services along with details on military technicians, numbers that provide full-time support to the Reserve, the manpower in the Defense-level activities and accounts, and manpower required to be stationed overseas and afloat. A more specific summary of each table follows.

Tables 2-1a through 2-1d give end strength summaries for total military and civilian manpower by force and infrastructure for the previous, current, and next FYs. The table is broken down into two halves. The first half contains force totals and three sub-categories of expeditionary forces, deterrence and protection forces, and other forces. The second half has the infrastructure totals in 11 sub-categories ranging from logistics and communication to training, science and technology. Each table also includes a grand total and the percentage of the total that the infrastructure represents.

Table 2-2 shows the numbers of military technicians assigned, authorized, and required by status and organization for the previous, current, and next FYs for the Army and Air Force. Totals are given in thousands for both high-priority units and other units for dual and non-dual status individuals.

Table 2-3 shows the full-time support to the Selected Reserve for the previous, current, and next FYs. Sub-totals for AGR, technicians, and civilian are given for each RC.

Table 2-4 shows the manpower in Defense-level activities and accounts for the previous, current, and next FYs. Components are organized in sub-categories of Office of the Secretary of Defense (OSD) level, Defense Agencies, Defense Field Activities, Other Defense-Wide Organizations, Joint Staff and Unified/Combined Commands, and Program Manager Manpower.

Table 2-5 shows the Service-level manpower required to be stationed in foreign countries and ships afloat for previous, current, and next FYs.

**Table 2-1a: Army Military and Civilian Manpower by Force and Infrastructure Category**

Category	FY07 Actual				FY08 Estimate				FY09 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	360.4	485.0	46.2	891.6	335.9	452.7	46.2	834.8	376.7	483.7	46.7	907.1
Deterrence & Protection Forces	0.7	1.2	1.3	3.2	0.9	1.2	1.5	3.6	0.9	1.2	1.5	3.6
Other Forces	6.2	0.3	3.3	9.8	9.5	0.4	3.8	13.7	9.6	0.4	4.5	14.5
<b>Forces Total</b>	<b>367.3</b>	<b>486.5</b>	<b>50.8</b>	<b>904.6</b>	<b>346.3</b>	<b>454.3</b>	<b>51.5</b>	<b>852.1</b>	<b>387.2</b>	<b>485.3</b>	<b>52.7</b>	<b>925.2</b>
<b>Infrastructure</b>												
Force Installations	1.6	0.0	36.2	37.8	2.3	0.0	36.1	38.4	2.2	0.0	35.4	37.6
Communications & Information	1.0	0.3	2.9	4.2	1.5	0.3	4.0	5.8	1.4	0.3	4.0	5.7
Science & Technology Program	0.7	0.0	12.0	12.7	0.7	0.0	9.8	10.5	0.7	0.0	9.8	10.5
Acquisition	2.9	0.0	10.8	13.7	3.5	0.0	10.6	14.1	3.3	0.0	10.6	13.9
Central Logistics	1.3	12.9	41.1	55.3	1.0	41.0	43.6	85.6	1.0	18.6	43.8	63.4
Defense Health Program	24.8	0.0	29.2	54.0	24.1	0.0	27.6	51.7	23.8	0.0	28.2	52.0
Central Personnel Administration	26.2	4.8	6.6	37.6	23.5	13.4	7.9	44.8	23.5	12.6	7.9	44.0
Central Personnel Benefits Programs	1.1	0.0	3.6	4.7	1.1	0.0	4.4	5.5	1.1	0.0	3.4	4.5
Central Training	80.1	16.8	18.9	115.8	76.2	18.9	18.9	114.0	77.4	18.8	19.5	115.7
Departmental Management	9.0	21.2	25.1	55.3	9.2	21.6	23.8	54.6	9.1	21.8	23.7	54.6
Other Infrastructure	6.0	0.1	0.9	7.0	0.0	0.1	0.8	0.9	1.6	0.2	0.8	2.6
<b>Infrastructure Total</b>	<b>154.7</b>	<b>56.1</b>	<b>187.3</b>	<b>398.1</b>	<b>143.1</b>	<b>95.3</b>	<b>187.5</b>	<b>425.9</b>	<b>145.1</b>	<b>72.3</b>	<b>187.1</b>	<b>404.5</b>
<b>Grand Total</b>	<b>522.0</b>	<b>542.6</b>	<b>238.1</b>	<b>1,302.7</b>	<b>489.4</b>	<b>549.6</b>	<b>239.0</b>	<b>1,278.0</b>	<b>532.3</b>	<b>557.6</b>	<b>239.8</b>	<b>1,329.7</b>
Infrastructure as a Percentage of Total	30%	10%	79%	31%	29%	17%	78%	33%	27%	13%	78%	30%

Numbers may not add due to rounding.

# in Thousands



**Table 2-1b: Navy Military and Civilian Manpower by Force and Infrastructure Category**

Category	FY07 Actual				FY08 Estimate				FY09 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	170.0	28.7	12.5	211.3	170.3	28.1	12.8	211.3	168.6	26.0	13.2	207.8
Deterrence & Protection Forces	10.1	3.0	3.9	17.0	10.2	3.0	4.3	17.6	10.3	3.0	4.6	17.9
Other Forces	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Forces Total</b>	<b>180.1</b>	<b>31.7</b>	<b>16.4</b>	<b>228.2</b>	<b>180.6</b>	<b>31.1</b>	<b>17.2</b>	<b>228.9</b>	<b>178.9</b>	<b>29.0</b>	<b>17.9</b>	<b>225.7</b>
<b>Infrastructure</b>												
Force Installations	22.1	5.5	26.3	54.0	19.2	5.8	26.9	51.9	18.6	5.8	25.4	49.8
Communications & Information	4.1	0.8	1.9	6.8	4.0	0.6	1.9	6.5	4.0	0.6	2.0	6.6
Science & Technology Program	0.0	0.0	3.5	3.5	0.0	0.0	3.6	3.6	0.0	0.0	3.6	3.6
Acquisition	4.8	0.7	34.2	39.7	4.1	0.7	34.1	38.9	4.1	0.6	34.0	38.8
Central Logistics	8.5	5.4	59.0	73.0	6.1	5.2	58.3	69.6	6.4	7.1	56.6	70.0
Defense Health Program	28.7	0.0	11.6	40.4	27.2	0.0	13.4	40.7	26.0	0.0	14.4	40.4
Central Personnel Administration	20.0	2.2	2.8	25.0	17.9	2.1	2.9	22.9	18.0	1.9	3.0	22.9
Central Personnel Benefits Programs	1.4	0.2	3.9	5.4	1.3	0.2	3.9	5.4	1.3	0.2	3.9	5.3
Central Training	47.9	3.1	6.0	57.0	47.9	3.1	6.7	57.7	48.9	2.9	7.3	59.2
Departmental Management	17.3	14.7	4.6	36.7	17.0	13.5	4.9	35.4	16.9	13.2	4.9	35.0
Other Infrastructure	2.5	5.5	0.9	9.0	2.3	5.5	1.1	8.9	2.3	5.5	1.1	8.8
<b>Infrastructure Total</b>	<b>157.4</b>	<b>38.2</b>	<b>154.7</b>	<b>350.3</b>	<b>147.0</b>	<b>36.7</b>	<b>157.7</b>	<b>341.5</b>	<b>146.5</b>	<b>37.7</b>	<b>156.2</b>	<b>340.4</b>
<b>Grand Total</b>	<b>337.5</b>	<b>69.9</b>	<b>171.1</b>	<b>578.5</b>	<b>327.6</b>	<b>67.8</b>	<b>174.9</b>	<b>570.3</b>	<b>325.3</b>	<b>66.7</b>	<b>174.0</b>	<b>566.1</b>
Infrastructure as a Percentage of Total	47%	55%	90%	61%	45%	54%	90%	60%	45%	57%	90%	60%

Numbers may not add due to rounding.

# in Thousands

**Table 2-1c: Marine Corps Military and Civilian Manpower by Force and Infrastructure Category**

Category	FY07 Actual				FY08 Estimate				FY09 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	123.0	0.0	0.0	123.0	120.8	0.0	0.0	120.8	129.3	0.0	0.0	129.3
Deterrence & Protection Forces	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Forces	1.1	38.4	0.0	39.5	1.1	39.6	0.0	40.7	1.1	39.6	0.0	40.7
<b>Forces Total</b>	<b>124.1</b>	<b>38.4</b>	<b>0.0</b>	<b>162.5</b>	<b>121.9</b>	<b>39.6</b>	<b>0.0</b>	<b>161.5</b>	<b>130.4</b>	<b>39.6</b>	<b>0.0</b>	<b>170.0</b>
<b>Infrastructure</b>												
Force Installations	20.1	0.0	4.9	25.0	18.2	0.0	4.9	23.1	20.6	0.0	5.0	25.6
Communications & Information	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition	1.1	0.0	0.3	1.4	1.1	0.0	0.3	1.4	1.1	0.0	0.3	1.4
Central Logistics	7.2	0.0	2.2	9.4	6.8	0.0	2.1	8.9	7.3	0.0	2.2	9.5
Defense Health Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central Personnel Administration	6.1	0.0	1.7	7.8	5.9	0.0	1.6	7.5	6.3	0.0	1.7	8.0
Central Personnel Benefits Programs	1.1	0.0	0.3	1.4	1.1	0.0	0.3	1.4	1.1	0.0	0.3	1.4
Central Training	23.8	0.0	6.2	30.0	22.0	0.0	6.2	28.2	24.2	0.0	6.4	30.6
Departmental Management	2.0	0.0	0.5	2.5	2.0	0.0	0.5	2.5	2.0	0.0	0.5	2.5
Other Infrastructure	1.0	0.0	0.3	1.3	1.0	0.0	0.3	1.3	1.0	0.0	0.3	1.3
<b>Infrastructure Total</b>	<b>62.4</b>	<b>0.0</b>	<b>16.4</b>	<b>78.8</b>	<b>58.1</b>	<b>0.0</b>	<b>16.2</b>	<b>74.3</b>	<b>63.6</b>	<b>0.0</b>	<b>16.7</b>	<b>80.3</b>
<b>Grand Total</b>	<b>186.5</b>	<b>38.4</b>	<b>16.4</b>	<b>241.3</b>	<b>180.0</b>	<b>39.6</b>	<b>16.2</b>	<b>235.8</b>	<b>194.0</b>	<b>39.6</b>	<b>16.7</b>	<b>250.3</b>
Infrastructure as a Percentage of Total	33%	0%	100%	33%	32%	0%	100%	32%	33%	0%	100%	32%

Numbers may not add due to rounding.

# in Thousands

**Table 2-1d: Air Force Military and Civilian Manpower by Force and Infrastructure Category**

Category	FY07 Actual				FY08 Estimate				FY09 Estimate			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Forces</b>												
Expeditionary Forces	151.6	113.7	32.6	297.9	151.3	116.3	33.6	301.2	160.0	114.2	33.7	307.9
Deterrence & Protection Forces	8.2	4.3	3.4	15.9	7.7	4.5	3.6	15.8	7.2	5.1	3.4	15.8
Other Forces	23.2	4.6	5.3	33.0	25.1	6.6	6.5	38.2	25.6	7.9	7.1	40.6
<b>Forces Total</b>	<b>183.0</b>	<b>122.5</b>	<b>41.2</b>	<b>346.8</b>	<b>184.1</b>	<b>127.4</b>	<b>43.7</b>	<b>355.3</b>	<b>192.8</b>	<b>127.2</b>	<b>44.3</b>	<b>364.3</b>
<b>Infrastructure</b>												
Force Installations	18.7	12.3	25.2	56.1	15.1	11.7	23.7	50.5	6.2	11.1	24.1	41.4
Communications & Information	2.6	0.1	4.7	7.4	3.1	0.1	4.5	7.6	3.0	0.1	4.3	7.4
Science & Technology Program	1.0	0.0	4.3	5.3	0.9	0.0	4.0	4.9	0.9	0.0	4.0	4.9
Acquisition	7.3	1.1	9.6	18.0	7.5	0.5	10.0	18.0	7.1	0.5	10.1	17.8
Central Logistics	4.1	1.0	40.6	45.8	3.7	0.5	39.7	43.9	1.7	0.8	39.7	42.2
Defense Health Program	30.3	0.0	5.8	36.2	31.4	0.0	7.5	38.9	30.6	0.0	7.9	38.5
Central Personnel Administration	4.1	2.1	1.6	7.8	7.9	2.2	1.5	11.6	7.3	2.2	1.5	11.0
Central Personnel Benefits Programs	1.4	0.0	3.3	4.7	1.2	0.0	3.6	4.8	1.1	0.1	3.7	4.9
Central Training	57.0	12.7	14.5	84.3	49.6	9.5	15.6	74.7	43.1	9.9	15.8	68.8
Departmental Management	14.9	10.3	10.3	35.6	15.0	8.7	11.8	35.6	15.0	9.1	12.3	36.4
Other Infrastructure	9.1	15.2	2.6	26.9	9.1	13.6	3.4	26.1	7.8	13.2	3.5	24.6
<b>Infrastructure Total</b>	<b>150.6</b>	<b>54.9</b>	<b>122.6</b>	<b>328.0</b>	<b>144.5</b>	<b>46.8</b>	<b>125.3</b>	<b>316.5</b>	<b>123.8</b>	<b>46.9</b>	<b>127.1</b>	<b>297.8</b>
<b>Grand Total</b>	<b>333.6</b>	<b>177.4</b>	<b>163.8</b>	<b>674.8</b>	<b>328.7</b>	<b>174.2</b>	<b>168.9</b>	<b>671.8</b>	<b>316.6</b>	<b>174.1</b>	<b>171.3</b>	<b>662.1</b>
Infrastructure as a Percentage of Total	45%	31%	75%	49%	44%	27%	74%	47%	39%	27%	74%	45%

Numbers may not add due to rounding.

# in Thousands

**Table 2-2: Military Technicians Assigned, Authorized, and Required by Status and Organization**

Component		High-Priority Units			Other			Total		
		Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total	Dual Status	Non-Dual Status	Total
<b>FY07 Actual</b>										
<b>Army National Guard</b>	Required	34.6	0.0	34.6	5.0	1.8	6.8	39.6	1.8	41.4
	Estimate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Actual	20.5	0.0	20.5	4.2	1.6	5.8	24.7	1.6	26.3
<b>Army Reserve</b>	Required	11.5	0.0	11.5	1.6	0.0	1.6	13.1	0.0	13.1
	Estimate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Actual	4.7	0.4	5.1	2.9	0.2	3.1	7.6	0.6	8.2
<b>Air National Guard</b>	Required	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Estimate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Actual	22.4	0.3	22.7	0.0	0.0	0.0	22.4	0.3	22.7
<b>Air Force Reserve</b>	Required	9.6	0.0	9.6	0.1	0.0	0.1	9.7	0.0	9.7
	Estimate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Actual	9.2	0.0	9.2	0.0	0.0	0.0	9.2	0.0	9.2
<b>FY08 Estimate</b>										
<b>Army National Guard</b>	Required	34.6	0.0	34.6	5.0	1.8	6.8	39.6	1.8	41.4
	Estimate	22.0	0.0	22.0	4.5	1.6	6.1	26.5	1.6	28.1
<b>Army Reserve</b>	Required	11.5	0.0	11.5	1.6	0.0	1.6	13.1	0.0	13.1
	Estimate	4.0	0.2	4.2	4.2	0.4	4.6	8.2	0.6	8.8
<b>Air National Guard</b>	Required	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Estimate	22.6	0.4	22.9	0.0	0.0	0.0	22.6	0.4	22.9
<b>Air Force Reserve</b>	Required	9.6	0.0	9.6	0.1	0.0	0.1	9.7	0.0	9.7
	Estimate	9.9	0.1	10.0	0.0	0.0	0.0	9.9	0.1	10.0
<b>FY09 Estimate</b>										
<b>Army National Guard</b>	Required	34.6	0.0	34.6	5.0	1.8	6.8	39.6	1.8	41.4
	Estimate	22.6	0.0	22.6	4.6	1.6	6.2	27.2	1.6	28.8
<b>Army Reserve</b>	Required	11.5	0.0	11.5	1.6	0.0	1.6	13.1	0.0	13.1
	Estimate	4.1	0.2	4.3	4.3	0.4	4.7	8.4	0.6	9.0
<b>Air National Guard</b>	Required	23.0	0.4	23.4	0.0	0.0	0.0	23.0	0.4	23.4
	Estimate	22.5	0.4	22.8	0.0	0.0	0.0	22.5	0.4	22.8
<b>Air Force Reserve</b>	Required	9.6	0.0	9.6	0.1	0.0	0.1	9.7	0.0	9.7
	Estimate	10.0	0.1	10.1	0.0	0.0	0.0	10.0	0.1	10.1

Numbers may not add due to rounding.

# in Thousands

**Table 2-3: Full-Time Support to the Selected Reserves**

<b>Component</b>	<b>FY07 Actual</b>	<b>FY08 Estimate</b>	<b>FY09 Estimate</b>
<b>Army National Guard</b>			
Active Guard/Reserve*	26.0	29.2	30.0
Army Guard Technicians:			
Dual Status	24.7	26.5	27.2
Non-Dual Status	1.6	1.6	1.6
Active Component with Reserve Unit	0.2	0.2	0.2
Civilians	0.5	0.5	0.5
<b>Subtotal</b>	<b>53.0</b>	<b>58.0</b>	<b>59.5</b>
<b>Army Reserve</b>			
Active Guard/Reserve	15.6	15.9	16.2
Army Reserve Technicians:			
Dual Status	7.6	8.2	8.4
Non-Dual Status	0.6	0.6	0.6
Active Component with Reserve Unit	0.1	0.1	0.1
Civilians	1.0	1.3	1.3
<b>Subtotal</b>	<b>25.0</b>	<b>26.1</b>	<b>26.6</b>
<b>Navy Reserve</b>			
Active Guard/Reserve	12.3	11.6	11.1
Active Component with Reserve Units	1.8	2.7	2.8
Civilians	1.0	1.2	1.2
<b>Subtotal</b>	<b>15.1</b>	<b>15.5</b>	<b>15.1</b>
<b>Marine Corps Reserve</b>			
Active Guard/Reserve	2.2	2.2	2.2
Active Component with Reserve Units	4.4	4.4	4.4
Civilians	0.2	0.2	0.2
<b>Subtotal</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>
<b>Air National Guard</b>			
Active Guard/Reserve	13.2	13.9	14.3
Air Guard Technicians:			
Dual Status	22.4	22.6	22.5
Non-Dual Status	0.3	0.4	0.4
Active Component with Reserve Unit	0.2	0.2	0.2
Civilians	1.2	1.2	1.3
<b>Subtotal</b>	<b>37.3</b>	<b>38.3</b>	<b>38.7</b>
<b>Air Force Reserve</b>			
Active Guard/Reserve	2.4	2.7	2.7
Air Reserve Technicians:			
Dual Status	9.2	9.9	10.0
Non-Dual Status	0.0	0.1	0.1
Active Component with Reserve Unit	0.6	0.6	0.5
Civilians	4.1	3.8	3.9
<b>Subtotal</b>	<b>16.2</b>	<b>17.1</b>	<b>17.2</b>
<b>DoD Totals</b>			
Active Guard/Reserve	71.8	75.5	76.5
Military Technicians	66.4	69.8	70.7
Active Component with Reserve Unit	7.3	8.1	8.1
Civilians	7.8	8.3	8.4
<b>Total</b>	<b>153.3</b>	<b>161.8</b>	<b>163.8</b>

Numbers may not add due to rounding.

# in Thousands

**Table 2-4: Manpower in Defense-Level Activities and Accounts**

Activity	FY07 Actual*				FY08 Estimate*				FY09 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>OSD-Level</b>												
Office of the Inspector General	30	0	1,388	1,418	28	0	1,438	1,466	28	0	1,475	1,503
Office of the Secretary of Defense	478	177	1,538	2,193	454	178	1,565	2,197	423	178	1,598	2,199
<b>Defense Agencies</b>												
Defense Advanced Research Projects Agency (DARPA)	21	0	149	170	17	0	183	200	17	0	183	200
Defense Business Transformation Agency (DBTA)	4	0	164	168	4	0	263	267	4	0	301	305
Defense Commissary Agency (DeCA)	5	0	14,667	14,672	5	0	14,791	14,796	5	0	14,678	14,683
Defense Contract Audit Agency (DCAA)	0	0	3,937	3,937	0	0	3,913	3,913	0	0	3,929	3,929
Defense Contract Management Agency (DCMA)	404	41	9,715	10,820	561	41	9,694	10,693	559	41	9,593	10,193
Defense Finance and Accounting Service (DFAS)	122	0	12,340	12,462	47	0	11,500	11,547	28	0	10,683	10,711
Defense Legal Services Agency (DLSA)	30	0	235	265	93	0	240	333	93	0	191	284
Defense Logistics Agency (DLA)	475	592	21,109	22,176	554	731	24,597	25,882	553	731	24,009	25,293
Defense Security Cooperation Agency (DSCA)	85	3	593	681	120	3	722	845	126	3	755	884
Defense Security Service (DSS)	0	0	515	515	0	0	602	602	0	0	727	727
Defense Threat Reduction Agency (DTRA)	620	21	1,124	1,955	751	21	1,169	1,955	749	21	1,171	1,941
Pentagon Force Protection Agency (PFPA)	23	0	964	987	23	0	995	1,018	23	0	995	1,018
Missile Defense Agency (MDA)	138	0	944	1,082	136	0	1,100	1,236	136	0	1,200	1,336

\*Military end strength numbers shown for information only, accounted for in Service manpower totals.

**Table 2-4 (continued): Manpower in Defense-Level Activities and Accounts**

Activity	FY07 Actual*				FY08 Estimate*				FY09 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Defense Field Activities</b>												
Defense Media Activity (DMA)†	325	7	263	595	310	7	278	595	1,027	42	682	1,751
Defense Human Resources Activity (DHRA)	18	1	879	899	14	1	907	922	14	1	1,005	1,020
Defense Prisoner of War/ Missing Persons Office	46	0	69	115	46	0	69	115	46	0	69	115
Defense Technical Information Center (DTIC)	0	0	307	307	0	0	307	307	0	0	307	307
Defense Technology Security Administration (DTSA)	28	45	140	213	23	45	164	232	14	45	168	227
Defense Test Resource Management Center (DTRMC)	3	0	31	34	3	0	31	34	3	0	31	34
DoD Education & MCFP Managed Programs	1	0	13,137	13,138	1	0	12,732	12,733	1	0	12,361	12,362
Office of Economic Adjustment (OEA)	3	0	41	44	3	0	41	44	3	0	41	44
Tricare Management Activity (TMA)	64	0	417	481	53	0	662	715	40	0	679	719
Washington Headquarters Services (WHS)	113	0	1,059	1,172	149	0	1,331	1,480	149	0	1,418	1,567
<b>Other Defense-Wide Organizations</b>												
Defense Acquisition University (DAU)	104	0	437	541	81	0	469	550	63	0	477	540
National Defense University (NDU)	265	8	503	776	255	10	548	813	232	10	580	822
Uniformed Services University of the Health Sciences (USUHS)	963	0	650	1,613	922	0	669	1,591	919	0	669	1,588
United States Court of Appeals for the Armed Services	0	0	59	59	0	0	59	59	0	0	59	59
Communications and Classified Programs††	7,696	722	36,053	44,471	10,895	834	37,490	49,219	11,199	842	39,528	51,569

\* Military end strength numbers shown for information only, accounted for in Service manpower totals.

† Data for FY07 & FY08 reflects the American Information Forces Information Service (AFIS) organizational elements only. Data for FY09 reflects the consolidation of AFIS with the Media Components of Army, Navy, Air Force, & Marine Corps into the DMA.

†† Includes Defense Information Systems Agency (DISA) and classified programs.

**Table 2-4 (continued): Manpower in Defense-Level Activities and Accounts**

Activity	FY07 Actual*				FY08 Estimate*				FY09 Estimate*			
	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total	Active	SELRES	Civilian	Total
<b>Joint Staff &amp; Unified/Combined Commands</b>												
Chairman, Joint Chiefs of Staff (CJCS) Controlled Activities	64	0	2	66	77	0	2	79	72	0	2	74
The Joint Chiefs of Staff (TJS)	1,051	9	200	1,260	1,046	9	200	1,255	1,006	11	240	1,257
North American Aerospace Defense Cmd. (NORAD)	242	40	24	306	227	40	24	291	190	40	46	276
North Atlantic Treaty Organization (NATO)	3,744	226	69	4,039	2,989	5	43	3,037	3,010	5	60	3,075
US African Command (USAFRICOM)	0	0	0	0	0	0	158	158	363	0	388	751
US Central Command (USCENTCOM)	1,298	533	150	1,981	949	540	150	1,639	800	540	176	1,516
US European Command (USEUCOM)	1,387	666	304	2,357	886	666	480	2,032	690	666	315	1,671
US Joint Forces Command (USJFCOM)	1,463	470	971	2,904	1,387	824	1,011	3,222	1,271	824	1,177	3,272
US Northern Command (USNORTHCOM)	738	55	482	1,275	688	94	483	1,265	627	94	524	1,245
US Pacific Command (USPACOM)	2,088	1,242	450	3,780	1,650	931	509	3,090	1,463	931	647	3,041
US Southern Command (USSOUTHCOM)	872	211	471	1,554	642	211	503	1,356	560	213	529	1,302
US Special Operations Command (USSOCOM) <sup>1</sup>	2,529	82	1,038	3,649	2,789	82	1,415	4,286	2,780	79	1,562	4,421
US Strategic Command (USSTRATCOM)	1,692	500	482	2,674	1,558	500	503	2,561	1,505	500	646	2,651
US Transportation Command (USTRANSCOM) <sup>2</sup>	602	258	366	1,226	571	261	388	1,220	550	264	413	1,227
<b>Program Manager Manpower</b>												
Defense Health Program (DHP) <sup>3</sup>	82,839	0	45,082	127,921	81,786	0	48,197	129,983	79,405	0	50,004	129,409
Special Operations Forces (SOF) <sup>4</sup>	37,457	6,139	4,099	47,695	42,413	6,787	5,048	54,248	43,663	6,852	5,270	55,785
Transportation Working Capital Fund (TWCF) <sup>5</sup>	13,890	0	4,396	18,286	14,464	0	4,312	18,776	13,866	0	4,353	18,219

\*Military end strength numbers and civilian FTEs shown for information only, accounted for in Service or Defense-wide manpower totals.

<sup>1</sup>Includes USSOCOM joint activities only.

<sup>3</sup>Less TRICARE Management Activity and Uniformed Service University of Sciences

<sup>4</sup>Includes Military Department Major Force Program 11 activities only.



**Table 2-5: Service-Level Manpower Required to be Stationed in Foreign Countries and Ships Afloat**

Service	Category	Overseas			Afloat		
		FY07 Actual	FY08 Estimate	FY09 Estimate	FY07 Actual	FY08 Estimate	FY09 Estimate
<b>Army</b>	Active Duty	98.4	97.1	96.7	0.0	0.0	0.0
	Guard/Reserve	22.2	22.7	22.3	0.0	0.0	0.0
	Civilian	42.5	41.8	40.8	0.0	0.0	0.0
	<b>Total</b>	<b>163.1</b>	<b>161.6</b>	<b>159.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Navy</b>	Active Duty	19.2	18.6	18.4	121.9	120.9	119.7
	Reserve	4.6	4.5	4.5	6.6	6.1	5.8
	Civilian	14.4	14.8	14.6	6.7	7.0	7.0
	<b>Total</b>	<b>38.2</b>	<b>37.9</b>	<b>37.5</b>	<b>135.2</b>	<b>134.0</b>	<b>132.5</b>
<b>Marine Corps</b>	Active Duty	49.4	46.6	49.6	3.5	4.9	4.1
	Reserve	0.0	0.0	0.0	0.0	0.0	0.0
	Civilian	4.0	4.0	4.0	0.0	0.0	0.0
	<b>Total</b>	<b>53.4</b>	<b>50.7</b>	<b>53.7</b>	<b>3.5</b>	<b>4.9</b>	<b>4.1</b>
<b>Air Force</b>	Active Duty	54.0	53.7	52.7	0.0	0.0	0.0
	Guard/Reserve	18.0	8.0	0.0	0.0	0.0	0.0
	Civilian	11.5	12.1	12.2	0.0	0.0	0.0
	<b>Total</b>	<b>83.5</b>	<b>73.9</b>	<b>64.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Numbers may not add due to rounding.

# in Thousands



### **Chapter 3: Officer and Enlisted Flow Data**

The tables in this chapter illustrate the flow of active duty personnel through the individual Services. For each Service, there will be a series of four tables presented. These tables include officer and enlisted gains and losses for the current and next five FYs and officer and enlisted retirements by years of service for the current and next five FYs. A more specific summary of each table follows.

In tables 3-1a through 3-1d and 3-3a through 3-3d active duty gains and losses are presented for the current and next five FYs for each of the individual Services by officer and enlisted personnel categories, respectively. Each table includes beginning strength and various categories of gains and losses tabulated to determine the end strength at each grade. Since the individual Services use different approaches to tracking flow, direct comparisons between Services may not be possible.

In tables 3-2a through 3-2d officer active duty retirements are presented by grade and years of commissioned service (YOCS) for the current and next five FYs for each of the individual Services. In tables 3-4a through 3-4d enlisted active duty retirements are presented by grade and years of service (YOS) for the current and next five FYs for each of the individual Services. The tables are divided by officer grades (O-1 to O-10) and enlisted grades (E-1 to E-9) and years of service ranging from 1 to 30+.

**Table 3-1a: Army Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2008</b>																
<b>Begin Strength</b>	11	52	91	154	4,034	9,136	15,347	25,284	6,832	9,716	449	2,365	3,346	4,472	3,212	84,501
Motion In	4	10	33	48	639	1,731	2,096	4,211	4,948	0	136	376	668	1,065	0	15,965
Regular Accessions	0	0	1	0	22	66	89	131	99	3,406	0	0	0	0	0	3,814
Commissioning & Transfer Programs	0	0	0	0	3	17	20	105	21	1,074	4	18	22	16	935	2,235
Direct Appointments & Health Profession Scholarship	0	0	0	0	10	12	26	245	174	88	0	0	0	0	0	555
Other Gains	0	0	0	0	8	20	30	226	35	180	0	0	0	0	0	501
<b>Total Gains</b>	<b>4</b>	<b>10</b>	<b>34</b>	<b>49</b>	<b>682</b>	<b>1,847</b>	<b>2,260</b>	<b>4,918</b>	<b>5,278</b>	<b>4,748</b>	<b>140</b>	<b>394</b>	<b>690</b>	<b>1,081</b>	<b>935</b>	<b>23,070</b>
Motion Out	0	4	10	33	48	639	1,731	2,096	4,211	4,948	0	136	376	668	1,065	15,965
Regular Separations	0	0	1	1	14	30	106	1,180	174	19	1	4	6	53	4	1,593
Retirements (Disability & Non-Disability)	3	9	19	14	650	1,023	545	105	14	3	91	268	327	69	2	3,143
Separation Programs	0	0	0	0	0	1	12	112	71	51	0	0	3	20	19	289
Attrition & Other Losses	0	0	1	1	20	91	325	1,426	157	67	4	15	45	106	23	2,280
<b>Total losses</b>	<b>4</b>	<b>14</b>	<b>30</b>	<b>49</b>	<b>732</b>	<b>1,783</b>	<b>2,719</b>	<b>4,919</b>	<b>4,627</b>	<b>5,088</b>	<b>96</b>	<b>423</b>	<b>757</b>	<b>917</b>	<b>1,112</b>	<b>23,270</b>
<b>End Strength</b>	<b>12</b>	<b>48</b>	<b>95</b>	<b>154</b>	<b>3,984</b>	<b>9,199</b>	<b>14,889</b>	<b>25,283</b>	<b>7,482</b>	<b>9,376</b>	<b>493</b>	<b>2,336</b>	<b>3,279</b>	<b>4,636</b>	<b>3,035</b>	<b>84,301</b>
<b>FY 2009</b>																
<b>Begin Strength</b>	12	48	95	154	3,984	9,199	14,889	25,283	7,482	9,376	493	2,336	3,279	4,636	3,035	84,301
Motion In	3	13	32	47	693	1,835	2,790	4,811	5,190	0	131	348	706	1,154	0	17,753
Regular Accessions	0	0	1	0	27	80	108	159	121	4,147	0	0	0	0	0	4,645
Commissioning & Transfer Programs	0	0	0	0	4	21	24	128	25	1,308	5	27	31	23	1,345	2,941
Direct Appointments & Health Profession Scholarship	0	0	0	0	12	15	31	299	212	107	0	0	0	0	0	676
Other Gains	0	0	0	1	10	25	37	275	43	220	0	0	0	0	0	611
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>33</b>	<b>48</b>	<b>746</b>	<b>1,976</b>	<b>2,990</b>	<b>5,672</b>	<b>5,592</b>	<b>5,782</b>	<b>136</b>	<b>375</b>	<b>737</b>	<b>1,177</b>	<b>1,345</b>	<b>26,625</b>
Motion Out	0	3	13	32	47	693	1,835	2,790	4,811	5,190	0	131	348	706	1,154	17,753
Regular Separations	0	0	1	1	14	30	107	1,191	176	19	1	4	6	54	4	1,607
Retirements (Disability & Non-Disability)	3	9	19	15	655	1,032	550	106	15	3	92	271	330	70	2	3,171
Separation Programs	0	0	0	0	0	1	12	113	71	52	0	0	3	21	19	292
Attrition & Other Losses	0	0	1	1	21	91	328	1,439	159	67	4	15	45	107	23	2,301
<b>Total losses</b>	<b>4</b>	<b>13</b>	<b>34</b>	<b>48</b>	<b>737</b>	<b>1,848</b>	<b>2,831</b>	<b>5,638</b>	<b>5,231</b>	<b>5,331</b>	<b>96</b>	<b>421</b>	<b>733</b>	<b>957</b>	<b>1,202</b>	<b>25,123</b>
<b>End Strength</b>	<b>12</b>	<b>49</b>	<b>94</b>	<b>153</b>	<b>3,992</b>	<b>9,327</b>	<b>15,047</b>	<b>25,317</b>	<b>7,843</b>	<b>9,827</b>	<b>533</b>	<b>2,290</b>	<b>3,283</b>	<b>4,857</b>	<b>3,178</b>	<b>85,803</b>

**Table 3-1a (continued): Army Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2010</b>																
<b>Begin Strength</b>	12	49	94	153	3,992	9,327	15,047	25,317	7,843	9,827	533	2,290	3,283	4,857	3,178	85,803
Motion In	3	13	32	47	682	1,793	2,536	5,225	5,414	1	128	427	739	1,014	0	18,054
Regular Accessions	0	0	1	0	27	80	108	159	121	4,140	0	0	0	0	0	4,637
Commissioning & Transfer Programs	0	0	0	0	4	21	24	128	25	1,305	4	22	25	19	1,091	2,668
Direct Appointments & Health Profession Scholarship	0	0	0	0	12	15	31	298	212	107	0	0	0	0	0	675
Other Gains	0	0	0	1	10	25	37	274	43	219	0	0	0	0	0	610
<b>Total Gains</b>	<b>3</b>	<b>13</b>	<b>33</b>	<b>48</b>	<b>734</b>	<b>1,933</b>	<b>2,736</b>	<b>6,085</b>	<b>5,815</b>	<b>5,773</b>	<b>132</b>	<b>449</b>	<b>764</b>	<b>1,033</b>	<b>1,091</b>	<b>26,643</b>
Motion Out	0	3	13	32	47	682	1,793	2,536	5,225	5,414	1	128	427	739	1,014	18,054
Regular Separations	0	0	1	1	14	30	105	1,173	173	18	1	4	6	53	4	1,584
Retirements (Disability & Non-Disability)	3	9	18	14	646	1,017	542	105	14	3	90	267	325	69	2	3,125
Separation Programs	0	0	0	0	0	1	12	111	70	51	0	0	3	20	19	288
Attrition & Other Losses	0	0	1	1	20	90	323	1,418	156	66	4	15	44	105	23	2,267
<b>Total losses</b>	<b>3</b>	<b>13</b>	<b>33</b>	<b>48</b>	<b>727</b>	<b>1,820</b>	<b>2,775</b>	<b>5,343</b>	<b>5,639</b>	<b>5,553</b>	<b>96</b>	<b>413</b>	<b>806</b>	<b>986</b>	<b>1,061</b>	<b>25,317</b>
<b>End Strength</b>	<b>11</b>	<b>49</b>	<b>94</b>	<b>153</b>	<b>4,000</b>	<b>9,441</b>	<b>15,008</b>	<b>26,059</b>	<b>8,018</b>	<b>10,048</b>	<b>569</b>	<b>2,325</b>	<b>3,242</b>	<b>4,903</b>	<b>3,208</b>	<b>87,129</b>
<b>FY 2011</b>																
<b>Begin Strength</b>	11	49	94	153	4,000	9,441	15,008	26,059	8,018	10,048	569	2,325	3,242	4,903	3,208	87,129
Motion In	3	12	31	46	665	1,850	2,549	5,429	5,527	0	137	641	982	1,088	0	18,960
Regular Accessions	0	0	1	0	27	80	108	159	121	4,145	0	0	0	0	0	4,642
Commissioning & Transfer Programs	0	0	0	0	4	21	24	128	25	1,307	4	21	25	18	1,057	2,634
Direct Appointments & Health Profession Scholarship	0	0	0	0	12	15	31	298	212	107	0	0	0	0	0	676
Other Gains	0	0	0	1	10	25	37	275	43	220	0	0	0	0	0	610
<b>Total Gains</b>	<b>3</b>	<b>12</b>	<b>32</b>	<b>47</b>	<b>718</b>	<b>1,991</b>	<b>2,749</b>	<b>6,290</b>	<b>5,928</b>	<b>5,779</b>	<b>141</b>	<b>662</b>	<b>1,007</b>	<b>1,106</b>	<b>1,057</b>	<b>27,522</b>
Motion Out	0	3	12	31	46	665	1,850	2,549	5,429	5,527	0	137	641	982	1,088	18,960
Regular Separations	0	0	1	1	14	29	104	1,155	170	18	1	4	6	52	4	1,559
Retirements (Disability & Non-Disability)	3	9	18	14	636	1,001	533	103	14	3	89	263	320	68	2	3,076
Separation Programs	0	0	0	0	0	1	12	109	69	50	0	0	3	20	18	283
Attrition & Other Losses	0	0	1	1	20	89	318	1,396	154	65	4	14	44	104	23	2,232
<b>Total losses</b>	<b>3</b>	<b>13</b>	<b>32</b>	<b>47</b>	<b>716</b>	<b>1,785</b>	<b>2,817</b>	<b>5,312</b>	<b>5,837</b>	<b>5,664</b>	<b>93</b>	<b>418</b>	<b>1,014</b>	<b>1,225</b>	<b>1,134</b>	<b>26,111</b>
<b>End Strength</b>	<b>11</b>	<b>49</b>	<b>94</b>	<b>153</b>	<b>4,001</b>	<b>9,646</b>	<b>14,940</b>	<b>27,037</b>	<b>8,110</b>	<b>10,163</b>	<b>617</b>	<b>2,569</b>	<b>3,234</b>	<b>4,784</b>	<b>3,131</b>	<b>88,540</b>

**Table 3-1a (continued): Army Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2012</b>																
<b>Begin Strength</b>	11	49	94	153	4,001	9,646	14,940	27,037	8,110	10,163	617	2,569	3,234	4,784	3,131	88,540
Motion In	3	12	31	46	652	1,553	3,085	5,896	5,804	0	157	613	1,012	1,065	0	19,929
Regular Accessions	0	0	1	0	27	81	109	160	122	4,178	0	0	0	0	0	4,679
Commissioning & Transfer Programs	0	0	0	0	4	21	24	129	26	1,317	4	20	23	17	1,001	2,586
Direct Appointments & Health Profession Scholarship	0	0	0	0	12	15	31	301	214	108	0	0	0	0	0	681
Other Gains	0	0	0	1	10	25	37	277	43	221	0	0	0	0	0	615
<b>Total Gains</b>	<b>3</b>	<b>12</b>	<b>32</b>	<b>47</b>	<b>705</b>	<b>1,695</b>	<b>3,287</b>	<b>6,763</b>	<b>6,209</b>	<b>5,825</b>	<b>161</b>	<b>633</b>	<b>1,035</b>	<b>1,082</b>	<b>1,001</b>	<b>28,490</b>
Motion Out	0	3	12	31	46	652	1,553	3,085	5,896	5,804	0	157	613	1,012	1,065	19,929
Regular Separations	0	0	1	1	14	29	102	1,139	168	18	1	4	6	51	4	1,538
Retirements (Disability & Non-Disability)	3	9	18	14	627	988	526	102	14	3	88	259	316	67	2	3,035
Separation Programs	0	0	0	0	0	1	12	108	68	50	0	0	3	20	18	279
Attrition & Other Losses	0	0	1	1	20	87	314	1,377	152	65	4	14	43	102	22	2,202
<b>Total losses</b>	<b>3</b>	<b>13</b>	<b>32</b>	<b>47</b>	<b>707</b>	<b>1,757</b>	<b>2,507</b>	<b>5,811</b>	<b>6,298</b>	<b>5,939</b>	<b>92</b>	<b>434</b>	<b>981</b>	<b>1,252</b>	<b>1,111</b>	<b>26,983</b>
<b>End Strength</b>	<b>11</b>	<b>48</b>	<b>95</b>	<b>154</b>	<b>4,000</b>	<b>9,584</b>	<b>15,720</b>	<b>27,989</b>	<b>8,020</b>	<b>10,049</b>	<b>686</b>	<b>2,768</b>	<b>3,289</b>	<b>4,614</b>	<b>3,021</b>	<b>90,047</b>
<b>FY 2013</b>																
<b>Begin Strength</b>	11	48	95	154	4,000	9,584	15,720	27,989	8,020	10,049	686	2,768	3,289	4,614	3,021	90,047
Motion In	3	12	31	46	662	1,782	3,053	5,927	5,807	0	99	552	814	984	0	19,772
Regular Accessions	0	0	1	0	27	80	108	159	121	4,150	0	0	0	0	0	4,648
Commissioning & Transfer Programs	0	0	0	0	4	21	24	129	25	1,309	4	20	23	17	993	2,568
Direct Appointments & Health Profession Scholarship	0	0	0	0	12	15	31	299	212	107	0	0	0	0	0	677
Other Gains	0	0	0	1	10	25	37	275	43	220	0	0	0	0	0	611
<b>Total Gains</b>	<b>3</b>	<b>12</b>	<b>32</b>	<b>47</b>	<b>715</b>	<b>1,923</b>	<b>3,253</b>	<b>6,789</b>	<b>6,209</b>	<b>5,786</b>	<b>103</b>	<b>572</b>	<b>837</b>	<b>1,001</b>	<b>993</b>	<b>28,275</b>
Motion Out	0	3	12	31	46	662	1,782	3,053	5,927	5,807	0	99	552	814	984	19,772
Regular Separations	0	0	1	1	14	29	104	1,156	170	18	1	4	6	52	4	1,561
Retirements (Disability & Non-Disability)	3	9	18	14	636	1,002	534	103	14	3	89	263	321	68	2	3,079
Separation Programs	0	0	0	0	0	1	12	109	69	50	0	0	3	20	19	283
Attrition & Other Losses	0	0	1	1	20	89	318	1,397	154	65	4	14	44	104	23	2,234
<b>Total losses</b>	<b>3</b>	<b>13</b>	<b>32</b>	<b>47</b>	<b>716</b>	<b>1,783</b>	<b>2,750</b>	<b>5,819</b>	<b>6,335</b>	<b>5,944</b>	<b>94</b>	<b>380</b>	<b>925</b>	<b>1,058</b>	<b>1,030</b>	<b>26,930</b>
<b>End Strength</b>	<b>11</b>	<b>48</b>	<b>95</b>	<b>154</b>	<b>3,998</b>	<b>9,723</b>	<b>16,223</b>	<b>28,959</b>	<b>7,894</b>	<b>9,891</b>	<b>695</b>	<b>2,959</b>	<b>3,200</b>	<b>4,558</b>	<b>2,984</b>	<b>91,392</b>

**Table 3-1b: Navy Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2008</b>																
<b>Begin Strength</b>	11	32	68	110	3,127	6,738	10,346	17,085	5,997	6,290	60	251	763	507	0	51,385
Motion In	3	14	30	38	579	1,151	2,223	3,003	3,104	0	25	151	174	0	0	10,495
Regular Accessions	0	0	0	1	13	38	19	14	29	2,818	0	0	0	0	0	2,932
Commissioning & Transfer Programs	0	0	0	0	0	0	3	28	46	446	0	0	2	189	0	714
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	24	451	80	138	0	0	0	0	0	693
Other Gains	0	0	0	0	7	11	3	3	0	0	0	0	0	0	0	24
<b>Total Gains</b>	<b>3</b>	<b>14</b>	<b>30</b>	<b>39</b>	<b>599</b>	<b>1,200</b>	<b>2,272</b>	<b>3,499</b>	<b>3,259</b>	<b>3,402</b>	<b>25</b>	<b>151</b>	<b>176</b>	<b>189</b>	<b>0</b>	<b>14,858</b>
Motion Out	2	11	14	30	28	579	1,163	2,223	2,991	3,100	0	24	156	174	0	10,495
Regular Separations	0	0	0	0	1	34	333	1,417	139	21	0	0	0	0	0	1,945
Retirements (Disability & Non-Disability)	1	7	15	9	502	641	657	213	10	1	25	56	80	12	0	2,229
Separation Programs	0	0	0	0	0	0	6	118	17	6	0	0	0	0	0	147
Attrition & Other Losses	0	0	0	0	4	4	25	86	13	29	0	0	0	0	0	161
<b>Total losses</b>	<b>3</b>	<b>18</b>	<b>29</b>	<b>39</b>	<b>535</b>	<b>1,258</b>	<b>2,184</b>	<b>4,057</b>	<b>3,170</b>	<b>3,157</b>	<b>25</b>	<b>80</b>	<b>236</b>	<b>186</b>	<b>0</b>	<b>14,977</b>
<b>End Strength</b>	<b>11</b>	<b>28</b>	<b>69</b>	<b>110</b>	<b>3,191</b>	<b>6,680</b>	<b>10,434</b>	<b>16,527</b>	<b>6,086</b>	<b>6,535</b>	<b>60</b>	<b>322</b>	<b>703</b>	<b>510</b>	<b>0</b>	<b>51,266</b>
<b>FY 2009</b>																
<b>Begin Strength</b>	11	28	69	110	3,191	6,680	10,434	16,527	6,086	6,535	60	322	703	510	0	51,266
Motion In	3	14	30	38	527	1,231	2,231	2,963	3,205	0	18	130	179	0	0	10,569
Regular Accessions	0	0	0	0	10	6	5	16	65	2,788	0	0	0	0	0	2,890
Commissioning & Transfer Programs	0	0	0	0	0	0	3	25	37	417	0	0	4	192	0	678
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	13	22	370	66	161	0	0	0	0	0	632
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>3</b>	<b>14</b>	<b>30</b>	<b>38</b>	<b>537</b>	<b>1,250</b>	<b>2,261</b>	<b>3,374</b>	<b>3,373</b>	<b>3,366</b>	<b>18</b>	<b>130</b>	<b>183</b>	<b>192</b>	<b>0</b>	<b>14,769</b>
Motion Out	3	9	12	26	35	527	1,231	2,231	2,963	3,205	0	18	130	179	0	10,569
Regular Separations	0	0	0	0	6	41	340	1,291	143	50	0	0	0	0	0	1,871
Retirements (Disability & Non-Disability)	2	2	19	12	539	637	600	194	11	4	23	58	75	15	0	2,191
Separation Programs	0	0	0	0	3	7	13	142	9	13	0	0	0	0	0	187
Attrition & Other Losses	0	0	0	0	20	37	26	214	51	24	0	0	0	0	0	372
<b>Total losses</b>	<b>5</b>	<b>11</b>	<b>31</b>	<b>38</b>	<b>603</b>	<b>1,249</b>	<b>2,210</b>	<b>4,072</b>	<b>3,177</b>	<b>3,296</b>	<b>23</b>	<b>76</b>	<b>205</b>	<b>194</b>	<b>0</b>	<b>15,190</b>
<b>End Strength</b>	<b>9</b>	<b>31</b>	<b>68</b>	<b>110</b>	<b>3,125</b>	<b>6,681</b>	<b>10,485</b>	<b>15,829</b>	<b>6,282</b>	<b>6,605</b>	<b>55</b>	<b>376</b>	<b>681</b>	<b>508</b>	<b>0</b>	<b>50,845</b>

**Table 3-1b (continued): Navy Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2010</b>																
<b>Begin Strength</b>	9	31	68	110	3,125	6,681	10,485	15,829	6,282	6,605	55	376	681	508	0	50,845
Motion In	3	14	30	38	550	1,197	2,034	3,100	3,402	0	22	165	190	0	0	10,745
Regular Accessions	0	0	0	0	10	6	5	16	53	2,927	0	0	0	0	0	3,017
Commissioning & Transfer Programs	0	0	0	0	0	0	3	25	37	418	0	0	4	196	0	683
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	5	312	67	164	0	0	0	0	0	548
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	3	14	30	38	560	1,203	2,047	3,453	3,559	3,509	22	165	194	196	0	14,993
Motion Out	2	12	13	23	35	550	1,197	2,034	3,100	3,402	0	22	165	190	0	10,745
Regular Separations	0	0	0	0	6	41	339	1,262	142	50	0	0	0	0	0	1,840
Retirements (Disability & Non-Disability)	1	2	17	15	518	669	600	205	11	4	23	58	75	15	0	2,213
Separation Programs	0	0	0	0	3	7	13	142	9	13	0	0	0	0	0	187
Attrition & Other Losses	0	0	0	0	22	31	14	120	40	21	0	0	0	0	0	248
<b>Total losses</b>	3	14	30	38	584	1,298	2,163	3,763	3,302	3,490	23	80	240	205	0	15,233
<b>End Strength</b>	9	31	68	110	3,101	6,586	10,369	15,519	6,539	6,624	54	461	635	499	0	50,605
<b>FY 2011</b>																
<b>Begin Strength</b>	9	31	68	110	3,101	6,586	10,369	15,519	6,539	6,624	54	461	635	499	0	50,605
Motion In	3	14	30	38	559	1,156	2,062	3,205	3,366	0	20	136	176	0	0	10,765
Regular Accessions	0	0	0	0	10	6	5	16	68	2,942	0	0	0	0	0	3,047
Commissioning & Transfer Programs	0	0	0	0	0	0	9	26	38	435	0	0	4	201	0	713
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	14	23	351	70	169	0	0	0	0	0	627
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	3	14	30	38	569	1,176	2,099	3,598	3,542	3,546	20	136	180	201	0	15,152
Motion Out	2	12	13	23	35	559	1,156	2,062	3,205	3,366	0	20	136	176	0	10,765
Regular Separations	0	0	0	0	6	41	339	1,270	142	50	0	0	0	0	0	1,848
Retirements (Disability & Non-Disability)	1	2	17	15	528	662	599	194	11	4	23	58	75	15	0	2,204
Separation Programs	0	0	0	0	3	7	13	142	9	13	0	0	0	0	0	187
Attrition & Other Losses	0	0	0	0	12	18	14	129	31	18	0	0	0	0	0	222
<b>Total losses</b>	3	14	30	38	584	1,287	2,121	3,797	3,398	3,451	23	78	211	191	0	15,226
<b>End Strength</b>	9	31	68	110	3,086	6,475	10,347	15,320	6,683	6,719	51	519	604	509	0	50,531



**Table 3-1b (continued): Navy Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2012</b>																
<b>Begin Strength</b>	9	31	68	110	3,086	6,475	10,347	15,320	6,683	6,719	51	519	604	509	0	50,531
Motion In	3	14	30	38	586	1,157	2,116	3,402	3,509	0	19	135	188	0	0	11,197
Regular Accessions	0	0	0	0	11	12	5	16	69	2,925	0	0	0	0	0	3,038
Commissioning & Transfer Programs	0	0	0	0	0	0	3	37	38	444	0	0	4	203	0	729
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	14	24	402	71	169	0	0	0	0	0	680
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>3</b>	<b>14</b>	<b>30</b>	<b>38</b>	<b>597</b>	<b>1,183</b>	<b>2,148</b>	<b>3,857</b>	<b>3,687</b>	<b>3,538</b>	<b>19</b>	<b>135</b>	<b>192</b>	<b>203</b>	<b>0</b>	<b>15,644</b>
Motion Out	2	12	13	23	35	586	1,157	2,116	3,402	3,509	0	19	135	188	0	11,197
Regular Separations	0	0	0	0	6	41	341	1,300	143	50	0	0	0	0	0	1,881
Retirements (Disability & Non-Disability)	1	2	17	15	535	633	601	195	11	4	23	58	75	15	0	2,185
Separation Programs	0	0	0	0	3	7	13	142	9	13	0	0	0	0	0	187
Attrition & Other Losses	0	0	0	0	12	17	14	127	31	18	0	0	0	0	0	219
<b>Total losses</b>	<b>3</b>	<b>14</b>	<b>30</b>	<b>38</b>	<b>591</b>	<b>1,284</b>	<b>2,126</b>	<b>3,880</b>	<b>3,596</b>	<b>3,594</b>	<b>23</b>	<b>77</b>	<b>210</b>	<b>203</b>	<b>0</b>	<b>15,669</b>
<b>End Strength</b>	<b>9</b>	<b>31</b>	<b>68</b>	<b>110</b>	<b>3,092</b>	<b>6,374</b>	<b>10,369</b>	<b>15,297</b>	<b>6,774</b>	<b>6,663</b>	<b>47</b>	<b>577</b>	<b>586</b>	<b>509</b>	<b>0</b>	<b>50,506</b>
<b>FY 2013</b>																
<b>Begin Strength</b>	9	31	68	110	3,092	6,374	10,369	15,297	6,774	6,663	47	577	586	509	0	50,506
Motion In	3	14	30	38	586	1,157	2,116	3,366	3,546	0	19	135	188	0	0	11,198
Regular Accessions	0	0	0	0	11	6	5	30	69	2,919	0	0	0	0	0	3,040
Commissioning & Transfer Programs	0	0	0	0	0	0	3	32	38	450	0	0	4	204	0	731
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	14	24	404	71	180	0	0	0	0	0	693
Other Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>3</b>	<b>14</b>	<b>30</b>	<b>38</b>	<b>597</b>	<b>1,177</b>	<b>2,148</b>	<b>3,832</b>	<b>3,724</b>	<b>3,549</b>	<b>19</b>	<b>135</b>	<b>192</b>	<b>204</b>	<b>0</b>	<b>15,662</b>
Motion Out	2	12	13	23	35	586	1,157	2,116	3,366	3,546	0	19	135	188	0	11,198
Regular Separations	0	0	0	0	6	41	342	1,298	144	51	0	0	0	0	0	1,882
Retirements (Disability & Non-Disability)	1	2	17	15	542	640	604	194	11	4	23	58	75	15	0	2,201
Separation Programs	0	0	0	0	3	7	13	143	9	13	0	0	0	0	0	188
Attrition & Other Losses	0	0	0	0	12	16	14	125	31	18	0	0	0	0	0	216
<b>Total losses</b>	<b>3</b>	<b>14</b>	<b>30</b>	<b>38</b>	<b>598</b>	<b>1,290</b>	<b>2,130</b>	<b>3,876</b>	<b>3,561</b>	<b>3,632</b>	<b>23</b>	<b>77</b>	<b>210</b>	<b>203</b>	<b>0</b>	<b>15,685</b>
<b>End Strength</b>	<b>9</b>	<b>31</b>	<b>68</b>	<b>110</b>	<b>3,091</b>	<b>6,261</b>	<b>10,387</b>	<b>15,253</b>	<b>6,937</b>	<b>6,580</b>	<b>43</b>	<b>635</b>	<b>568</b>	<b>510</b>	<b>0</b>	<b>50,483</b>

**Table 3-1c: Marine Corps Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2008</b>																
<b>Begin Strength</b>	4	15	24	41	699	1,853	3,632	5,602	2,941	3,009	87	272	540	758	232	19,709
Motion In	1	2	3	5	115	359	707	507	1,452	0	18	25	69	258	0	3,521
Regular Accessions	0	0	0	0	0	0	0	0	0	483	0	0	0	0	0	483
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	1,134	379	3	2	0	16	244	1,778
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	1	0	0	6	16	32	50	23	27	1	2	5	7		170
<b>Total Gains</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>121</b>	<b>375</b>	<b>739</b>	<b>557</b>	<b>2,609</b>	<b>889</b>	<b>22</b>	<b>29</b>	<b>74</b>	<b>281</b>	<b>244</b>	<b>5,952</b>
Motion Out	0	0	0	0	11	115	359	707	507	1,452	0	18	25	69	258	3,521
Regular Separations	1	0	0	1	14	105	39	57	123	69	2	6	0	0	2	419
Retirements (Disability & Non-Disability)	0	0	1	1	22	196	429	13	0	0	3	9	3	3	0	680
Separation Programs	0	0	0	0	12	18	36	26	58	30	1	3	0	8	2	194
Attrition & Other Losses	0	4	2	6	106	0	0	0	815	994	0	20	0	0	0	1,947
<b>Total losses</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>165</b>	<b>434</b>	<b>863</b>	<b>803</b>	<b>1,503</b>	<b>2,545</b>	<b>6</b>	<b>56</b>	<b>28</b>	<b>80</b>	<b>262</b>	<b>6,761</b>
<b>End Strength</b>	<b>4</b>	<b>14</b>	<b>24</b>	<b>38</b>	<b>655</b>	<b>1,794</b>	<b>3,508</b>	<b>5,356</b>	<b>4,047</b>	<b>1,353</b>	<b>103</b>	<b>245</b>	<b>586</b>	<b>959</b>	<b>214</b>	<b>18,900</b>
<b>FY 2009</b>																
<b>Begin Strength</b>	4	14	24	38	655	1,794	3,508	5,356	4,047	1,353	103	245	586	959	214	18,900
Motion In	1	2	3	5	119	353	770	1,984	0	0	18	60	211	74	0	3,600
Regular Accessions	0	0	0	0	0	0	0	0	0	522	0	0	0	0	0	522
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	635	976	11	33	70	33	98	1,856
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	1,114	0	0	0	0	0	1,114
<b>Total Gains</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>119</b>	<b>353</b>	<b>770</b>	<b>1,984</b>	<b>635</b>	<b>2,612</b>	<b>29</b>	<b>93</b>	<b>281</b>	<b>107</b>	<b>98</b>	<b>7,092</b>
Motion Out	0	0	0	0	11	119	353	770	1,984	0		18	60	211	74	3,600
Regular Separations	0	0	1	1	26	53	0	107	54	187	2	6	12	17	0	466
Retirements (Disability & Non-Disability)	0	0	1	1	53	81	120	402	0	0	3	9	17	25	0	712
Separation Programs	0	0	0	0	7	18	36	58	26	30	1	3	5	8	2	194
Attrition & Other Losses	0	2	4	1	0	0	0	0	251	113	44	29	240	36	0	720
<b>Total losses</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>97</b>	<b>271</b>	<b>509</b>	<b>1,337</b>	<b>2,315</b>	<b>330</b>	<b>50</b>	<b>65</b>	<b>334</b>	<b>297</b>	<b>76</b>	<b>5,692</b>
<b>End Strength</b>	<b>5</b>	<b>14</b>	<b>21</b>	<b>40</b>	<b>677</b>	<b>1,876</b>	<b>3,769</b>	<b>6,003</b>	<b>2,367</b>	<b>3,635</b>	<b>82</b>	<b>273</b>	<b>533</b>	<b>769</b>	<b>236</b>	<b>20,300</b>

**Table 3-1c (continued): Marine Corps Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2010</b>																
<b>Begin Strength</b>	5	14	21	40	677	1,876	3,769	6,003	2,367	3,635	82	273	533	769	236	20,300
Motion In	0	0	3	8	119	304	556	1,275	482	0	18	60	180	111	0	3,116
Regular Accessions	0	0	0	0	0	0	0	0	0	522	0	0	0	0	0	522
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	635	976	0	9	0	113	123	1,856
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	150	0	0	0	0	0	150
<b>Total Gains</b>	0	0	3	8	119	304	556	1,275	1,117	1,648	18	69	180	224	123	5,644
Motion Out	0	0	0	0	11	119	304	556	1,275	482	0	18	60	180	111	3,116
Regular Separations	0	0	1	1	26	53	0	24	137	187	2	6	12	17	0	466
Retirements (Disability & Non-Disability)	0	0	1	1	53	81	120	402	0	0	3	9	17	25	0	712
Separation Programs	0	0	0	0	7	18	36	58	26	30	1	3	5	8	2	194
Attrition & Other Losses	0	0	1	6	15	0	0	0	0	392	12	32	83	0	0	541
<b>Total losses</b>	0	0	3	8	112	271	460	1,040	1,438	1,091	18	68	177	230	113	5,029
<b>End Strength</b>	5	14	21	40	684	1,909	3,865	6,238	2,046	4,192	82	274	536	763	246	20,915
<b>FY 2011</b>																
<b>Begin Strength</b>	5	14	21	40	684	1,909	3,865	6,238	2,046	4,192	82	274	536	763	246	20,915
Motion In	0	0	3	8	130	395	771	1,439	739	0	18	60	195	114	0	3,872
Regular Accessions	0	0	0	0	0	0	0	0	0	522	0	0	0	0	0	522
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	696	783	0	9	0	113	123	1,724
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	150	0	0	0	0	0	150
<b>Total Gains</b>	0	0	3	8	130	395	771	1,439	1,435	1,455	18	69	195	227	123	6,268
Motion Out	0	0	0	0	11	130	395	771	1,439	739	0	18	60	195	114	3,872
Regular Separations	0	0	1	1	26	53	0	24	137	187	2	6	12	17	0	466
Retirements (Disability & Non-Disability)	0	0	2	6	22	60	120	461	0	0	10	19	27	25	0	752
Separation Programs	0	0	0	0	7	18	36	58	26	30	1	3	13	0	0	192
Attrition & Other Losses	0	0	0	1	61	119	172	0	106	101	5	23	83	0	0	671
<b>Total losses</b>	0	0	3	8	127	380	723	1,314	1,708	1,057	18	69	195	237	114	5,953
<b>End Strength</b>	5	14	21	40	687	1,924	3,913	6,363	1,773	4,590	82	274	536	753	255	21,230

**Table 3-1c (continued): Marine Corps Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Warrant Officers					Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
<b>FY 2012</b>																
<b>Begin Strength</b>	5	14	21	40	687	1,924	3,913	6,363	1,773	4,590	82	274	536	753	255	21,230
Motion In	0	0	3	8	127	377	705	1,265	1,386	0	18	60	194	114	0	4,257
Regular Accessions	0	0	0	0	0	0	0	0	0	522	0	0	0	0	0	522
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	547	615	0	9		113	123	1,407
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	150	0	0	0	0	0	150
<b>Total Gains</b>	0	0	3	8	127	377	705	1,265	1,933	1,287	18	69	194	227	123	6,336
Motion Out	0	0	0	0	11	127	377	705	1,265	1,386	0	18	60	194	114	4,257
Regular Separations	0	0	1	1	26	53	0	24	137	187	2	6	12	17	0	466
Retirements (Disability & Non-Disability)	0	0	2	6	22	60	120	461	0	0	10	19	27	25	0	752
Separation Programs	0	0	0	0	7	18	36	58	26	30	1	3	13	0	0	192
Attrition & Other Losses	0	0	0	1	61	119	172	17	189	0	5	23	82	0	0	669
<b>Total losses</b>	0	0	3	8	127	377	705	1,265	1,617	1,603	18	69	194	236	114	6,336
<b>End Strength</b>	5	14	21	40	687	1,924	3,913	6,363	2,089	4,274	82	274	536	744	264	21,230
<b>FY 2013</b>																
<b>Begin Strength</b>	5	14	21	40	687	1,924	3,913	6,363	2,089	4,274	82	274	536	744	264	21,230
Motion In	0	0	3	8	127	377	705	1,265	969	0	18	60	194	123	0	3,849
Regular Accessions	0	0	0	0	0	0	0	0	0	522	0	0	0	0	0	522
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	547	615	0	9	0	113	123	1,407
Direct Appointments & Health Profession Scholarship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	150	0	0	0	0	0	150
<b>Total Gains</b>	0	0	3	8	127	377	705	1,265	1,516	1,287	18	69	194	236	123	5,928
Motion Out	0	0	0	0	11	127	377	705	1,265	969	0	18	60	194	123	3,849
Regular Separations	0	0	1	1	26	53	0	24	137	187	2	6	12	17	0	466
Retirements (Disability & Non-Disability)	0	0	2	6	22	60	120	461	0	0	10	19	27	25	0	752
Separation Programs	0	0	0	0	7	18	36	58	26	30	1	3	13	0	0	192
Attrition & Other Losses	0	0	0	1	61	119	172	17	88	101	5	23	82	0	0	669
<b>Total losses</b>	0	0	3	8	127	377	705	1,265	1,516	1,287	18	69	194	236	123	5,928
<b>End Strength</b>	5	14	21	40	687	1,924	3,913	6,363	2,089	4,274	82	274	536	744	264	21,230

**Table 3-1d: Air Force Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>FY 2008</b>											
<b>Begin Strength</b>	14	32	97	143	3,406	9,940	14,838	22,583	7,656	7,013	65,722
Motion In	8	18	37	52	643	1,942	2,818	3,765	3,623	0	12,906
Regular Accessions	0	0	0	0	0	0	6	20	0	3,035	3,061
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	0	0
Direct Appointments & Health Profession Scholarship	0	0	0	1	7	27	37	527	193	360	1,152
Other Gains	0	0	1	0	0	0	0	10	30	313	354
<b>Total Gains</b>	<b>8</b>	<b>18</b>	<b>38</b>	<b>53</b>	<b>650</b>	<b>1,969</b>	<b>2,861</b>	<b>4,322</b>	<b>3,846</b>	<b>3,708</b>	<b>17,473</b>
Motion Out	0	8	18	37	52	643	1,942	2,818	3,765	3,623	12,906
Regular Separations	0	0	0	0	2	22	360	578	181	11	1,154
Retirements (Disability & Non-Disability)	9	9	22	16	489	1,130	1,001	400	10	0	3,086
Separation Programs	0	0	0	0	0	7	155	607	221	61	1,051
Attrition & Other Losses	0	0	0	0	0	0	0	37	8	5	50
<b>Total losses</b>	<b>9</b>	<b>17</b>	<b>40</b>	<b>53</b>	<b>543</b>	<b>1,802</b>	<b>3,458</b>	<b>4,440</b>	<b>4,185</b>	<b>3,700</b>	<b>18,247</b>
<b>End Strength</b>	<b>13</b>	<b>33</b>	<b>95</b>	<b>143</b>	<b>3,513</b>	<b>10,107</b>	<b>14,241</b>	<b>22,465</b>	<b>7,317</b>	<b>7,021</b>	<b>64,948</b>
<b>FY 2009</b>											
<b>Begin Strength</b>	13	33	95	143	3,513	10,107	14,241	22,465	7,317	7,021	64,948
Motion In	4	8	23	57	665	1,426	3,351	3,600	3,631	0	12,765
Regular Accessions	0	0	0	0	0	0	5	20	0	3,063	3,088
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	0	0
Direct Appointments & Health Profession Scholarship	0	0	0	0	8	29	40	513	209	198	997
Other Gains	0	0	1	0	0	0	0	10	30	514	555
<b>Total Gains</b>	<b>4</b>	<b>8</b>	<b>24</b>	<b>57</b>	<b>673</b>	<b>1,455</b>	<b>3,396</b>	<b>4,143</b>	<b>3,870</b>	<b>3,775</b>	<b>17,405</b>
Motion Out	0	4	8	23	37	665	1,426	3,351	3,600	3,631	12,745
Regular Separations	0	0	3	0	5	48	745	1,350	357	36	2,544
Retirements (Disability & Non-Disability)	4	6	13	14	675	1,243	540	148	9	0	2,652
Separation Programs	0	0	0	0	0	10	626	2,161	151	84	3,032
Attrition & Other Losses	0	0	0	0	0	0	0	15	3	2	20
<b>Total losses</b>	<b>4</b>	<b>10</b>	<b>24</b>	<b>37</b>	<b>717</b>	<b>1,966</b>	<b>3,337</b>	<b>7,025</b>	<b>4,120</b>	<b>3,753</b>	<b>20,993</b>
<b>End Strength</b>	<b>13</b>	<b>31</b>	<b>95</b>	<b>163</b>	<b>3,469</b>	<b>9,596</b>	<b>14,300</b>	<b>19,583</b>	<b>7,067</b>	<b>7,043</b>	<b>61,360</b>

**Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>FY 2010</b>											
<b>Begin Strength</b>	13	31	95	163	3,469	9,596	14,300	19,583	7,067	7,043	61,360
Motion In	2	7	23	35	590	1,639	2,707	3,476	3,642	0	12,121
Regular Accessions	0	0	0	0	0	0	5	20	0	3,051	3,076
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	0	0
Direct Appointments & Health Profession Scholarship	0	0	0	0	8	29	40	513	209	210	1,009
Other Gains	0	0	1	0	0	0	0	10	30	514	555
<b>Total Gains</b>	<b>2</b>	<b>7</b>	<b>24</b>	<b>35</b>	<b>598</b>	<b>1,668</b>	<b>2,752</b>	<b>4,019</b>	<b>3,881</b>	<b>3,775</b>	<b>16,761</b>
Motion Out	0	2	7	23	35	590	1,639	2,707	3,476	3,642	12,121
Regular Separations	0	0	2	0	4	32	452	863	344	77	1,774
Retirements (Disability & Non-Disability)	3	5	14	12	563	1,044	616	134	8	0	2,399
Separation Programs	0	0	0	0	0	4	53	251	78	34	420
Attrition & Other Losses	0	0	0	0	0	0	0	37	8	5	50
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>23</b>	<b>35</b>	<b>602</b>	<b>1,670</b>	<b>2,760</b>	<b>3,992</b>	<b>3,914</b>	<b>3,758</b>	<b>16,764</b>
<b>End Strength</b>	<b>12</b>	<b>31</b>	<b>96</b>	<b>163</b>	<b>3,465</b>	<b>9,594</b>	<b>14,292</b>	<b>19,610</b>	<b>7,034</b>	<b>7,060</b>	<b>61,357</b>
<b>FY 2011</b>											
<b>Begin Strength</b>	12	31	96	163	3,465	9,594	14,292	19,610	7,034	7,060	61,357
Motion In	4	8	24	36	595	1,646	2,722	3,460	3,650	0	12,145
Regular Accessions	0	0	0	0	0	0	5	20	0	3,057	3,082
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	0	0
Direct Appointments & Health Profession Scholarship	0	0	0	0	8	29	40	513	209	204	1,003
Other Gains	0	0	1	0	0	0	0	10	30	514	555
<b>Total Gains</b>	<b>4</b>	<b>8</b>	<b>25</b>	<b>36</b>	<b>603</b>	<b>1,675</b>	<b>2,767</b>	<b>4,003</b>	<b>3,889</b>	<b>3,775</b>	<b>16,785</b>
Motion Out	0	4	8	25	36	595	1,646	2,722	3,460	3,650	12,146
Regular Separations	0	0	0	0	4	34	522	866	345	74	1,845
Retirements (Disability & Non-Disability)	3	5	14	13	563	1,042	546	130	7	0	2,323
Separation Programs	0	0	0	0	0	4	53	251	78	34	420
Attrition & Other Losses	0	0	0	0	0	0	0	37	8	5	50
<b>Total losses</b>	<b>3</b>	<b>9</b>	<b>22</b>	<b>38</b>	<b>603</b>	<b>1,675</b>	<b>2,767</b>	<b>4,006</b>	<b>3,898</b>	<b>3,763</b>	<b>16,784</b>
<b>End Strength</b>	<b>13</b>	<b>30</b>	<b>99</b>	<b>161</b>	<b>3,465</b>	<b>9,594</b>	<b>14,292</b>	<b>19,607</b>	<b>7,025</b>	<b>7,072</b>	<b>61,358</b>

**Table 3-1d (continued): Air Force Active Duty Officer Gains and Losses**

Grade	Commissioned Officers										Total
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
<b>FY 2012</b>											
<b>Begin Strength</b>	13	30	99	161	3,465	9,594	14,292	19,607	7,025	7,072	61,358
Motion In	3	9	22	35	594	1,645	2,721	3,456	3,656	0	12,141
Regular Accessions	0	0	0	0	0	0	5	20	0	3,057	3,082
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	0	0
Direct Appointments & Health Profession Scholarship	0	0	0	0	8	29	40	513	209	204	1,003
Other Gains	0	0	0	0	0	0	0	10	30	514	554
<b>Total Gains</b>	<b>3</b>	<b>9</b>	<b>22</b>	<b>35</b>	<b>602</b>	<b>1,674</b>	<b>2,766</b>	<b>3,999</b>	<b>3,895</b>	<b>3,775</b>	<b>16,780</b>
Motion Out	0	3	9	22	35	594	1,645	2,721	3,456	3,656	12,141
Regular Separations	0	0	2	0	3	35	593	870	345	75	1,923
Retirements (Disability & Non-Disability)	3	5	14	12	564	1,041	475	126	7	0	2,247
Separation Programs	0	0	0	0	0	4	53	251	78	34	420
Attrition & Other Losses	0	0	0	0	0	0	0	37	8	5	50
<b>Total losses</b>	<b>3</b>	<b>8</b>	<b>25</b>	<b>34</b>	<b>602</b>	<b>1,674</b>	<b>2,766</b>	<b>4,005</b>	<b>3,894</b>	<b>3,770</b>	<b>16,781</b>
<b>End Strength</b>	<b>13</b>	<b>31</b>	<b>96</b>	<b>162</b>	<b>3,465</b>	<b>9,594</b>	<b>14,292</b>	<b>19,601</b>	<b>7,026</b>	<b>7,077</b>	<b>61,357</b>
<b>FY 2013</b>											
<b>Begin Strength</b>	13	31	96	162	3,465	9,594	14,292	19,601	7,026	7,077	61,357
Motion In	2	8	23	36	596	1,646	2,722	3,458	3,659	0	12,150
Regular Accessions	0	0	0	0	0	0	5	20	0	3,063	3,088
Commissioning & Transfer Programs	0	0	0	0	0	0	0	0	0	0	0
Direct Appointments & Health Profession Scholarship	0	0	0	0	8	29	40	513	209	198	997
Other Gains	0	0	1	0	0	0	0	10	30	514	555
<b>Total Gains</b>	<b>2</b>	<b>8</b>	<b>24</b>	<b>36</b>	<b>604</b>	<b>1,675</b>	<b>2,767</b>	<b>4,001</b>	<b>3,898</b>	<b>3,775</b>	<b>16,790</b>
Motion Out	0	2	8	23	36	596	1,646	2,722	3,458	3,659	12,150
Regular Separations	0	0	2	0	4	35	630	873	345	74	1,963
Retirements (Disability & Non-Disability)	3	5	14	13	563	1,041	438	123	7		2,207
Separation Programs	0	0	0	0	0	4	53	251	78	34	420
Attrition & Other Losses	0	0	0	0	0	0	0	37	8	5	50
<b>Total losses</b>	<b>3</b>	<b>7</b>	<b>24</b>	<b>36</b>	<b>603</b>	<b>1,676</b>	<b>2,767</b>	<b>4,006</b>	<b>3,896</b>	<b>3,772</b>	<b>16,790</b>
<b>End Strength</b>	<b>12</b>	<b>32</b>	<b>96</b>	<b>162</b>	<b>3,466</b>	<b>9,593</b>	<b>14,292</b>	<b>19,596</b>	<b>7,028</b>	<b>7,080</b>	<b>61,357</b>

**Table 3-2a: Army Active Duty Officer Retirements by YOCS**

FY 2008											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	17	10	144	4	1	0	0	0	188
29	0	0	1	3	54	4	0	0	0	0	61
28	0	0	0	1	66	40	0	0	0	0	108
27	0	0	0	1	72	26	1	0	0	0	100
26	0	0	0	0	118	35	1	0	0	0	153
25	0	0	0	0	54	42	3	0	0	0	98
24	0	0	0	0	34	61	13	0	0	0	108
23	0	0	0	0	24	83	13	0	0	0	121
22	0	0	0	0	23	135	29	0	0	0	187
21	0	0	0	0	25	171	35	1	0	0	232
20	0	0	0	0	21	340	192	3	0	0	556
19	0	0	0	0	2	45	32	0	0	0	79
18	0	0	0	0	1	12	18	0	0	0	32
17	0	0	0	0	0	7	30	0	0	0	38
16	0	0	0	0	0	4	33	1	0	0	38
15	0	0	0	0	0	3	25	1	0	0	29
14	0	0	0	0	1	1	22	1	0	0	26
13	0	0	0	0	0	1	23	3	0	0	27
12	0	0	0	0	0	1	21	2	0	0	26
11	0	0	0	0	1	1	20	3	0	0	25
10	0	0	0	0	0	1	11	13	0	0	25
9	0	0	0	0	0	0	2	6	0	0	8
8	0	0	0	0	0	0	3	6	0	0	10
7	0	0	0	0	0	0	4	6	0	0	10
6	0	0	0	0	0	0	1	8	0	0	10
5	0	0	0	0	0	1	1	15	0	0	16
4	0	0	0	0	1	0	1	25	1	0	29
3	0	0	0	0	1	2	2	6	10	0	21
2	0	0	0	0	2	1	3	1	2	0	9
1	0	0	0	0	4	3	3	2	1	3	15
<b>Total</b>	<b>3</b>	<b>9</b>	<b>19</b>	<b>14</b>	<b>650</b>	<b>1,023</b>	<b>545</b>	<b>105</b>	<b>14</b>	<b>3</b>	<b>2,386</b>
FY 2009											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	17	10	145	4	1	0	0	0	190
29	0	0	1	3	55	4	0	0	0	0	62
28	0	0	0	1	67	40	0	0	0	0	109
27	0	0	0	1	73	26	1	0	0	0	101
26	0	0	0	0	119	35	1	0	0	0	155
25	0	0	0	0	54	42	3	0	0	0	99
24	0	0	0	0	34	62	13	0	0	0	109
23	0	0	0	0	25	84	13	0	0	0	122
22	0	0	0	0	24	136	29	0	0	0	189
21	0	0	0	0	25	173	35	1	0	0	234
20	0	0	0	0	22	343	194	3	0	0	561
19	0	0	0	0	2	45	32	0	0	0	79
18	0	0	0	0	1	12	18	0	0	0	32
17	0	0	0	0	0	7	30	0	0	0	38
16	0	0	0	0	0	4	33	1	0	0	39
15	0	0	0	0	0	3	25	1	0	0	29
14	0	0	0	0	1	1	23	1	0	0	26
13	0	0	0	0	0	1	24	3	0	0	27
12	0	0	0	0	0	1	22	2	0	0	26
11	0	0	0	0	1	1	20	4	0	0	26
10	0	0	0	0	0	1	11	13	0	0	25
9	0	0	0	0	0	0	3	6	0	0	8
8	0	0	0	0	0	0	3	6	0	0	10
7	0	0	0	0	0	0	4	6	0	0	10
6	0	0	0	0	0	0	1	8	0	0	10
5	0	0	0	0	0	1	1	15	0	0	16
4	0	0	0	0	1	0	1	26	1	0	29
3	0	0	0	0	1	2	2	6	10	0	21
2	0	0	0	0	2	1	3	1	2	0	9
1	0	0	0	0	4	3	3	2	1	3	15
<b>Total</b>	<b>3</b>	<b>9</b>	<b>19</b>	<b>15</b>	<b>655</b>	<b>1032</b>	<b>550</b>	<b>106</b>	<b>15</b>	<b>3</b>	<b>2407</b>



**Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS**

FY 2010											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	17	10	143	4	1	0	0	0	187
29	0	0	1	3	54	4	0	0	0	0	61
28	0	0	0	1	66	39	0	0	0	0	107
27	0	0	0	1	72	26	1	0	0	0	99
26	0	0	0	0	117	34	1	0	0	0	152
25	0	0	0	0	54	41	3	0	0	0	98
24	0	0	0	0	33	61	13	0	0	0	108
23	0	0	0	0	24	83	13	0	0	0	120
22	0	0	0	0	23	134	28	0	0	0	186
21	0	0	0	0	25	170	35	1	0	0	231
20	0	0	0	0	21	338	191	3	0	0	553
19	0	0	0	0	2	44	32	0	0	0	78
18	0	0	0	0	1	12	18	0	0	0	32
17	0	0	0	0	0	7	30	0	0	0	37
16	0	0	0	0	0	4	32	1	0	0	38
15	0	0	0	0	0	3	25	1	0	0	29
14	0	0	0	0	1	1	22	1	0	0	26
13	0	0	0	0	0	1	23	3	0	0	27
12	0	0	0	0	0	1	21	2	0	0	25
11	0	0	0	0	1	1	20	3	0	0	25
10	0	0	0	0	0	1	11	13	0	0	25
9	0	0	0	0	0	0	2	6	0	0	8
8	0	0	0	0	0	0	3	6	0	0	10
7	0	0	0	0	0	0	4	6	0	0	10
6	0	0	0	0	0	0	1	8	0	0	10
5	0	0	0	0	0	1	1	15	0	0	16
4	0	0	0	0	1	0	1	25	1	0	29
3	0	0	0	0	1	2	2	6	10	0	21
2	0	0	0	0	2	1	3	1	2	0	9
1	0	0	0	0	4	3	3	2	1	3	15
<b>Total</b>	<b>3</b>	<b>9</b>	<b>18</b>	<b>14</b>	<b>646</b>	<b>1,017</b>	<b>542</b>	<b>105</b>	<b>14</b>	<b>3</b>	<b>2,372</b>
FY 2011											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	16	10	141	4	1	0	0	0	184
29	0	0	1	2	53	4	0	0	0	0	60
28	0	0	0	1	65	39	0	0	0	0	105
27	0	0	0	1	71	25	1	0	0	0	98
26	0	0	0	0	115	34	1	0	0	0	150
25	0	0	0	0	53	41	3	0	0	0	96
24	0	0	0	0	33	60	13	0	0	0	106
23	0	0	0	0	24	81	13	0	0	0	119
22	0	0	0	0	23	132	28	0	0	0	183
21	0	0	0	0	25	168	34	1	0	0	227
20	0	0	0	0	21	333	188	3	0	0	545
19	0	0	0	0	2	44	32	0	0	0	77
18	0	0	0	0	1	12	18	0	0	0	31
17	0	0	0	0	0	7	29	0	0	0	37
16	0	0	0	0	0	4	32	1	0	0	37
15	0	0	0	0	0	3	25	1	0	0	28
14	0	0	0	0	1	1	22	1	0	0	25
13	0	0	0	0	0	1	23	3	0	0	26
12	0	0	0	0	0	1	21	2	0	0	25
11	0	0	0	0	1	1	20	3	0	0	25
10	0	0	0	0	0	1	10	13	0	0	24
9	0	0	0	0	0	0	2	6	0	0	8
8	0	0	0	0	0	0	3	6	0	0	9
7	0	0	0	0	0	0	4	5	0	0	10
6	0	0	0	0	0	0	1	8	0	0	9
5	0	0	0	0	0	1	1	14	0	0	16
4	0	0	0	0	1	0	1	25	1	0	28
3	0	0	0	0	1	2	2	6	10	0	20
2	0	0	0	0	2	1	3	1	2	0	9
1	0	0	0	0	4	3	3	2	1	3	15
<b>Total</b>	<b>3</b>	<b>9</b>	<b>18</b>	<b>14</b>	<b>636</b>	<b>1,001</b>	<b>533</b>	<b>103</b>	<b>14</b>	<b>3</b>	<b>2,335</b>

**Table 3-2a (continued): Army Active Duty Officer Retirements by YOCS**

FY 2012											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	16	9	139	4	1	0	0	0	182
29	0	0	1	2	52	4	0	0	0	0	59
28	0	0	0	1	64	38	0	0	0	0	104
27	0	0	0	1	70	25	1	0	0	0	97
26	0	0	0	0	114	33	1	0	0	0	148
25	0	0	0	0	52	40	3	0	0	0	95
24	0	0	0	0	32	59	13	0	0	0	104
23	0	0	0	0	24	80	13	0	0	0	117
22	0	0	0	0	23	130	28	0	0	0	181
21	0	0	0	0	24	165	34	1	0	0	224
20	0	0	0	0	21	328	185	3	0	0	537
19	0	0	0	0	2	43	31	0	0	0	76
18	0	0	0	0	1	11	18	0	0	0	31
17	0	0	0	0	0	7	29	0	0	0	36
16	0	0	0	0	0	4	31	1	0	0	37
15	0	0	0	0	0	3	24	1	0	0	28
14	0	0	0	0	1	1	22	1	0	0	25
13	0	0	0	0	0	1	23	3	0	0	26
12	0	0	0	0	0	1	21	2	0	0	25
11	0	0	0	0	1	1	19	3	0	0	25
10	0	0	0	0	0	1	10	13	0	0	24
9	0	0	0	0	0	0	2	5	0	0	8
8	0	0	0	0	0	0	3	6	0	0	9
7	0	0	0	0	0	0	4	5	0	0	10
6	0	0	0	0	0	0	1	8	0	0	9
5	0	0	0	0	0	1	1	14	0	0	16
4	0	0	0	0	1	0	1	24	1	0	28
3	0	0	0	0	1	2	2	6	10	0	20
2	0	0	0	0	2	1	3	1	2	0	9
1	0	0	0	0	4	2	3	2	1	3	15
<b>Total</b>	<b>3</b>	<b>9</b>	<b>18</b>	<b>14</b>	<b>627</b>	<b>988</b>	<b>526</b>	<b>102</b>	<b>14</b>	<b>3</b>	<b>2,304</b>
FY 2013											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	9	17	10	141	4	1	0	0	0	185
29	0	0	1	2	53	4	0	0	0	0	60
28	0	0	0	1	65	39	0	0	0	0	105
27	0	0	0	1	71	25	1	0	0	0	98
26	0	0	0	0	115	34	1	0	0	0	150
25	0	0	0	0	53	41	3	0	0	0	97
24	0	0	0	0	33	60	13	0	0	0	106
23	0	0	0	0	24	81	13	0	0	0	119
22	0	0	0	0	23	132	28	0	0	0	184
21	0	0	0	0	25	168	34	1	0	0	228
20	0	0	0	0	21	333	188	3	0	0	545
19	0	0	0	0	2	44	32	0	0	0	77
18	0	0	0	0	1	12	18	0	0	0	31
17	0	0	0	0	0	7	29	0	0	0	37
16	0	0	0	0	0	4	32	1	0	0	37
15	0	0	0	0	0	3	25	1	0	0	28
14	0	0	0	0	1	1	22	1	0	0	25
13	0	0	0	0	0	1	23	3	0	0	26
12	0	0	0	0	0	1	21	2	0	0	25
11	0	0	0	0	1	1	20	3	0	0	25
10	0	0	0	0	0	1	10	13	0	0	24
9	0	0	0	0	0	0	2	6	0	0	8
8	0	0	0	0	0	0	3	6	0	0	9
7	0	0	0	0	0	0	4	5	0	0	10
6	0	0	0	0	0	0	1	8	0	0	9
5	0	0	0	0	0	1	1	14	0	0	16
4	0	0	0	0	1	0	1	25	1	0	28
3	0	0	0	0	1	2	2	6	10	0	20
2	0	0	0	0	2	1	3	1	2	0	9
1	0	0	0	0	4	3	3	2	1	3	15
<b>Total</b>	<b>3</b>	<b>9</b>	<b>18</b>	<b>14</b>	<b>636</b>	<b>1,002</b>	<b>534</b>	<b>103</b>	<b>14</b>	<b>3</b>	<b>2,338</b>

**Table 3-2b: Navy Active Duty Officer Retirements by YOCS**

FY 2008											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	7	15	6	98	0	0	0	0	0	127
29	0	0	0	2	50	5	0	0	0	0	57
28	0	0	0	1	47	27	0	0	0	0	75
27	0	0	0	0	71	15	0	0	0	0	86
26	0	0	0	0	72	20	0	0	0	0	92
25	0	0	0	0	51	27	0	0	0	0	78
24	0	0	0	0	38	66	0	0	0	0	104
23	0	0	0	0	18	54	0	0	0	0	72
22	0	0	0	0	24	90	0	0	0	0	114
21	0	0	0	0	15	127	14	0	0	0	156
20	0	0	0	0	16	127	137	0	0	0	280
19	0	0	0	0	2	42	36	0	0	0	80
18	0	0	0	0	0	26	32	0	0	0	58
17	0	0	0	0	0	8	45	1	0	0	54
16	0	0	0	0	0	5	50	1	0	0	56
15	0	0	0	0	0	0	50	3	0	0	53
14	0	0	0	0	0	2	71	1	0	0	74
13	0	0	0	0	0	0	98	3	0	0	101
12	0	0	0	0	0	0	95	14	0	0	109
11	0	0	0	0	0	0	19	47	0	0	66
10	0	0	0	0	0	0	9	66	0	0	75
9	0	0	0	0	0	0	0	25	0	0	25
8	0	0	0	0	0	0	0	37	0	0	37
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	1	6	0	0	7
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	5	0	5
2	0	0	0	0	0	0	0	1	1	0	2
1	0	0	0	0	0	0	0	0	0	1	1
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	7	15	9	502	641	657	213	10	1	2,056
FY 2009											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	2	2	19	8	105	0	0	0	0	0	136
29	0	0	0	2	53	5	0	0	0	0	60
28	0	0	0	2	50	27	0	0	0	0	79
27	0	0	0	0	76	15	0	0	0	0	91
26	0	0	0	0	79	20	0	0	0	0	99
25	0	0	0	0	55	26	0	0	0	0	81
24	0	0	0	0	41	66	0	0	0	0	107
23	0	0	0	0	19	54	0	0	0	0	73
22	0	0	0	0	26	89	0	0	0	0	115
21	0	0	0	0	16	126	13	0	0	0	155
20	0	0	0	0	17	126	125	0	0	0	268
19	0	0	0	0	2	42	33	0	0	0	77
18	0	0	0	0	0	26	29	0	0	0	55
17	0	0	0	0	0	8	41	1	0	0	50
16	0	0	0	0	0	5	44	1	0	0	50
15	0	0	0	0	0	0	45	3	0	0	48
14	0	0	0	0	0	2	65	1	0	0	68
13	0	0	0	0	0	0	91	3	0	0	94
12	0	0	0	0	0	0	87	13	0	0	100
11	0	0	0	0	0	0	17	42	0	0	59
10	0	0	0	0	0	0	9	60	0	0	69
9	0	0	0	0	0	0	0	23	0	0	23
8	0	0	0	0	0	0	0	34	0	0	34
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	1	5	0	0	6
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	6	0	6
2	0	0	0	0	0	0	0	1	1	1	3
1	0	0	0	0	0	0	0	0	0	3	3
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	2	2	19	12	539	637	600	194	11	4	2,020

**Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS**

FY 2010											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	2	17	9	101	0	0	0	0	0	130
29	0	0	0	3	52	5	0	0	0	0	60
28	0	0	0	3	48	28	0	0	0	0	79
27	0	0	0	0	74	16	0	0	0	0	90
26	0	0	0	0	76	21	0	0	0	0	97
25	0	0	0	0	52	27	0	0	0	0	79
24	0	0	0	0	39	69	0	0	0	0	108
23	0	0	0	0	18	59	0	0	0	0	77
22	0	0	0	0	25	94	0	0	0	0	119
21	0	0	0	0	15	132	13	0	0	0	160
20	0	0	0	0	16	132	125	0	0	0	273
19	0	0	0	0	2	44	32	0	0	0	78
18	0	0	0	0	0	27	29	0	0	0	56
17	0	0	0	0	0	8	41	1	0	0	50
16	0	0	0	0	0	5	45	1	0	0	51
15	0	0	0	0	0	0	45	3	0	0	48
14	0	0	0	0	0	2	65	1	0	0	68
13	0	0	0	0	0	0	91	3	0	0	94
12	0	0	0	0	0	0	87	14	0	0	101
11	0	0	0	0	0	0	17	44	0	0	61
10	0	0	0	0	0	0	9	63	0	0	72
9	0	0	0	0	0	0	0	24	0	0	24
8	0	0	0	0	0	0	0	36	0	0	36
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	4	0	0	4
5	0	0	0	0	0	0	1	6	0	0	7
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	6	0	6
2	0	0	0	0	0	0	0	1	1	1	3
1	0	0	0	0	0	0	0	0	0	3	3
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	2	17	15	518	669	600	205	11	4	2,042
FY 2011											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	2	17	9	103	0	0	0	0	0	132
29	0	0	0	3	52	5	0	0	0	0	60
28	0	0	0	3	49	28	0	0	0	0	80
27	0	0	0	0	75	16	0	0	0	0	91
26	0	0	0	0	78	21	0	0	0	0	99
25	0	0	0	0	54	27	0	0	0	0	81
24	0	0	0	0	40	68	0	0	0	0	108
23	0	0	0	0	18	56	0	0	0	0	74
22	0	0	0	0	26	93	0	0	0	0	119
21	0	0	0	0	15	131	12	0	0	0	158
20	0	0	0	0	16	131	125	0	0	0	272
19	0	0	0	0	2	44	33	0	0	0	79
18	0	0	0	0	0	27	29	0	0	0	56
17	0	0	0	0	0	8	41	1	0	0	50
16	0	0	0	0	0	5	45	1	0	0	51
15	0	0	0	0	0	0	46	3	0	0	49
14	0	0	0	0	0	2	64	1	0	0	67
13	0	0	0	0	0	0	90	3	0	0	93
12	0	0	0	0	0	0	87	13	0	0	100
11	0	0	0	0	0	0	17	42	0	0	59
10	0	0	0	0	0	0	9	60	0	0	69
9	0	0	0	0	0	0	0	23	0	0	23
8	0	0	0	0	0	0	0	34	0	0	34
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	1	5	0	0	6
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	6	0	6
2	0	0	0	0	0	0	0	1	1	1	3
1	0	0	0	0	0	0	0	0	0	3	3
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	2	17	15	528	662	599	194	11	4	2,033

**Table 3-2b (continued): Navy Active Duty Officer Retirements by YOCS**

FY 2012											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	2	17	9	104	0	0	0	0	0	133
29	0	0	0	3	53	5	0	0	0	0	61
28	0	0	0	3	50	27	0	0	0	0	80
27	0	0	0	0	75	15	0	0	0	0	90
26	0	0	0	0	78	20	0	0	0	0	98
25	0	0	0	0	54	26	0	0	0	0	80
24	0	0	0	0	41	65	0	0	0	0	106
23	0	0	0	0	19	54	0	0	0	0	73
22	0	0	0	0	26	88	0	0	0	0	114
21	0	0	0	0	16	125	13	0	0	0	154
20	0	0	0	0	17	125	125	0	0	0	267
19	0	0	0	0	2	42	33	0	0	0	77
18	0	0	0	0	0	26	29	0	0	0	55
17	0	0	0	0	0	8	41	1	0	0	50
16	0	0	0	0	0	5	45	1	0	0	51
15	0	0	0	0	0	0	45	3	0	0	48
14	0	0	0	0	0	2	65	1	0	0	68
13	0	0	0	0	0	0	91	3	0	0	94
12	0	0	0	0	0	0	87	13	0	0	100
11	0	0	0	0	0	0	17	43	0	0	60
10	0	0	0	0	0	0	9	60	0	0	69
9	0	0	0	0	0	0	0	23	0	0	23
8	0	0	0	0	0	0	0	34	0	0	34
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	1	5	0	0	6
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	6	0	6
2	0	0	0	0	0	0	0	1	1	1	3
1	0	0	0	0	0	0	0	0	0	3	3
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	2	17	15	535	633	601	195	11	4	2,014
FY 2013											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	1	2	17	9	105	0	0	0	0	0	134
29	0	0	0	3	54	5	0	0	0	0	62
28	0	0	0	3	51	27	0	0	0	0	81
27	0	0	0	0	77	15	0	0	0	0	92
26	0	0	0	0	79	20	0	0	0	0	99
25	0	0	0	0	55	26	0	0	0	0	81
24	0	0	0	0	41	66	0	0	0	0	107
23	0	0	0	0	19	56	0	0	0	0	75
22	0	0	0	0	26	90	0	0	0	0	116
21	0	0	0	0	16	126	13	0	0	0	155
20	0	0	0	0	17	126	126	0	0	0	269
19	0	0	0	0	2	42	33	0	0	0	77
18	0	0	0	0	0	26	29	0	0	0	55
17	0	0	0	0	0	8	42	1	0	0	51
16	0	0	0	0	0	5	46	1	0	0	52
15	0	0	0	0	0	0	46	3	0	0	49
14	0	0	0	0	0	2	65	1	0	0	68
13	0	0	0	0	0	0	90	3	0	0	93
12	0	0	0	0	0	0	87	13	0	0	100
11	0	0	0	0	0	0	17	43	0	0	60
10	0	0	0	0	0	0	9	60	0	0	69
9	0	0	0	0	0	0	0	23	0	0	23
8	0	0	0	0	0	0	0	33	0	0	33
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	3	0	0	3
5	0	0	0	0	0	0	1	5	0	0	6
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	6	0	6
2	0	0	0	0	0	0	0	1	1	1	3
1	0	0	0	0	0	0	0	0	0	3	3
0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	1	2	17	15	542	640	604	194	11	4	2,030

**Table 3-2c: Marine Corps Active Duty Officer Retirements by YOCS**

FY 2008											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	1	1	9	32	0	0	0	0	43
29	0	0	0	0	4	10	0	0	0	0	14
28	0	0	0	0	2	4	0	0	0	0	6
27	0	0	0	0	2	12	0	0	0	0	14
26	0	0	0	0	3	23	0	0	0	0	26
25	0	0	0	0	2	17	0	0	0	0	19
24	0	0	0	0	0	0	18	0	0	0	18
23	0	0	0	0	0	0	16	0	0	0	16
22	0	0	0	0	0	2	16	0	0	0	18
21	0	0	0	0	0	28	16	0	0	0	44
20	0	0	0	0	0	68	26	0	0	0	94
19	0	0	0	0	0	0	30	0	0	0	30
18	0	0	0	0	0	0	29	0	0	0	29
17	0	0	0	0	0	0	40	0	0	0	40
16	0	0	0	0	0	0	24	1	0	0	25
15	0	0	0	0	0	0	38	1	0	0	39
14	0	0	0	0	0	0	176	3	0	0	179
13	0	0	0	0	0	0	0	4	0	0	4
12	0	0	0	0	0	0	0	4	0	0	4
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	1	1	22	196	429	13	0	0	662
FY 2009											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	1	1	22	13	0	0	0	0	37
29	0	0	0	0	10	4	0	0	0	0	14
28	0	0	0	0	5	2	0	0	0	0	7
27	0	0	0	0	5	5	0	0	0	0	10
26	0	0	0	0	5	10	0	0	0	0	15
25	0	0	0	0	1	7	0	0	0	0	8
24	0	0	0	0	5	0	9	0	0	0	14
23	0	0	0	0	0	0	8	0	0	0	8
22	0	0	0	0	0	1	8	0	0	0	9
21	0	0	0	0	0	12	8	0	0	0	20
20	0	0	0	0	0	27	14	0	0	0	41
19	0	0	0	0	0	0	15	0	0	0	15
18	0	0	0	0	0	0	16	0	0	0	16
17	0	0	0	0	0	0	11	0	0	0	11
16	0	0	0	0	0	0	12	24	0	0	36
15	0	0	0	0	0	0	10	24	0	0	34
14	0	0	0	0	0	0	9	34	0	0	43
13	0	0	0	0	0	0	0	92	0	0	92
12	0	0	0	0	0	0	0	92	0	0	92
11	0	0	0	0	0	0	0	51	0	0	51
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	34	0	0	34
8	0	0	0	0	0	0	0	51	0	0	51
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	1	1	53	81	120	402	0	0	658

**Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS**

FY 2010											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	1	1	22	13	0	0	0	0	37
29	0	0	0	0	10	4	0	0	0	0	14
28	0	0	0	0	5	2	0	0	0	0	7
27	0	0	0	0	5	5	0	0	0	0	10
26	0	0	0	0	5	10	0	0	0	0	15
25	0	0	0	0	1	7	0	0	0	0	8
24	0	0	0	0	5	0	9	0	0	0	14
23	0	0	0	0	0	0	8	0	0	0	8
22	0	0	0	0	0	1	8	0	0	0	9
21	0	0	0	0	0	12	8	0	0	0	20
20	0	0	0	0	0	27	14	0	0	0	41
19	0	0	0	0	0	0	15	0	0	0	15
18	0	0	0	0	0	0	16	0	0	0	16
17	0	0	0	0	0	0	11	0	0	0	11
16	0	0	0	0	0	0	12	24	0	0	36
15	0	0	0	0	0	0	10	24	0	0	34
14	0	0	0	0	0	0	9	34	0	0	43
13	0	0	0	0	0	0	0	92	0	0	92
12	0	0	0	0	0	0	0	92	0	0	92
11	0	0	0	0	0	0	0	51	0	0	51
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	34	0	0	34
8	0	0	0	0	0	0	0	51	0	0	51
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	1	1	53	81	120	402	0	0	658
FY 2011											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	2	6	9	3	9	0	0	0	29
29	0	0	0	0	4	4	8	0	0	0	16
28	0	0	0	0	2	2	8	0	0	0	12
27	0	0	0	0	2	5	8	0	0	0	15
26	0	0	0	0	3	5	14	0	0	0	22
25	0	0	0	0	2	7	15	0	0	0	24
24	0	0	0	0	0	0	16	28	0	0	44
23	0	0	0	0	0	0	11	28	0	0	39
22	0	0	0	0	0	1	12	39	0	0	52
21	0	0	0	0	0	4	10	106	0	0	120
20	0	0	0	0	0	29	9	106	0	0	144
19	0	0	0	0	0	0	0	58	0	0	58
18	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	39	0	0	39
16	0	0	0	0	0	0	0	57	0	0	57
15	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	2	6	22	60	120	461	0	0	671

**Table 3-2c (continued): Marine Corps Active Duty Officer Retirements by YOCS**

FY 2012											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	2	6	9	3	0	0	0	0	20
29	0	0	0	0	4	4	0	0	0	0	8
28	0	0	0	0	2	2	0	0	0	0	4
27	0	0	0	0	2	5	0	0	0	0	7
26	0	0	0	0	3	5	0	0	0	0	8
25	0	0	0	0	2	7	0	0	0	0	9
24	0	0	0	0	0	0	9	0	0	0	9
23	0	0	0	0	0	0	8	0	0	0	8
22	0	0	0	0	0	1	8	0	0	0	9
21	0	0	0	0	0	4	8	0	0	0	12
20	0	0	0	0	0	29	14	0	0	0	43
19	0	0	0	0	0	0	15	0	0	0	15
18	0	0	0	0	0	0	16	0	0	0	16
17	0	0	0	0	0	0	11	0	0	0	11
16	0	0	0	0	0	0	12	28	0	0	40
15	0	0	0	0	0	0	10	28	0	0	38
14	0	0	0	0	0	0	9	39	0	0	48
13	0	0	0	0	0	0	0	106	0	0	106
12	0	0	0	0	0	0	0	106	0	0	106
11	0	0	0	0	0	0	0	58	0	0	58
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	39	0	0	39
8	0	0	0	0	0	0	0	57	0	0	57
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	2	6	22	60	120	461	0	0	671
FY 2013											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	0	0	2	6	9	3	0	0	0	0	20
29	0	0	0	0	4	4	0	0	0	0	8
28	0	0	0	0	2	2	0	0	0	0	4
27	0	0	0	0	2	5	0	0	0	0	7
26	0	0	0	0	3	5	9	0	0	0	17
25	0	0	0	0	2	7	8	0	0	0	17
24	0	0	0	0	0	0	8	0	0	0	8
23	0	0	0	0	0	0	8	0	0	0	8
22	0	0	0	0	0	1	14	0	0	0	15
21	0	0	0	0	0	4	15	0	0	0	19
20	0	0	0	0	0	29	16	0	0	0	45
19	0	0	0	0	0	0	11	0	0	0	11
18	0	0	0	0	0	0	12	0	0	0	12
17	0	0	0	0	0	0	10	0	0	0	10
16	0	0	0	0	0	0	9	28	0	0	37
15	0	0	0	0	0	0	0	28	0	0	28
14	0	0	0	0	0	0	0	39	0	0	39
13	0	0	0	0	0	0	0	106	0	0	106
12	0	0	0	0	0	0	0	106	0	0	106
11	0	0	0	0	0	0	0	58	0	0	58
10	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	39	0	0	39
8	0	0	0	0	0	0	0	57	0	0	57
7	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	2	6	22	60	120	461	0	0	671



**Table 3-2d: Air Force Active Duty Officer Retirements by YOCS**

FY 2008											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	9	9	22	5	65	1	0	0	0	0	111
29	0	0	0	8	40	0	0	0	0	0	48
28	0	0	0	1	48	41	0	0	0	0	90
27	0	0	0	2	60	22	0	0	0	0	84
26	0	0	0	0	85	44	0	0	0	0	129
25	0	0	0	0	77	74	0	0	0	0	151
24	0	0	0	0	36	70	67	0	0	0	173
23	0	0	0	0	22	81	26	0	0	0	129
22	0	0	0	0	19	140	38	0	0	0	197
21	0	0	0	0	15	140	57	0	0	0	212
20	0	0	0	0	18	381	336	44	0	0	779
19	0	0	0	0	1	83	114	8	0	0	206
18	0	0	0	0	1	24	17	5	0	0	47
17	0	0	0	0	0	10	25	5	0	0	40
16	0	0	0	0	0	10	50	8	0	0	68
15	0	0	0	0	1	3	37	10	0	0	51
14	0	0	0	0	0	2	32	5	0	0	39
13	0	0	0	0	0	1	46	16	0	0	63
12	0	0	0	0	0	1	49	13	0	0	63
11	0	0	0	0	0	0	52	29	0	0	81
10	0	0	0	0	0	0	45	106	0	0	151
9	0	0	0	0	0	0	5	18	0	0	23
8	0	0	0	0	0	0	2	55	0	0	57
7	0	0	0	0	0	0	0	10	0	0	10
6	0	0	0	0	0	0	0	18	0	0	18
5	0	0	0	0	0	0	0	18	0	0	18
4	0	0	0	0	0	0	0	21	0	0	21
3	0	0	0	0	0	0	1	5	4	0	10
2	0	0	0	0	0	0	1	3	5	0	9
1	0	0	0	0	1	2	1	3	1	0	8
<b>Total</b>	9	9	22	16	489	1,130	1,001	400	10	0	3,086
FY 2009											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	4	6	13	4	89	1	0	0	0	0	117
29	0	0	0	7	55	0	0	0	0	0	62
28	0	0	0	1	67	45	0	0	0	0	113
27	0	0	0	2	82	25	0	0	0	0	109
26	0	0	0	0	119	48	0	0	0	0	167
25	0	0	0	0	106	81	0	0	0	0	187
24	0	0	0	0	50	77	36	0	0	0	163
23	0	0	0	0	30	89	14	0	0	0	133
22	0	0	0	0	26	154	21	0	0	0	201
21	0	0	0	0	21	154	31	0	0	0	206
20	0	0	0	0	25	419	179	16	0	0	639
19	0	0	0	0	1	92	62	3	0	0	158
18	0	0	0	0	2	26	9	2	0	0	39
17	0	0	0	0	0	11	13	2	0	0	26
16	0	0	0	0	0	11	27	3	0	0	41
15	0	0	0	0	0	3	20	4	0	0	27
14	0	0	0	0	0	3	17	2	0	0	22
13	0	0	0	0	0	1	25	6	0	0	32
12	0	0	0	0	0	1	27	5	0	0	33
11	0	0	0	0	0	0	28	11	0	0	39
10	0	0	0	0	0	0	24	39	0	0	63
9	0	0	0	0	0	0	3	7	0	0	10
8	0	0	0	0	0	0	1	20	0	0	21
7	0	0	0	0	0	0	0	4	0	0	4
6	0	0	0	0	0	0	0	7	0	0	7
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	7	0	0	7
3	0	0	0	0	0	0	1	2	4	0	7
2	0	0	0	0	0	0	1	1	4	0	6
1	0	0	0	0	1	2	1	1	1	0	6
<b>Total</b>	4	6	13	14	674	1,243	540	148	9	0	2,651

**Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS**

FY 2010											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	5	14	4	74	1	0	0	0	0	101
29	0	0	0	5	46	0	0	0	0	0	51
28	0	0	0	1	56	38	0	0	0	0	95
27	0	0	0	2	69	21	0	0	0	0	92
26	0	0	0	0	98	41	0	0	0	0	139
25	0	0	0	0	89	68	0	0	0	0	157
24	0	0	0	0	42	65	41	0	0	0	148
23	0	0	0	0	25	75	16	0	0	0	116
22	0	0	0	0	22	129	24	0	0	0	175
21	0	0	0	0	17	129	35	0	0	0	181
20	0	0	0	0	21	350	205	15	0	0	591
19	0	0	0	0	1	77	70	3	0	0	151
18	0	0	0	0	1	22	11	2	0	0	36
17	0	0	0	0	0	10	15	2	0	0	27
16	0	0	0	0	0	10	31	3	0	0	44
15	0	0	0	0	1	3	23	3	0	0	30
14	0	0	0	0	0	2	20	2	0	0	24
13	0	0	0	0	0	1	28	5	0	0	34
12	0	0	0	0	0	1	30	4	0	0	35
11	0	0	0	0	0	0	32	10	0	0	42
10	0	0	0	0	0	0	28	36	0	0	64
9	0	0	0	0	0	0	3	6	0	0	9
8	0	0	0	0	0	0	1	17	0	0	18
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	6	0	0	6
5	0	0	0	0	0	0	0	6	0	0	6
4	0	0	0	0	0	0	0	7	0	0	7
3	0	0	0	0	0	0	1	2	3	0	6
2	0	0	0	0	0	0	1	1	4	0	6
1	0	0	0	0	1	1	1	1	1	0	5
<b>Total</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>12</b>	<b>563</b>	<b>1,044</b>	<b>616</b>	<b>134</b>	<b>8</b>	<b>0</b>	<b>2,399</b>
FY 2011											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	5	14	4	74	1	0	0	0	0	101
29	0	0	0	6	46	0	0	0	0	0	52
28	0	0	0	1	56	38	0	0	0	0	95
27	0	0	0	2	69	21	0	0	0	0	92
26	0	0	0	0	98	41	0	0	0	0	139
25	0	0	0	0	89	68	0	0	0	0	157
24	0	0	0	0	42	65	37	0	0	0	144
23	0	0	0	0	25	75	14	0	0	0	114
22	0	0	0	0	22	129	21	0	0	0	172
21	0	0	0	0	17	129	31	0	0	0	177
20	0	0	0	0	21	348	183	14	0	0	566
19	0	0	0	0	1	77	62	3	0	0	143
18	0	0	0	0	1	22	9	2	0	0	34
17	0	0	0	0	0	10	13	2	0	0	25
16	0	0	0	0	0	10	27	3	0	0	40
15	0	0	0	0	1	3	20	3	0	0	27
14	0	0	0	0	0	2	17	2	0	0	21
13	0	0	0	0	0	1	25	5	0	0	31
12	0	0	0	0	0	1	27	4	0	0	32
11	0	0	0	0	0	0	29	9	0	0	38
10	0	0	0	0	0	0	24	35	0	0	59
9	0	0	0	0	0	0	3	6	0	0	9
8	0	0	0	0	0	0	1	18	0	0	19
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	6	0	0	6
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	6	0	0	6
3	0	0	0	0	0	0	1	2	3	0	6
2	0	0	0	0	0	0	1	1	3	0	5
1	0	0	0	0	1	1	1	1	1	0	5
<b>Total</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>13</b>	<b>563</b>	<b>1,042</b>	<b>546</b>	<b>130</b>	<b>7</b>	<b>0</b>	<b>2,323</b>

**Table 3-2d (continued): Air Force Active Duty Officer Retirements by YOCS**

FY 2012											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	5	14	4	75	1	0	0	0	0	102
29	0	0	0	5	46	0	0	0	0	0	51
28	0	0	0	1	56	38	0	0	0	0	95
27	0	0	0	2	69	21	0	0	0	0	92
26	0	0	0	0	98	41	0	0	0	0	139
25	0	0	0	0	89	68	0	0	0	0	157
24	0	0	0	0	42	65	32	0	0	0	139
23	0	0	0	0	25	74	12	0	0	0	111
22	0	0	0	0	22	129	18	0	0	0	169
21	0	0	0	0	17	129	27	0	0	0	173
20	0	0	0	0	21	348	157	14	0	0	540
19	0	0	0	0	1	77	54	2	0	0	134
18	0	0	0	0	1	22	8	2	0	0	33
17	0	0	0	0	0	10	12	2	0	0	24
16	0	0	0	0	0	10	24	2	0	0	36
15	0	0	0	0	1	3	18	3	0	0	25
14	0	0	0	0	0	2	15	2	0	0	19
13	0	0	0	0	0	1	22	5	0	0	28
12	0	0	0	0	0	1	23	4	0	0	28
11	0	0	0	0	0	0	25	9	0	0	34
10	0	0	0	0	0	0	21	34	0	0	55
9	0	0	0	0	0	0	3	6	0	0	9
8	0	0	0	0	0	0	1	17	0	0	18
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	6	0	0	6
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	6	0	0	6
3	0	0	0	0	0	0	1	2	3	0	6
2	0	0	0	0	0	0	1	1	3	0	5
1	0	0	0	0	1	1	1	1	1	0	5
<b>Total</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>12</b>	<b>564</b>	<b>1,041</b>	<b>475</b>	<b>126</b>	<b>7</b>	<b>0</b>	<b>2,247</b>
FY 2013											
YOCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	Total
30+	3	5	14	4	74	1	0	0	0	0	101
29	0	0	0	6	46	0	0	0	0	0	52
28	0	0	0	1	56	38	0	0	0	0	95
27	0	0	0	2	69	21	0	0	0	0	92
26	0	0	0	0	98	41	0	0	0	0	139
25	0	0	0	0	89	68	0	0	0	0	157
24	0	0	0	0	42	65	29	0	0	0	136
23	0	0	0	0	25	74	11	0	0	0	110
22	0	0	0	0	22	129	17	0	0	0	168
21	0	0	0	0	17	129	25	0	0	0	171
20	0	0	0	0	21	348	148	14	0	0	531
19	0	0	0	0	1	77	50	2	0	0	130
18	0	0	0	0	1	22	7	2	0	0	32
17	0	0	0	0	0	10	11	2	0	0	23
16	0	0	0	0	0	10	22	2	0	0	34
15	0	0	0	0	1	3	16	3	0	0	23
14	0	0	0	0	0	2	14	2	0	0	18
13	0	0	0	0	0	1	20	5	0	0	26
12	0	0	0	0	0	1	22	4	0	0	27
11	0	0	0	0	0	0	23	9	0	0	32
10	0	0	0	0	0	0	20	33	0	0	53
9	0	0	0	0	0	0	2	6	0	0	8
8	0	0	0	0	0	0	1	17	0	0	18
7	0	0	0	0	0	0	0	3	0	0	3
6	0	0	0	0	0	0	0	5	0	0	5
5	0	0	0	0	0	0	0	5	0	0	5
4	0	0	0	0	0	0	0	5	0	0	5
3	0	0	0	0	0	0	0	2	3	0	5
2	0	0	0	0	0	0	0	1	3	0	4
1	0	0	0	0	1	1	0	1	1	0	4
<b>Total</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>13</b>	<b>563</b>	<b>1,041</b>	<b>438</b>	<b>123</b>	<b>7</b>	<b>0</b>	<b>2,207</b>

**Table 3-3a: Army Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2008</b>										
<b>Beginning Strength</b>	3,495	11,420	38,950	60,825	81,020	118,421	63,512	34,245	21,221	433,109
Motion In	533	2,631	7,698	14,010	26,766	46,103	43,335	32,641	0	173,717
Regular Accessions	0	0	83	243	1,143	7,671	13,307	17,072	41,256	80,775
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>533</b>	<b>2,631</b>	<b>7,781</b>	<b>14,253</b>	<b>27,909</b>	<b>53,774</b>	<b>56,642</b>	<b>49,713</b>	<b>41,256</b>	<b>254,492</b>
Motion Out		533	2,631	7,698	14,010	26,766	46,103	43,335	32,641	173,717
Regular Separations	51	82	366	2,002	9,849	16,340	1,386	0	0	30,076
Retirements (Disability and Non-Disability)	537	1,766	3,464	1,400	119	6	1	0	0	7,293
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	19	85	884	2,187	3,809	9,134	12,389	6,536	4,802	39,845
<b>Total Losses</b>	<b>607</b>	<b>2,466</b>	<b>7,345</b>	<b>13,287</b>	<b>27,787</b>	<b>52,246</b>	<b>59,879</b>	<b>49,871</b>	<b>37,443</b>	<b>250,931</b>
<b>End Strength</b>	<b>3,421</b>	<b>11,585</b>	<b>39,386</b>	<b>61,791</b>	<b>81,142</b>	<b>119,949</b>	<b>60,275</b>	<b>34,087</b>	<b>25,034</b>	<b>436,670</b>
<b>FY 2009</b>										
<b>Beginning Strength</b>	3,421	11,585	39,386	61,791	81,142	119,949	60,275	34,087	25,034	436,670
Motion In	516	2,552	7,306	13,315	28,137	48,622	47,577	36,181	0	184,206
Regular Accessions	0	0	86	262	1,223	7,841	13,153	16,740	40,400	79,705
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	2	11	41	150	531	2,254	0	0	2,989
<b>Total Gains</b>	<b>516</b>	<b>2,554</b>	<b>7,403</b>	<b>13,618</b>	<b>29,510</b>	<b>56,994</b>	<b>62,984</b>	<b>52,921</b>	<b>40,400</b>	<b>266,900</b>
Motion Out	0	516	2,552	7,306	13,315	28,137	48,622	47,577	36,181	184,206
Regular Separations	18	83	376	2,048	10,585	15,599	1,284	0	0	29,993
Retirements (Disability and Non-Disability)	507	1,851	3,429	1,578	196	6	0	0	0	7,567
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	19	85	917	2,275	3,887	9,230	12,135	6,402	4,704	39,654
<b>Total Losses</b>	<b>544</b>	<b>2,535</b>	<b>7,274</b>	<b>13,207</b>	<b>27,983</b>	<b>52,972</b>	<b>62,041</b>	<b>53,979</b>	<b>40,885</b>	<b>261,420</b>
<b>End Strength</b>	<b>3,393</b>	<b>11,604</b>	<b>39,515</b>	<b>62,202</b>	<b>82,669</b>	<b>123,971</b>	<b>61,218</b>	<b>33,029</b>	<b>24,549</b>	<b>442,150</b>

**Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2010</b>										
<b>Beginning Strength</b>	3,393	11,604	39,515	62,202	82,669	123,971	61,218	33,029	24,549	442,150
Motion In	546	2,609	7,192	12,817	27,607	49,070	46,212	35,525	0	181,578
Regular Accessions	0	0	87	260	1,220	7,806	13,031	16,578	39,984	78,966
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	2	12	41	154	544	2,209	0	0	2,962
<b>Total Gains</b>	<b>546</b>	<b>2,611</b>	<b>7,291</b>	<b>13,118</b>	<b>28,981</b>	<b>57,420</b>	<b>61,452</b>	<b>52,103</b>	<b>39,984</b>	<b>263,506</b>
Motion Out	0	546	2,609	7,192	12,817	27,607	49,070	46,212	35,525	181,578
Regular Separations	18	70	334	1,778	9,848	15,702	1,187	0	0	28,937
Retirements (Disability and Non-Disability)	490	1,833	3,250	1,507	218	6	0	0	0	7,304
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	21	84	954	2,326	3,971	9,735	11,975	6,318	4,642	40,026
<b>Total Losses</b>	<b>529</b>	<b>2,533</b>	<b>7,147</b>	<b>12,803</b>	<b>26,854</b>	<b>53,050</b>	<b>62,232</b>	<b>52,530</b>	<b>40,167</b>	<b>257,845</b>
<b>End Strength</b>	<b>3,410</b>	<b>11,682</b>	<b>39,659</b>	<b>62,517</b>	<b>84,796</b>	<b>128,341</b>	<b>60,438</b>	<b>32,602</b>	<b>24,366</b>	<b>447,811</b>
<b>FY 2011</b>										
<b>Beginning Strength</b>	3,410	11,682	39,659	62,517	84,796	128,341	60,438	32,602	24,366	447,811
Motion In	503	2,453	6,730	12,049	26,779	48,176	45,374	36,025	0	178,089
Regular Accessions	0	0	87	260	1,220	7,931	13,411	17,094	41,312	81,315
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	2	11	41	158	565	2,223	0	0	3,000
<b>Total Gains</b>	<b>503</b>	<b>2,455</b>	<b>6,828</b>	<b>12,350</b>	<b>28,157</b>	<b>56,672</b>	<b>61,008</b>	<b>53,119</b>	<b>41,312</b>	<b>262,404</b>
Motion Out	0	503	2,453	6,730	12,049	26,779	48,176	45,374	36,025	178,089
Regular Separations	18	68	341	1,790	10,359	17,024	1,219	0	0	30,819
Retirements (Disability and Non-Disability)	497	1,832	3,058	1,412	222	6	0	0	0	7,027
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	19	84	992	2,343	4,079	10,278	12,060	6,363	4,675	40,893
<b>Total Losses</b>	<b>534</b>	<b>2,487</b>	<b>6,844</b>	<b>12,275</b>	<b>26,709</b>	<b>54,087</b>	<b>61,455</b>	<b>51,737</b>	<b>40,700</b>	<b>256,828</b>
<b>End Strength</b>	<b>3,379</b>	<b>11,650</b>	<b>39,643</b>	<b>62,592</b>	<b>86,244</b>	<b>130,926</b>	<b>59,991</b>	<b>33,984</b>	<b>24,978</b>	<b>453,387</b>

**Table 3-3a (continued): Army Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2012</b>										
<b>Beginning Strength</b>	3,379	11,650	39,643	62,592	86,244	130,926	59,991	33,984	24,978	453,387
Motion In	549	2,539	6,471	11,743	25,966	48,059	47,458	35,319	0	178,104
Regular Accessions	0	0	87	260	1,221	7,711	12,752	16,198	39,016	77,245
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	2	11	41	162	575	2,222	0	0	3,013
<b>Total Gains</b>	<b>549</b>	<b>2,541</b>	<b>6,569</b>	<b>12,044</b>	<b>27,349</b>	<b>56,345</b>	<b>62,432</b>	<b>51,517</b>	<b>39,016</b>	<b>258,362</b>
Motion Out	0	549	2,539	6,471	11,743	25,966	48,059	47,458	35,319	178,104
Regular Separations	22	69	334	1,796	10,701	18,562	1,221	0	0	32,705
Retirements (Disability and Non-Disability)	519	1,851	2,741	1,542	220	7	0	0	0	6,880
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	18	82	1,000	2,347	4,165	10,591	12,002	6,332	4,652	41,189
<b>Total Losses</b>	<b>559</b>	<b>2,551</b>	<b>6,614</b>	<b>12,156</b>	<b>26,829</b>	<b>55,126</b>	<b>61,282</b>	<b>53,790</b>	<b>39,971</b>	<b>258,878</b>
<b>End Strength</b>	<b>3,369</b>	<b>11,640</b>	<b>39,598</b>	<b>62,480</b>	<b>86,764</b>	<b>132,145</b>	<b>61,141</b>	<b>31,711</b>	<b>24,023</b>	<b>452,871</b>
<b>FY 2013</b>										
<b>Beginning Strength</b>	3,369	11,640	39,598	62,480	86,764	132,145	61,141	31,711	24,023	452,871
Motion In	565	2,561	6,461	12,224	26,134	48,960	45,081	34,534	0	176,520
Regular Accessions	0	0	87	260	1,221	7,680	12,658	16,070	38,688	76,664
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	2	11	41	160	581	2,168	0	0	2,963
<b>Total Gains</b>	<b>565</b>	<b>2,563</b>	<b>6,559</b>	<b>12,525</b>	<b>27,515</b>	<b>57,221</b>	<b>59,907</b>	<b>50,604</b>	<b>38,688</b>	<b>256,147</b>
Motion Out	0	565	2,561	6,461	12,224	26,134	48,960	45,081	34,534	176,520
Regular Separations	15	70	329	1,811	10,669	19,010	1,210	0	0	33,114
Retirements (Disability and Non-Disability)	537	1,850	2,626	1,742	144	8	0	0	0	6,907
Separation Programs	0	0	0	0	0	0	0	0	0	0
Attrition & Other Losses	18	81	1,005	2,366	4,195	10,743	11,771	6,210	4,563	40,952
<b>Total Losses</b>	<b>570</b>	<b>2,566</b>	<b>6,521</b>	<b>12,380</b>	<b>27,232</b>	<b>55,895</b>	<b>61,941</b>	<b>51,291</b>	<b>39,097</b>	<b>257,493</b>
<b>End Strength</b>	<b>3,364</b>	<b>11,637</b>	<b>39,636</b>	<b>62,625</b>	<b>87,047</b>	<b>133,471</b>	<b>59,107</b>	<b>31,024</b>	<b>23,614</b>	<b>451,525</b>

**Table 3-3b: Navy Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2008</b>										
<b>Beginning Strength</b>	2,857	7,123	23,716	50,049	69,498	52,360	43,314	18,312	14,543	281,772
Motion In	424	1,334	3,400	8,599	17,843	28,482	24,349	25,114	2,636	112,181
Regular Accessions	0	8	8	92	256	176	8,560	4,017	25,127	38,244
Special Gains	5	5	14	32	58	32	0	5	0	151
Other Gains	33	7	95	169	281	420	561	510	688	2,764
<b>Total Gains</b>	<b>462</b>	<b>1,354</b>	<b>3,517</b>	<b>8,892</b>	<b>18,438</b>	<b>29,110</b>	<b>33,470</b>	<b>29,646</b>	<b>28,451</b>	<b>153,340</b>
Motion Out	3	431	1,364	3,779	9,792	19,357	30,121	24,126	23,208	112,181
Regular Separations	0	2	84	1,484	7,009	8,684	3,349	221	47	20,880
Retirements (Disability and Non-Disability)	557	1,150	2,694	3,421	472	132	64	22	4	8,516
Separation Programs	6	55	488	502	441	191	49	13	292	2,037
Attrition & Other Losses	158	175	183	726	2,276	2,505	4,104	3,381	5,907	19,415
<b>Total Losses</b>	<b>724</b>	<b>1,813</b>	<b>4,813</b>	<b>9,912</b>	<b>19,990</b>	<b>30,869</b>	<b>37,687</b>	<b>27,763</b>	<b>29,458</b>	<b>163,029</b>
<b>End Strength</b>	<b>2,595</b>	<b>6,664</b>	<b>22,420</b>	<b>49,029</b>	<b>67,946</b>	<b>50,601</b>	<b>39,097</b>	<b>20,195</b>	<b>13,536</b>	<b>272,083</b>
<b>FY 2009</b>										
<b>Beginning Strength</b>	2,595	6,664	22,420	49,029	67,946	50,601	39,097	20,195	13,536	272,083
Motion In	502	1,539	4,410	7,209	16,222	30,357	26,588	25,496	3,020	115,343
Regular Accessions	1	0	24	83	187	147	9,258	4,556	27,194	41,450
Special Gains	0	0	5	16	119	61	2			203
Other Gains	15	12	49	109	306	306	481	527	878	2,683
<b>Total Gains</b>	<b>518</b>	<b>1,551</b>	<b>4,488</b>	<b>7,417</b>	<b>16,834</b>	<b>30,871</b>	<b>36,329</b>	<b>30,579</b>	<b>31,092</b>	<b>159,679</b>
Motion Out	3	509	1,570	4,811	8,460	17,798	31,902	26,661	23,629	115,343
Regular Separations	0	0	68	1,499	7,192	8,664	2,822	195	38	20,478
Retirements (Disability and Non-Disability)	533	1,052	2,636	3,117	496	113	57	20	3	8,027
Separation Programs	2	30	165	176	173	72	19	5	95	737
Attrition & Other Losses	3	3	57	345	1,437	2,062	3,584	3,707	5,824	17,022
<b>Total Losses</b>	<b>541</b>	<b>1,594</b>	<b>4,496</b>	<b>9,948</b>	<b>17,758</b>	<b>28,709</b>	<b>38,384</b>	<b>30,588</b>	<b>29,589</b>	<b>161,607</b>
<b>End Strength</b>	<b>2,572</b>	<b>6,621</b>	<b>22,412</b>	<b>46,498</b>	<b>67,022</b>	<b>52,763</b>	<b>37,042</b>	<b>20,186</b>	<b>15,039</b>	<b>270,155</b>

**Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2010</b>										
<b>Beginning Strength</b>	2,572	6,621	22,412	46,498	67,022	52,763	37,042	20,186	15,039	270,155
Motion In	551	1,480	4,230	8,936	18,488	29,892	26,677	26,254	3,000	119,508
Regular Accessions	1	0	24	83	187	147	9,260	4,552	27,196	41,450
Special Gains	0	0	5	16	113	59	2	0	0	195
Other Gains	12	13	55	112	287	286	428	524	751	2,468
<b>Total Gains</b>	<b>564</b>	<b>1,493</b>	<b>4,314</b>	<b>9,147</b>	<b>19,075</b>	<b>30,384</b>	<b>36,367</b>	<b>31,330</b>	<b>30,947</b>	<b>163,621</b>
Motion Out	3	558	1,511	4,609	10,169	20,168	31,320	26,648	24,522	119,508
Regular Separations	0	0	64	1,312	7,068	8,309	2,693	186	35	19,667
Retirements (Disability and Non-Disability)	527	961	2,433	2,556	450	91	43	15	3	7,079
Separation Programs	8	67	377	433	490	243	56	25	238	1,937
Attrition & Other Losses	2	6	51	275	1,249	1,982	3,394	3,715	6,116	16,790
<b>Total Losses</b>	<b>540</b>	<b>1,592</b>	<b>4,436</b>	<b>9,185</b>	<b>19,426</b>	<b>30,793</b>	<b>37,506</b>	<b>30,589</b>	<b>30,914</b>	<b>164,981</b>
<b>End Strength</b>	<b>2,596</b>	<b>6,522</b>	<b>22,290</b>	<b>46,460</b>	<b>66,671</b>	<b>52,354</b>	<b>35,903</b>	<b>20,927</b>	<b>15,072</b>	<b>268,795</b>
<b>FY 2011</b>										
<b>Beginning Strength</b>	2,596	6,522	22,290	46,460	66,671	52,354	35,903	20,927	15,072	268,795
Motion In	533	1,487	4,209	8,793	18,336	30,039	27,440	26,416	3,067	120,320
Regular Accessions	1	0	24	83	187	149	9,363	4,604	27,539	41,950
Special Gains	0	0	5	16	112	59	2	0	0	194
Other Gains	12	13	51	110	260	283	414	543	753	2,439
<b>Total Gains</b>	<b>546</b>	<b>1,500</b>	<b>4,289</b>	<b>9,002</b>	<b>18,895</b>	<b>30,530</b>	<b>37,219</b>	<b>31,563</b>	<b>31,359</b>	<b>164,903</b>
Motion Out	3	540	1,517	4,585	10,020	20,004	31,401	27,506	24,744	120,320
Regular Separations	0	0	67	1,363	7,138	8,215	2,643	182	30	19,638
Retirements (Disability and Non-Disability)	538	828	2,177	2,289	471	94	45	16	3	6,461
Separation Programs	8	68	374	431	487	240	49	26	238	1,921
Attrition & Other Losses	2	5	52	281	1,273	2,004	3,350	3,847	6,175	16,989
<b>Total Losses</b>	<b>551</b>	<b>1,441</b>	<b>4,187</b>	<b>8,949</b>	<b>19,389</b>	<b>30,557</b>	<b>37,488</b>	<b>31,577</b>	<b>31,190</b>	<b>165,329</b>
<b>End Strength</b>	<b>2,591</b>	<b>6,581</b>	<b>22,392</b>	<b>46,513</b>	<b>66,177</b>	<b>52,327</b>	<b>35,634</b>	<b>20,913</b>	<b>15,241</b>	<b>268,369</b>



**Table 3-3b (continued): Navy Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2012</b>										
<b>Beginning Strength</b>	2,591	6,581	22,392	46,513	66,177	52,327	35,634	20,913	15,241	268,369
Motion In	517	1,422	4,187	9,275	18,993	30,202	27,432	26,496	3,063	121,587
Regular Accessions	1	0	24	83	187	149	9,363	4,604	27,539	41,950
Special Gains	0	0	5	16	112	59	2	0	0	194
Other Gains	12	13	57	116	270	290	423	557	777	2,515
<b>Total Gains</b>	<b>530</b>	<b>1,435</b>	<b>4,273</b>	<b>9,490</b>	<b>19,562</b>	<b>30,700</b>	<b>37,220</b>	<b>31,657</b>	<b>31,379</b>	<b>166,246</b>
Motion Out	3	524	1,452	4,563	10,498	20,660	31,551	27,492	24,844	121,587
Regular Separations	0	1	64	1,342	6,854	7,944	2,540	164	30	18,939
Retirements (Disability and Non-Disability)	469	870	2,377	2,837	511	110	41	16	3	7,234
Separation Programs	8	61	368	455	454	256	49	39	321	2,011
Attrition & Other Losses	2	6	50	269	1,228	1,952	3,279	3,795	6,169	16,750
<b>Total Losses</b>	<b>482</b>	<b>1,462</b>	<b>4,311</b>	<b>9,466</b>	<b>19,545</b>	<b>30,922</b>	<b>37,460</b>	<b>31,506</b>	<b>31,367</b>	<b>166,521</b>
<b>End Strength</b>	<b>2,639</b>	<b>6,554</b>	<b>22,354</b>	<b>46,537</b>	<b>66,194</b>	<b>52,105</b>	<b>35,394</b>	<b>21,064</b>	<b>15,253</b>	<b>268,094</b>
<b>FY 2013</b>										
<b>Beginning Strength</b>	2,639	6,554	22,354	46,537	66,194	52,105	35,394	21,064	15,253	268,094
Motion In	503	1,368	4,205	9,292	19,015	30,134	27,571	26,487	3,078	121,653
Regular Accessions	1	0	24	83	187	149	9,363	4,604	27,539	41,950
Special Gains	0	0	5	16	112	58	2	0	0	193
Other Gains	12	13	50	110	260	282	410	546	761	2,444
<b>Total Gains</b>	<b>516</b>	<b>1,381</b>	<b>4,284</b>	<b>9,501</b>	<b>19,574</b>	<b>30,623</b>	<b>37,346</b>	<b>31,637</b>	<b>31,378</b>	<b>166,240</b>
Motion Out	3	510	1,398	4,584	10,512	20,672	31,467	27,656	24,851	121,653
Regular Separations	1	0	67	1,380	6,977	8,051	2,563	168	31	19,238
Retirements (Disability and Non-Disability)	469	869	2,375	2,850	512	113	41	16	3	7,248
Separation Programs	8	62	372	460	458	258	50	39	324	2,031
Attrition & Other Losses	2	6	50	300	1,246	1,971	3,294	3,865	6,213	16,947
<b>Total Losses</b>	<b>483</b>	<b>1,447</b>	<b>4,262</b>	<b>9,574</b>	<b>19,705</b>	<b>31,065</b>	<b>37,415</b>	<b>31,744</b>	<b>31,422</b>	<b>167,117</b>
<b>End Strength</b>	<b>2,672</b>	<b>6,488</b>	<b>22,376</b>	<b>46,464</b>	<b>66,063</b>	<b>51,663</b>	<b>35,325</b>	<b>20,957</b>	<b>15,209</b>	<b>267,217</b>

**Table 3-3c: Marine Corps Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2008</b>										
<b>Beginning Strength</b>	1,565	3,618	8,076	14,021	27,669	36,076	38,919	21,015	15,824	166,783
Motion In	319	1,008	2,177	3,997	11,463	21,438	26,304	20,562	0	87,268
Regular Accessions	412	941	2,252	4,145	5,979	5,505	549	8,889	26,637	55,309
Special Gains	1	1	7	33	827	39	18	4	3	933
Other Gains	9	8	14	35	68	89	242	555	417	1,437
<b>Total Gains</b>	<b>741</b>	<b>1,958</b>	<b>4,450</b>	<b>8,210</b>	<b>18,337</b>	<b>27,071</b>	<b>27,113</b>	<b>30,010</b>	<b>27,057</b>	<b>144,947</b>
Motion Out	0	319	1,008	2,177	3,997	11,463	21,438	26,304	20,562	87,268
Regular Separations	1	20	70	803	6,584	8,699	2,103	335	162	18,777
Retirements (Disability and Non-Disability)	335	663	613	284	5	0	0	0	0	1,900
Separation Programs	1	3	147	172	393	90	76	25	1,147	2,054
Attrition & Other Losses	467	897	2,357	4,541	10,927	10,495		3,665	7,282	40,631
<b>Total Losses</b>	<b>804</b>	<b>1,902</b>	<b>4,195</b>	<b>7,977</b>	<b>21,906</b>	<b>30,747</b>	<b>23,617</b>	<b>30,329</b>	<b>29,153</b>	<b>150,630</b>
<b>End Strength</b>	<b>1,502</b>	<b>3,674</b>	<b>8,331</b>	<b>14,254</b>	<b>24,100</b>	<b>32,400</b>	<b>42,415</b>	<b>20,696</b>	<b>13,728</b>	<b>161,100</b>
<b>FY 2009</b>										
<b>Beginning Strength</b>	1,502	3,674	8,331	14,254	24,100	32,400	42,415	20,696	13,728	161,100
Motion In	329	1,038	2,238	4,080	11,557	21,544	26,492	20,511	0	87,789
Regular Accessions	423	959	2,298	4,231	6,094	5,614	558	9,260	27,760	57,197
Special Gains	1	1	7	33	826	38	18	4	3	931
Other Gains	9	8	13	33	66	85	225	522	389	1,350
<b>Total Gains</b>	<b>762</b>	<b>2,006</b>	<b>4,556</b>	<b>8,377</b>	<b>18,543</b>	<b>27,281</b>	<b>27,293</b>	<b>30,297</b>	<b>28,152</b>	<b>147,267</b>
Motion Out	0	329	1038	2238	4080	11557	21544	26492	20,511	87,789
Regular Separations	0	9	55	777	6,577	8,713	2,219	337	164	18,851
Retirements (Disability and Non-Disability)	335	663	613	284	5	0	0	0	0	1,900
Separation Programs	1	3	137	165	429	95	79	25	1,321	2,255
Attrition & Other Losses	191	334	2,145	2,816	3,188	963	1,821	5,016	7,398	23,872
<b>Total Losses</b>	<b>527</b>	<b>1,338</b>	<b>3,988</b>	<b>6,280</b>	<b>14,279</b>	<b>21,328</b>	<b>25,663</b>	<b>31,870</b>	<b>29,394</b>	<b>134,667</b>
<b>End Strength</b>	<b>1,737</b>	<b>4,342</b>	<b>8,899</b>	<b>16,351</b>	<b>28,364</b>	<b>38,353</b>	<b>44,045</b>	<b>19,123</b>	<b>12,486</b>	<b>173,700</b>

**Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2010</b>										
<b>Beginning Strength</b>	1,737	4,342	8,899	16,351	28,364	38,353	44,045	19,123	12,486	173,700
Motion In	330	1,047	2,256	4,139	11,921	22,314	27,383	21,207	0	90,597
Regular Accessions	428	979	2,337	4,299	6,190	5,702	564	9,509	28,510	58,518
Special Gains	1	1	7	33	826	38	18	4	3	931
Other Gains	9	8	13	33	65	85	224	516	384	1,337
<b>Total Gains</b>	<b>768</b>	<b>2,035</b>	<b>4,613</b>	<b>8,504</b>	<b>19,002</b>	<b>28,139</b>	<b>28,189</b>	<b>31,236</b>	<b>28,897</b>	<b>151,383</b>
Motion Out	0	330	1,047	2,256	4,139	11,921	22,314	27,383	21,207	90,597
Regular Separations	0	12	56	812	6,878	9,110	2,321	353	170	19,712
Retirements (Disability and Non-Disability)	335	663	613	284	5	0	0	0	0	1,900
Separation Programs	1	3	137	165	429	95	79	25	1,241	2,175
Attrition & Other Losses	389	917	2,536	4,574	6,836	6,045	2,363	2,991	5,963	32,614
<b>Total Losses</b>	<b>725</b>	<b>1,925</b>	<b>4,389</b>	<b>8,091</b>	<b>18,287</b>	<b>27,171</b>	<b>27,077</b>	<b>30,752</b>	<b>28,581</b>	<b>146,998</b>
<b>End Strength</b>	<b>1,780</b>	<b>4,452</b>	<b>9,123</b>	<b>16,764</b>	<b>29,079</b>	<b>39,321</b>	<b>45,157</b>	<b>19,607</b>	<b>12,802</b>	<b>178,085</b>
<b>FY 2011</b>										
<b>Beginning Strength</b>	1,780	4,452	9,123	16,764	29,079	39,321	45,157	19,607	12,802	178,085
Motion In	341	1,070	2,273	4,109	12,253	23,132	28,124	21,783	0	93,085
Regular Accessions	471	1,074	2,565	4,719	6,771	6,235	607	9,764	29,264	61,470
Special Gains	1	1	7	33	826	38	18	4	3	931
Other Gains	9	8	14	33	67	86	234	542	404	1,397
<b>Total Gains</b>	<b>822</b>	<b>2,153</b>	<b>4,859</b>	<b>8,894</b>	<b>19,917</b>	<b>29,491</b>	<b>28,983</b>	<b>32,093</b>	<b>29,671</b>	<b>156,883</b>
Motion Out	0	341	1,070	2,273	4,109	12,253	23,132	28,124	21,783	93,085
Regular Separations	0	12	63	884	7,495	9,928	2,527	385	185	21,479
Retirements (Disability and Non-Disability)	335	663	613	284	5	0	0	0	0	1,900
Separation Programs	1	3	137	165	429	95	79	25	1,332	2,266
Attrition & Other Losses	459	1,067	2,838	5,035	7,440	6,622	2,564	3,264	6,179	35,468
<b>Total Losses</b>	<b>795</b>	<b>2,086</b>	<b>4,721</b>	<b>8,641</b>	<b>19,478</b>	<b>28,898</b>	<b>28,302</b>	<b>31,798</b>	<b>29,479</b>	<b>154,198</b>
<b>End Strength</b>	<b>1,807</b>	<b>4,519</b>	<b>9,261</b>	<b>17,017</b>	<b>29,518</b>	<b>39,914</b>	<b>45,838</b>	<b>19,902</b>	<b>12,994</b>	<b>180,770</b>

**Table 3-3c (continued): Marine Corps Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2012</b>										
<b>Beginning Strength</b>	1,807	4,519	9,261	17,017	29,518	39,914	45,838	19,902	12,994	180,770
Motion In	342	1,060	2,201	3,893	12,159	23,195	27,858	21,517	0	92,225
Regular Accessions	471	1,074	2,564	4,716	6,767	6,233	607	9,764	29,264	61,460
Special Gains	1	1	7	33	826	38	18	4	3	931
Other Gains	9	8	14	33	67	86	234	542	404	1,397
<b>Total Gains</b>	<b>823</b>	<b>2,143</b>	<b>4,786</b>	<b>8,675</b>	<b>19,819</b>	<b>29,552</b>	<b>28,717</b>	<b>31,827</b>	<b>29,671</b>	<b>156,013</b>
Motion Out	0	342	1,060	2,201	3,893	12,159	23,195	27,858	21,517	92,225
Regular Separations	0	12	66	946	8,017	10,618	2,705	412	198	22,974
Retirements (Disability and Non-Disability)	335	663	613	284	5	0	0	0	0	1,900
Separation Programs	1	3	137	158	333	81	69	25	1,269	2,076
Attrition & Other Losses	487	1,123	2,910	5,086	7,571	6,694	2,748	3,532	6,687	36,838
<b>Total Losses</b>	<b>823</b>	<b>2,143</b>	<b>4,786</b>	<b>8,675</b>	<b>19,819</b>	<b>29,552</b>	<b>28,717</b>	<b>31,827</b>	<b>29,671</b>	<b>156,013</b>
<b>End Strength</b>	<b>1,807</b>	<b>4,519</b>	<b>9,261</b>	<b>17,017</b>	<b>29,518</b>	<b>39,914</b>	<b>45,838</b>	<b>19,902</b>	<b>12,994</b>	<b>180,770</b>
<b>FY 2013</b>										
<b>Beginning Strength</b>	1,807	4,519	9,261	17,017	29,518	39,914	45,838	19,902	12,994	180,770
Motion In	342	1,060	2,201	3,893	12,159	23,195	27,858	21,517	0	92,225
Regular Accessions	471	1,074	2,564	4,716	6,767	6,233	607	9,764	29,264	61,460
Special Gains	1	1	7	33	826	38	18	4	3	931
Other Gains	9	8	14	33	67	86	234	542	404	1,397
<b>Total Gains</b>	<b>823</b>	<b>2,143</b>	<b>4,786</b>	<b>8,675</b>	<b>19,819</b>	<b>29,552</b>	<b>28,717</b>	<b>31,827</b>	<b>29,671</b>	<b>156,013</b>
Motion Out	0	342	1,060	2,201	3,893	12,159	23,195	27,858	21,517	92,225
Regular Separations	0	12	66	946	8,017	10,618	2,705	412	198	22,974
Retirements (Disability and Non-Disability)	335	663	613	284	5	0	0	0	0	1,900
Separation Programs	1	3	137	158	333	81	69	25	1,269	2,076
Attrition & Other Losses	487	1,123	2,910	5,086	7,571	6,694	2,748	3,532	6,687	36,838
<b>Total Losses</b>	<b>823</b>	<b>2,143</b>	<b>4,786</b>	<b>8,675</b>	<b>19,819</b>	<b>29,552</b>	<b>28,717</b>	<b>31,827</b>	<b>29,671</b>	<b>156,013</b>
<b>End Strength</b>	<b>1,807</b>	<b>4,519</b>	<b>9,261</b>	<b>17,017</b>	<b>29,518</b>	<b>39,914</b>	<b>45,838</b>	<b>19,902</b>	<b>12,994</b>	<b>180,770</b>

**Table 3-3d: Air Force Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2008</b>										
<b>Beginning Strength</b>	2,710	5,193	26,338	43,475	69,251	53,202	46,745	6,365	10,093	263,372
Motion In	388	1,371	6,385	7,603	16,301	22,811	16,010	5,111	0	75,980
Regular Accessions	0	0	0	0	217	29	6,436	15,865	5,715	28,262
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>388</b>	<b>1,371</b>	<b>6,385</b>	<b>7,603</b>	<b>16,518</b>	<b>22,840</b>	<b>22,446</b>	<b>20,976</b>	<b>5,715</b>	<b>104,242</b>
Motion Out	0	388	1,371	6,385	7,603	16,301	22,811	16,010	5,111	75,980
Regular Separations	0	0	33	517	4,815	4,852	2,235	731	563	13,746
Retirements (Disability and Non-Disability)	501	983	5,335	2,292	80	8	0	0	0	9,199
Separation Programs	0	0	0	12	105	106	50	15	12	300
Attrition & Other Losses	0	0	19	328	3,060	3,084	1,420	467	359	8,737
<b>Total Losses</b>	<b>501</b>	<b>1,371</b>	<b>6,758</b>	<b>9,534</b>	<b>15,663</b>	<b>24,351</b>	<b>26,516</b>	<b>17,223</b>	<b>6,045</b>	<b>107,962</b>
<b>End Strength</b>	<b>2,597</b>	<b>5,193</b>	<b>25,965</b>	<b>41,544</b>	<b>70,106</b>	<b>51,691</b>	<b>42,675</b>	<b>10,118</b>	<b>9,763</b>	<b>259,652</b>
<b>FY 2009</b>										
<b>Beginning Strength</b>	2,597	5,193	25,965	41,544	70,106	51,691	42,675	10,118	9,763	259,652
Motion In	380	1,124	5,313	7,316	16,216	26,161	18,898	6,325	0	81,733
Regular Accessions	0	0	0	0	217	29	6,436	16,694	9,074	32,450
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>380</b>	<b>1,124</b>	<b>5,313</b>	<b>7,316</b>	<b>16,433</b>	<b>26,190</b>	<b>25,334</b>	<b>23,019</b>	<b>9,074</b>	<b>114,183</b>
Motion Out	0	380	1,124	5,313	7,316	16,216	26,161	18,898	6,325	81,733
Regular Separations	0	0	27	429	3,996	4,027	1,855	607	467	11,408
Retirements (Disability and Non-Disability)	464	911	4,945	2,124	74	10	0	0	0	8,528
Separation Programs	0	0	0	15	140	141	66	22	16	400
Attrition & Other Losses	0	0	46	771	7,182	7,238	3,334	1,095	841	20,507
<b>Total Losses</b>	<b>464</b>	<b>1,291</b>	<b>6,142</b>	<b>8,652</b>	<b>18,708</b>	<b>27,632</b>	<b>31,416</b>	<b>20,622</b>	<b>7,649</b>	<b>122,576</b>
<b>End Strength</b>	<b>2,513</b>	<b>5,026</b>	<b>25,136</b>	<b>40,208</b>	<b>67,831</b>	<b>50,249</b>	<b>36,593</b>	<b>12,515</b>	<b>11,188</b>	<b>251,259</b>

**Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2010</b>										
<b>Beginning Strength</b>	2,513	5,026	25,136	40,208	67,831	50,249	36,593	12,515	11,188	251,259
Motion In	431	1,277	5,931	8,827	17,242	25,804	21,355	6,325	0	87,192
Regular Accessions	0	0	0	0	247	29	8,436	16,335	7,331	32,378
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	431	1,277	5,931	8,827	17,489	25,833	29,791	22,660	7,331	119,570
Motion Out	0	431	1,277	5,931	8,827	17,170	25,804	21,355	6,325	87,120
Regular Separations	0	0	24	396	3,698	3,723	1,715	561	432	10,549
Retirements (Disability and Non-Disability)	431	846	4,599	1,974	68	6	0	0	0	7,924
Separation Programs	0	0	1	20	196	195	90	30	23	555
Attrition & Other Losses	0	0	30	506	4,699	4,737	2,182	714	550	13,418
<b>Total Losses</b>	431	1,277	5,931	8,827	17,488	25,831	29,791	22,660	7,330	119,566
<b>End Strength</b>	2,513	5,026	25,136	40,208	67,832	50,251	36,593	12,515	11,189	251,263
<b>FY 2011</b>										
<b>Beginning Strength</b>	2,513	5,026	25,136	40,208	67,832	50,251	36,593	12,515	11,189	251,263
Motion In	388	1,149	5,344	8,066	16,732	25,620	20,898	5,553	0	83,750
Regular Accessions	0	0	0	0	269	56	8,840	16,694	6,591	32,450
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	388	1,149	5,344	8,066	17,001	25,676	29,738	22,247	6,591	116,200
Motion Out	0	388	1,149	5,344	8,066	16,732	25,620	20,898	5,553	83,750
Regular Separations	0	0	23	388	3,617	3,642	1,677	549	422	10,318
Retirements (Disability and Non-Disability)	388	761	4,137	1,776	62	6	0	0	0	7,130
Separation Programs	0	0	2	20	194	195	90	30	24	555
Attrition & Other Losses	0	0	32	544	5,060	5,100	2,350	769	592	14,447
<b>Total Losses</b>	388	1,149	5,343	8,072	16,999	25,675	29,737	22,246	6,591	116,200
<b>End Strength</b>	2,513	5,026	25,137	40,202	67,834	50,252	36,594	12,516	11,189	251,263

**Table 3-3d (continued): Air Force Active Duty Enlisted Gains and Losses**

Grade	Enlisted									Total
	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	
<b>FY 2012</b>										
<b>Beginning Strength</b>	2,513	5,026	25,137	40,202	67,834	50,252	36,594	12,516	11,189	251,263
Motion In	382	1,133	5,270	7,977	16,527	25,355	20,898	6,325	0	83,867
Regular Accessions	0	0	0	0	417	150	8,590	15,926	7,367	32,450
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>382</b>	<b>1,133</b>	<b>5,270</b>	<b>7,977</b>	<b>16,944</b>	<b>25,505</b>	<b>29,488</b>	<b>22,251</b>	<b>7,367</b>	<b>116,317</b>
Motion Out	0	382	1,133	5,270	7,977	16,527	25,355	20,898	6,325	83,867
Regular Separations	0	0	28	444	4,123	4,156	1,914	626	482	11,773
Retirements (Disability and Non-Disability)	382	751	4,079	1,751	61	6	0	0	0	7,030
Separation Programs	0	0	1	20	198	195	90	29	22	555
Attrition & Other Losses	0	0	29	492	4,585	4,621	2,129	698	538	13,092
<b>Total Losses</b>	<b>382</b>	<b>1,133</b>	<b>5,270</b>	<b>7,977</b>	<b>16,944</b>	<b>25,505</b>	<b>29,488</b>	<b>22,251</b>	<b>7,367</b>	<b>116,317</b>
<b>End Strength</b>	<b>2,513</b>	<b>5,026</b>	<b>25,137</b>	<b>40,202</b>	<b>67,834</b>	<b>50,252</b>	<b>36,594</b>	<b>12,516</b>	<b>11,189</b>	<b>251,263</b>
<b>FY 2013</b>										
<b>Beginning Strength</b>	2,513	5,026	25,137	40,202	67,834	50,252	36,594	12,516	11,189	251,263
Motion In	365	1,082	5,037	7,677	16,416	25,376	20,898	6,325	0	83,176
Regular Accessions	0	0	0	0	333	129	8,663	15,943	7,380	32,448
Special Gains	0	0	0	0	0	0	0	0	0	0
Other Gains	0	0	0	0	0	0	0	0	0	0
<b>Total Gains</b>	<b>365</b>	<b>1,082</b>	<b>5,037</b>	<b>7,677</b>	<b>16,749</b>	<b>25,505</b>	<b>29,561</b>	<b>22,268</b>	<b>7,380</b>	<b>115,624</b>
Motion Out	0	365	1,082	5,037	7,677	16,416	25,376	20,898	6,325	83,176
Regular Separations	0	0	25	412	3,843	3,874	1,784	584	449	10,971
Retirements (Disability and Non-Disability)	365	717	3,897	1,672	58	5	0	0	0	6,714
Separation Programs	0	0	1	22	194	195	90	29	22	553
Attrition & Other Losses	0	0	32	534	4,977	5,015	2,311	757	584	14,210
<b>Total Losses</b>	<b>365</b>	<b>1,082</b>	<b>5,037</b>	<b>7,677</b>	<b>16,749</b>	<b>25,505</b>	<b>29,561</b>	<b>22,268</b>	<b>7,380</b>	<b>115,624</b>
<b>End Strength</b>	<b>2,513</b>	<b>5,026</b>	<b>25,137</b>	<b>40,202</b>	<b>67,834</b>	<b>50,252</b>	<b>36,594</b>	<b>12,516</b>	<b>11,189</b>	<b>251,263</b>

**Table 3-4a: Active Duty Army Enlisted Member Retirements by YOS**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	209	5	0	0	0	0	0	0	0	214
29	30	0	0	0	0	0	0	0	0	30
28	35	8	0	0	0	0	0	0	0	43
27	30	12	0	0	0	0	0	0	0	42
26	49	223	4	0	0	0	0	0	0	276
25	36	121	42	0	0	0	0	0	0	199
24	49	187	429	2	0	0	0	0	0	667
23	32	177	227	4	0	0	0	0	0	440
22	28	255	423	161	0	0	0	0	0	867
21	25	286	633	259	0	0	0	0	0	1,203
20	14	490	1,687	958	113	0	0	0	0	3,262
19	0	2	11	10	2	0	0	0	0	25
18	0	0	1	0	0	0	0	0	0	1
17	0	0	0	4	0	0	0	0	0	4
16	0	0	1	1	0	0	0	0	0	2
15	0	0	1	0	0	0	0	0	0	1
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	1	0	0	0	0	0	0	1
10	0	0	1	0	0	0	0	0	0	1
9	0	0	0	1	0	0	0	0	0	1
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	0	0	1	0	0	0	1
6	0	0	3	0	1	3	0	0	0	7
5	0	0	0	0	0	2	0	0	0	2
4	0	0	0	0	0	0	1	0	0	1
3	0	0	0	0	1	0	0	0	0	1
2	0	0	0	0	1	0	0	0	0	1
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>537</b>	<b>1,766</b>	<b>3,464</b>	<b>1,400</b>	<b>119</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7,293</b>
FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	177	3	0	0	0	0	0	0	0	180
29	28	0	0	0	0	0	0	0	0	28
28	30	7	0	0	0	0	0	0	0	37
27	36	15	0	0	0	0	0	0	0	51
26	57	304	7	0	0	0	0	0	0	368
25	41	123	47	0	0	0	0	0	0	211
24	42	159	413	5	0	0	0	0	0	619
23	33	179	211	10	0	0	0	0	0	433
22	29	254	399	156	0	0	0	0	0	838
21	21	275	522	167	0	0	0	0	0	985
20	13	530	1,812	1,221	190	0	0	0	0	3,766
19	0	2	12	12	4	0	0	0	0	30
18	0	0	1	0	0	0	0	0	0	1
17	0	0	1	4	0	0	0	0	0	5
16	0	0	1	1	0	0	0	0	0	2
15	0	0	1	0	0	0	0	0	0	1
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	1	0	0	0	0	0	0	1
10	0	0	1	1	0	0	0	0	0	2
9	0	0	0	1	0	0	0	0	0	1
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	1	0	0	0	1
6	0	0	0	0	1	4	0	0	0	5
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	1	0	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>507</b>	<b>1,851</b>	<b>3,429</b>	<b>1,578</b>	<b>196</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,567</b>



**Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by YOS**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	150	7	0	0	0	0	0	0	0	157
29	26	0	0	0	0	0	0	0	0	26
28	38	10	0	0	0	0	0	0	0	48
27	44	17	0	0	0	0	0	0	0	61
26	61	294	8	0	0	0	0	0	0	363
25	36	106	48	0	0	0	0	0	0	190
24	42	165	399	8	0	0	0	0	0	614
23	31	180	201	11	0	0	0	0	0	423
22	29	240	328	101	0	0	0	0	0	698
21	21	289	540	174	0	0	0	0	0	1,024
20	12	521	1,707	1,194	211	0	0	0	0	3,645
19	0	2	13	12	5	0	0	0	0	32
18	0	0	1	0	0	0	0	0	0	1
17	0	0	0	4	0	0	0	0	0	4
16	0	0	1	1	0	0	0	0	0	2
15	0	0	1	0	0	0	0	0	0	1
14	0	0	0	0	0	0	0	0	0	0
13	0	0	1	0	0	0	0	0	0	1
12	0	0	0	0	0	0	0	0	0	0
11	0	2	1	0	0	0	0	0	0	3
10	0	0	1	0	0	0	0	0	0	1
9	0	0	0	1	0	0	0	0	0	1
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	1	0	0	0	0	0	1
6	0	0	0	0	1	5	0	0	0	6
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	1	0	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	490	1,833	3,250	1,507	218	6	0	0	0	7,304
FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	151	6	0	0	0	0	0	0	0	157
29	32	0	0	0	0	0	0	0	0	32
28	43	14	0	0	0	0	0	0	0	57
27	49	17	0	0	0	0	0	0	0	66
26	51	258	9	0	0	0	0	0	0	318
25	35	106	48	0	0	0	0	0	0	189
24	44	165	372	7	0	0	0	0	0	588
23	32	168	162	6	0	0	0	0	0	368
22	28	256	350	110	0	0	0	0	0	744
21	19	289	533	168	0	0	0	0	0	1,009
20	13	550	1,572	1,106	213	0	0	0	0	3,454
19	0	2	7	9	5	0	0	0	0	23
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	4	0	0	0	0	0	4
16	0	0	1	0	0	0	0	0	0	1
15	0	0	1	0	0	0	0	0	0	1
14	0	0	0	0	0	0	0	0	0	0
13	0	0	1	0	0	0	0	0	0	1
12	0	1	0	0	0	0	0	0	0	1
11	0	0	1	0	0	0	0	0	0	1
10	0	0	1	0	0	0	0	0	0	1
9	0	0	0	1	0	0	0	0	0	1
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	1	1	0	0	0	0	2
6	0	0	0	0	1	5	0	0	0	6
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	1	0	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	497	1,832	3,058	1,412	222	6	0	0	0	7,027

**Table 3-4a (continued): Active Duty Army Enlisted Member Retirements by YOS**

FY 2012										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	175	7	0	0	0	0	0	0	0	182
29	36	0	0	0	0	0	0	0	0	36
28	49	13	0	0	0	0	0	0	0	62
27	39	16	0	0	0	0	0	0	0	55
26	53	269	9	0	0	0	0	0	0	331
25	36	108	48	0	0	0	0	0	0	192
24	41	160	289	4	0	0	0	0	0	494
23	32	178	171	3	0	0	0	0	0	384
22	27	253	333	101	0	0	0	0	0	714
21	18	300	484	136	0	0	0	0	0	938
20	13	545	1,394	1,278	213	0	0	0	0	3,443
19	0	2	8	14	2	0	0	0	0	26
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	2	0	0	0	0	0	2
16	0	0	1	1	0	0	0	0	0	2
15	0	0	1	0	1	0	0	0	0	2
14	0	0	0	0	0	0	0	0	0	0
13	0	0	1	0	0	0	0	0	0	1
12	0	0	0	0	0	0	0	0	0	0
11	0	0	1	0	0	0	0	0	0	1
10	0	0	1	1	0	0	0	0	0	2
9	0	0	0	1	0	0	0	0	0	1
8	0	0	0	0	1	1	0	0	0	2
7	0	0	0	1	1	3	0	0	0	5
6	0	0	0	0	1	2	0	0	0	3
5	0	0	0	0	0	1	0	0	0	1
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	1	0	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	519	1,851	2,741	1,542	220	7	0	0	0	6,880
FY 2013										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	194	10	0	0	0	0	0	0	0	204
29	40	0	0	0	0	0	0	0	0	40
28	41	12	0	0	0	0	0	0	0	53
27	39	17	0	0	0	0	0	0	0	56
26	54	263	8	0	0	0	0	0	0	325
25	35	101	37	0	0	0	0	0	0	173
24	41	164	332	5	0	0	0	0	0	542
23	32	179	169	3	0	0	0	0	0	383
22	28	264	296	89	0	0	0	0	0	677
21	20	296	411	149	0	0	0	0	0	876
20	13	542	1,359	1,480	138	0	0	0	0	3,532
19	0	2	7	13	0	0	0	0	0	22
18	0	0	0	0	0	0	0	0	0	0
17	0	0	1	2	0	0	0	0	0	3
16	0	0	1	0	1	0	0	0	0	2
15	0	0	2	0	1	0	0	0	0	3
14	0	0	0	0	0	0	0	0	0	0
13	0	0	1	0	0	0	0	0	0	1
12	0	0	0	0	0	0	0	0	0	0
11	0	0	1	0	0	0	0	0	0	1
10	0	0	1	0	0	0	0	0	0	1
9	0	0	0	1	0	0	0	0	0	1
8	0	0	0	0	1	0	0	0	0	1
7	0	0	0	0	1	2	0	0	0	3
6	0	0	0	0	1	3	0	0	0	4
5	0	0	0	0	0	3	0	0	0	3
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	1	0	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	537	1,850	2,626	1,742	144	8	0	0	0	6,907

**Table 3-4b: Active Duty Navy Enlisted Member Retirements by YOS**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	215	1	1	0	0	0	0	0	0	217
29	26	7	0	0	0	0	0	0	0	33
28	29	12	3	0	0	0	0	0	0	44
27	45	71	4	1	0	0	0	0	0	121
26	48	241	19	1	0	0	0	0	0	309
25	31	91	61	0	0	0	0	0	0	183
24	58	144	516	3	0	1	0	0	0	722
23	36	121	311	7	1	0	0	0	0	476
22	23	147	404	36	2	2	0	0	0	614
21	20	144	452	113	6	3	0	0	0	738
20	22	158	883	3,141	307	11	0	0	0	4,522
19	3	5	9	25	1	0	0	0	0	43
18	1	3	5	7	1	0	0	0	0	17
17	0	2	5	6	1	0	0	0	0	14
16	0	1	4	6	1	0	0	0	0	12
15	0	1	4	7	2	0	0	0	0	14
14	0	1	4	7	2	0	0	0	0	14
13	0	0	3	7	3	0	0	0	0	13
12	0	0	2	7	3	0	0	0	0	12
11	0	0	2	9	5	0	0	0	0	16
10	0	0	1	10	8	0	0	0	0	19
9	0	0	1	10	12	0	0	0	0	23
8	0	0	0	8	16	1	0	0	0	25
7	0	0	0	6	21	3	0	0	0	30
6	0	0	0	3	23	6	0	0	0	32
5	0	0	0	1	22	11	1	0	0	35
4	0	0	0	0	18	21	2	0	0	41
3	0	0	0	0	13	33	8	0	0	54
2	0	0	0	0	4	25	19	1	0	49
1	0	0	0	0	0	13	21	10	0	44
0	0	0	0	0	0	2	13	11	4	30
<b>Total</b>	<b>557</b>	<b>1,150</b>	<b>2,694</b>	<b>3,421</b>	<b>472</b>	<b>132</b>	<b>64</b>	<b>22</b>	<b>4</b>	<b>8,516</b>
FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	191	0	0	0	0	0	0	0	0	191
29	29	0	0	0	0	0	0	0	0	29
28	34	1	0	0	0	0	0	0	0	35
27	36	75	0	0	0	0	0	0	0	111
26	51	274	1	0	0	0	0	0	0	326
25	30	102	80	0	0	0	0	0	0	212
24	49	117	594	0	0	0	0	0	0	760
23	33	109	343	0	0	0	0	0	0	485
22	26	114	413	24	1	0	0	0	0	578
21	24	122	463	171	22	0	0	0	0	802
20	27	126	706	2,814	332	7	0	0	0	4,012
19	2	4	9	21	1	0	0	0	0	37
18	1	3	5	6	1	0	0	0	0	16
17	0	2	4	6	1	0	0	0	0	13
16	0	1	4	6	1	0	0	0	0	12
15	0	1	3	6	1	0	0	0	0	11
14	0	1	3	7	2	0	0	0	0	13
13	0	0	2	7	2	0	0	0	0	11
12	0	0	2	7	3	0	0	0	0	12
11	0	0	2	8	4	0	0	0	0	14
10	0	0	1	9	7	0	0	0	0	17
9	0	0	1	9	11	0	0	0	0	21
8	0	0	0	7	15	1	0	0	0	23
7	0	0	0	5	19	3	0	0	0	27
6	0	0	0	3	21	6	0	0	0	30
5	0	0	0	1	20	10	0	0	0	31
4	0	0	0	0	17	19	2	0	0	38
3	0	0	0	0	12	30	7	0	0	49
2	0	0	0	0	3	23	17	1	0	44
1	0	0	0	0	0	12	19	9	0	40
0	0	0	0	0	0	2	12	10	3	27
<b>Total</b>	<b>533</b>	<b>1,052</b>	<b>2,636</b>	<b>3,117</b>	<b>496</b>	<b>113</b>	<b>57</b>	<b>20</b>	<b>3</b>	<b>8,027</b>

**Table 3-4b (continued): Active Duty Navy Enlisted Member Retirements by YOS**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	200	0	0	0	0	0	0	0	0	200
29	34	0	0	0	0	0	0	0	0	34
28	27	0	0	0	0	0	0	0	0	27
27	37	83	0	0	0	0	0	0	0	120
26	50	302	0	0	0	0	0	0	0	352
25	25	82	86	0	0	0	0	0	0	193
24	44	105	649	0	0	0	0	0	0	798
23	33	84	347	0	0	0	0	0	0	464
22	27	96	419	34	2	0	0	0	0	578
21	24	97	364	128	21	0	0	0	0	634
20	23	103	544	2,312	320	7	0	0	0	3,309
19	2	4	6	19	1	0	0	0	0	32
18	1	2	3	5	1	0	0	0	0	12
17	0	1	3	4	1	0	0	0	0	9
16	0	1	3	4	1	0	0	0	0	9
15	0	1	2	4	1	0	0	0	0	8
14	0	0	2	5	1	0	0	0	0	8
13	0	0	2	5	2	0	0	0	0	9
12	0	0	1	5	2	0	0	0	0	8
11	0	0	1	6	3	0	0	0	0	10
10	0	0	1	7	5	0	0	0	0	13
9	0	0	0	6	8	0	0	0	0	14
8	0	0	0	5	11	0	0	0	0	16
7	0	0	0	4	14	2	0	0	0	20
6	0	0	0	2	16	5	0	0	0	23
5	0	0	0	1	15	8	0	0	0	24
4	0	0	0	0	13	15	1	0	0	29
3	0	0	0	0	9	24	6	0	0	39
2	0	0	0	0	3	19	13	0	0	35
1	0	0	0	0	0	10	14	7	0	31
0	0	0	0	0	0	1	9	8	3	21
<b>Total</b>	<b>527</b>	<b>961</b>	<b>2,433</b>	<b>2,556</b>	<b>450</b>	<b>91</b>	<b>43</b>	<b>15</b>	<b>3</b>	<b>7,079</b>
FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	235	0	0	0	0	0	0	0	0	235
29	27	0	0	0	0	0	0	0	0	27
28	28	0	0	0	0	0	0	0	0	28
27	37	91	0	0	0	0	0	0	0	128
26	41	244	0	0	0	0	0	0	0	285
25	22	73	94	0	0	0	0	0	0	189
24	42	80	657	0	0	0	0	0	0	779
23	32	70	351	0	0	0	0	0	0	453
22	25	76	329	25	2	0	0	0	0	457
21	20	78	281	105	20	0	0	0	0	504
20	26	104	441	2,076	335	6	0	0	0	2,988
19	2	5	6	17	1	0	0	0	0	31
18	1	3	3	5	1	0	0	0	0	13
17	0	2	3	4	1	0	0	0	0	10
16	0	1	3	4	1	0	0	0	0	9
15	0	1	2	5	1	0	0	0	0	9
14	0	0	2	5	2	0	0	0	0	9
13	0	0	2	5	2	0	0	0	0	9
12	0	0	1	5	3	0	0	0	0	9
11	0	0	1	6	3	0	0	0	0	10
10	0	0	1	7	6	0	0	0	0	14
9	0	0	0	7	8	0	0	0	0	15
8	0	0	0	6	12	0	0	0	0	18
7	0	0	0	4	15	3	0	0	0	22
6	0	0	0	2	16	5	0	0	0	23
5	0	0	0	1	16	8	0	0	0	25
4	0	0	0	0	13	16	1	0	0	30
3	0	0	0	0	10	25	6	0	0	41
2	0	0	0	0	3	19	14	1	0	37
1	0	0	0	0	0	10	15	7	0	32
0	0	0	0	0	0	2	9	8	3	22
<b>Total</b>	<b>538</b>	<b>828</b>	<b>2,177</b>	<b>2,289</b>	<b>471</b>	<b>94</b>	<b>45</b>	<b>16</b>	<b>3</b>	<b>6,461</b>

**Table 3-4b (continued): Active Duty Navy Enlisted Member Retirements by YOS**

FY 2012										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	205	0	0	0	0	0	0	0	0	205
29	23	0	0	0	0	0	0	0	0	23
28	24	0	0	0	0	0	0	0	0	24
27	32	96	0	0	0	0	0	0	0	128
26	36	257	0	0	0	0	0	0	0	293
25	19	77	103	0	0	0	0	0	0	199
24	37	84	717	0	0	0	0	0	0	838
23	28	74	384	0	0	0	0	0	0	486
22	22	80	360	31	2	0	0	0	0	495
21	17	82	307	131	23	0	0	0	0	560
20	23	110	482	2,592	381	29	0	0	0	3,617
19	2	5	6	20	1	0	0	0	0	34
18	1	2	3	5	1	0	0	0	0	12
17	0	1	3	4	1	0	0	0	0	9
16	0	1	3	4	1	0	0	0	0	9
15	0	1	2	4	1	0	0	0	0	8
14	0	0	2	5	1	0	0	0	0	8
13	0	0	2	5	2	0	0	0	0	9
12	0	0	1	5	2	0	0	0	0	8
11	0	0	1	6	3	0	0	0	0	10
10	0	0	1	7	5	0	0	0	0	13
9	0	0	0	6	8	0	0	0	0	14
8	0	0	0	5	11	0	0	0	0	16
7	0	0	0	4	14	2	0	0	0	20
6	0	0	0	2	15	4	0	0	0	21
5	0	0	0	1	15	8	0	0	0	24
4	0	0	0	0	12	15	1	0	0	28
3	0	0	0	0	9	23	5	0	0	37
2	0	0	0	0	3	18	13	1	0	35
1	0	0	0	0	0	10	14	7	0	31
0	0	0	0	0	0	1	8	8	3	20
<b>Total</b>	<b>469</b>	<b>870</b>	<b>2,377</b>	<b>2,837</b>	<b>511</b>	<b>110</b>	<b>41</b>	<b>16</b>	<b>3</b>	<b>7,234</b>
FY 2013										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	205	0	0	0	0	0	0	0	0	205
29	23	0	0	0	0	0	0	0	0	23
28	24	0	0	0	0	0	0	0	0	24
27	32	96	0	0	0	0	0	0	0	128
26	36	257	0	0	0	0	0	0	0	293
25	19	77	103	0	0	0	0	0	0	199
24	37	84	717	0	0	0	0	0	0	838
23	28	74	383	0	0	0	0	0	0	485
22	22	80	359	31	2	0	0	0	0	494
21	17	82	307	132	23	0	0	0	0	561
20	23	109	482	2,603	380	29	0	0	0	3,626
19	2	5	6	20	1	0	0	0	0	34
18	1	2	3	5	1	0	0	0	0	12
17	0	1	3	4	1	0	0	0	0	9
16	0	1	3	4	1	0	0	0	0	9
15	0	1	2	5	1	0	0	0	0	9
14	0	0	2	5	1	0	0	0	0	8
13	0	0	2	5	2	0	0	0	0	9
12	0	0	1	5	2	0	0	0	0	8
11	0	0	1	6	3	0	0	0	0	10
10	0	0	1	7	5	0	0	0	0	13
9	0	0	0	6	8	0	0	0	0	14
8	0	0	0	5	11	0	0	0	0	16
7	0	0	0	4	14	2	0	0	0	20
6	0	0	0	2	16	5	0	0	0	23
5	0	0	0	1	15	8	0	0	0	24
4	0	0	0	0	13	15	1	0	0	29
3	0	0	0	0	9	24	5	0	0	38
2	0	0	0	0	3	19	13	1	0	36
1	0	0	0	0	0	10	14	7	0	31
0	0	0	0	0	0	1	8	8	3	20
<b>Total</b>	<b>469</b>	<b>869</b>	<b>2,375</b>	<b>2,850</b>	<b>512</b>	<b>113</b>	<b>41</b>	<b>16</b>	<b>3</b>	<b>7,248</b>

**Table 3-4c: Active Duty Marine Corps Enlisted Member Retirements by YOS**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	162	0	0	0	0	0	0	0	0	162
29	31	7	0	0	0	0	0	0	0	38
28	38	8	0	0	0	0	0	0	0	46
27	32	31	2	0	0	0	0	0	0	65
26	30	56	0	0	0	0	0	0	0	86
25	20	58	4	2	0	0	0	0	0	84
24	8	105	8	4	0	0	0	0	0	125
23	8	91	32	10	0	0	0	0	0	141
22	4	94	91	15	1	0	0	0	0	205
21	2	100	73	14	1	0	0	0	0	190
20	0	113	403	239	3	0	0	0	0	758
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>663</b>	<b>613</b>	<b>284</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>
FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	162	0	0	0	0	0	0	0	0	162
29	31	7	0	0	0	0	0	0	0	38
28	38	8	0	0	0	0	0	0	0	46
27	32	31	2	0	0	0	0	0	0	65
26	30	56	0	0	0	0	0	0	0	86
25	20	58	4	2	0	0	0	0	0	84
24	8	105	8	4	0	0	0	0	0	125
23	8	91	32	10	0	0	0	0	0	141
22	4	94	91	15	1	0	0	0	0	205
21	2	100	73	14	1	0	0	0	0	190
20	0	113	403	239	3	0	0	0	0	758
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>663</b>	<b>613</b>	<b>284</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>

**Table 3-4c (continued): Active Duty Marine Corps Enlisted Member Retirements by YOS**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	162	0	0	0	0	0	0	0	0	162
29	31	7	0	0	0	0	0	0	0	38
28	38	8	0	0	0	0	0	0	0	46
27	32	31	2	0	0	0	0	0	0	65
26	30	56	0	0	0	0	0	0	0	86
25	20	58	4	2	0	0	0	0	0	84
24	8	105	8	4	0	0	0	0	0	125
23	8	91	32	10	0	0	0	0	0	141
22	4	94	91	15	1	0	0	0	0	205
21	2	100	73	14	1	0	0	0	0	190
20	0	113	403	239	3	0	0	0	0	758
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>663</b>	<b>613</b>	<b>284</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>
FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	162	0	0	0	0	0	0	0	0	162
29	31	7	0	0	0	0	0	0	0	38
28	38	8	0	0	0	0	0	0	0	46
27	32	31	2	0	0	0	0	0	0	65
26	30	56	0	0	0	0	0	0	0	86
25	20	58	4	2	0	0	0	0	0	84
24	8	105	8	4	0	0	0	0	0	125
23	8	91	32	10	0	0	0	0	0	141
22	4	94	91	15	1	0	0	0	0	205
21	2	100	73	14	1	0	0	0	0	190
20	0	113	403	239	3	0	0	0	0	758
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>663</b>	<b>613</b>	<b>284</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>

**Table 3-4c (continued): Active Duty Marine Corps Enlisted Member Retirements by YOS**

FY 2012										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	162	0	0	0	0	0	0	0	0	162
29	31	7	0	0	0	0	0	0	0	38
28	38	8	0	0	0	0	0	0	0	46
27	32	31	2	0	0	0	0	0	0	65
26	30	56	0	0	0	0	0	0	0	86
25	20	58	4	2	0	0	0	0	0	84
24	8	105	8	4	0	0	0	0	0	125
23	8	91	32	10	0	0	0	0	0	141
22	4	94	91	15	1	0	0	0	0	205
21	2	100	73	14	1	0	0	0	0	190
20	0	113	403	239	3	0	0	0	0	758
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>663</b>	<b>613</b>	<b>284</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>
FY 2013										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	162	0	0	0	0	0	0	0	0	162
29	31	7	0	0	0	0	0	0	0	38
28	38	8	0	0	0	0	0	0	0	46
27	32	31	2	0	0	0	0	0	0	65
26	30	56	0	0	0	0	0	0	0	86
25	20	58	4	2	0	0	0	0	0	84
24	8	105	8	4	0	0	0	0	0	125
23	8	91	32	10	0	0	0	0	0	141
22	4	94	91	15	1	0	0	0	0	205
21	2	100	73	14	1	0	0	0	0	190
20	0	113	403	239	3	0	0	0	0	758
19	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>663</b>	<b>613</b>	<b>284</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,900</b>



**Table 3-4d: Active Duty Air Force Enlisted Member Retirements by YOS**

FY 2008										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	106	0	6	0	0	0	0	0	0	112
29	66	6	0	0	0	0	0	0	0	72
28	76	119	0	0	0	0	0	0	0	195
27	61	111	51	0	0	0	0	0	0	223
26	47	127	817	4	0	0	0	0	0	995
25	50	115	709	25	0	0	0	0	0	899
24	37	117	690	247	0	0	0	0	0	1,091
23	25	100	734	213	0	0	0	0	0	1,072
22	16	107	786	268	0	0	0	0	0	1,177
21	12	98	670	354	1	0	0	0	0	1,135
20	5	83	728	537	24	0	0	0	0	1,377
19	0	0	70	34	0	0	0	0	0	104
18	0	0	31	81	0	0	0	0	0	112
17	0	0	25	93	0	0	0	0	0	118
16	0	0	0	72	0	0	0	0	0	72
15	0	0	12	76	1	0	0	0	0	89
14	0	0	6	64	2	0	0	0	0	72
13	0	0	0	64	2	0	0	0	0	66
12	0	0	0	64	4	0	0	0	0	68
11	0	0	0	46	5	0	0	0	0	51
10	0	0	0	25	6	0	0	0	0	31
9	0	0	0	21	8	0	0	0	0	29
8	0	0	0	0	9	2	0	0	0	11
7	0	0	0	4	6	1	0	0	0	11
6	0	0	0	0	6	1	0	0	0	7
5	0	0	0	0	5	2	0	0	0	7
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	501	983	5,335	2,292	80	8	0	0	0	9,199
FY 2009										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	99	0	0	0	0	0	0	0	0	99
29	61	5	0	0	0	0	0	0	0	66
28	68	111	0	0	0	0	0	0	0	179
27	57	103	47	0	0	0	0	0	0	207
26	44	116	758	3	0	0	0	0	0	921
25	46	107	657	23	0	0	0	0	0	833
24	35	109	639	229	0	0	0	0	0	1,012
23	23	93	681	197	0	0	0	0	0	994
22	15	99	729	249	0	0	0	0	0	1,092
21	11	91	621	328	1	0	0	0	0	1,052
20	5	77	675	499	21	0	0	0	0	1,277
19	0	0	65	31	0	0	0	0	0	96
18	0	0	29	75	0	0	0	0	0	104
17	0	0	23	87	0	0	0	0	0	110
16	0	0	0	67	0	0	0	0	0	67
15	0	0	11	71	1	0	0	0	0	83
14	0	0	5	59	2	0	0	0	0	66
13	0	0	0	59	2	0	0	0	0	61
12	0	0	0	59	3	0	0	0	0	62
11	0	0	0	43	4	0	0	0	0	47
10	0	0	0	23	6	0	0	0	0	29
9	0	0	0	19	8	0	0	0	0	27
8	0	0	0	0	9	1	0	0	0	10
7	0	0	0	3	5	1	0	0	0	9
6	0	0	0	0	6	2	0	0	0	8
5	0	0	0	0	5	2	0	0	0	7
4	0	0	0	0	1	2	0	0	0	3
3	0	0	0	0	0	2	0	0	0	2
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	464	911	4,940	2,124	74	10	0	0	0	8,523

**Table 3-4d (continued): Active Duty Air Force Enlisted Member Retirements by YOS**

FY 2010										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	92	0	5	0	0	0	0	0	0	97
29	56	5	0	0	0	0	0	0	0	61
28	65	103	0	0	0	0	0	0	0	168
27	53	95	44	0	0	0	0	0	0	192
26	41	110	704	3	0	0	0	0	0	858
25	43	99	611	22	0	0	0	0	0	775
24	32	101	594	213	0	0	0	0	0	940
23	21	86	633	183	0	0	0	0	0	923
22	14	92	678	231	0	0	0	0	0	1,015
21	10	84	578	305	1	0	0	0	0	978
20	4	71	627	463	20	0	0	0	0	1,185
19	0	0	60	29	0	0	0	0	0	89
18	0	0	27	69	0	0	0	0	0	96
17	0	0	22	80	0	0	0	0	0	102
16	0	0	0	62	0	0	0	0	0	62
15	0	0	11	66	1	0	0	0	0	78
14	0	0	5	55	2	0	0	0	0	62
13	0	0	0	55	2	0	0	0	0	57
12	0	0	0	55	3	0	0	0	0	58
11	0	0	0	40	4	0	0	0	0	44
10	0	0	0	22	5	0	0	0	0	27
9	0	0	0	18	7	0	0	0	0	25
8	0	0	0	0	8	1	0	0	0	9
7	0	0	0	3	5	1	0	0	0	9
6	0	0	0	0	5	1	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	431	846	4,599	1,974	68	6	0	0	0	7,924
FY 2011										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	82	0	4	0	0	0	0	0	0	86
29	51	4	0	0	0	0	0	0	0	55
28	58	92	0	0	0	0	0	0	0	150
27	47	86	39	0	0	0	0	0	0	172
26	37	100	634	3	0	0	0	0	0	774
25	39	89	549	19	0	0	0	0	0	696
24	29	91	535	191	0	0	0	0	0	846
23	19	77	569	165	0	0	0	0	0	830
22	13	82	613	208	0	0	0	0	0	916
21	9	76	520	274	1	0	0	0	0	880
20	4	64	564	420	18	0	0	0	0	1,070
19	0	0	54	26	0	0	0	0	0	80
18	0	0	24	62	0	0	0	0	0	86
17	0	0	19	72	0	0	0	0	0	91
16	0	0	0	56	0	0	0	0	0	56
15	0	0	9	59	1	0	0	0	0	69
14	0	0	4	49	1	0	0	0	0	54
13	0	0	0	49	2	0	0	0	0	51
12	0	0	0	49	3	0	0	0	0	52
11	0	0	0	36	4	0	0	0	0	40
10	0	0	0	19	5	0	0	0	0	24
9	0	0	0	16	6	0	0	0	0	22
8	0	0	0	0	7	1	0	0	0	8
7	0	0	0	3	4	1	0	0	0	8
6	0	0	0	0	5	1	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	388	761	4,137	1,776	62	6	0	0	0	7,130

**Table 3-4d (continued): Active Duty Air Force Enlisted Member Retirements by YOS**

FY 2012										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	81	0	4	0	0	0	0	0	0	85
29	50	4	0	0	0	0	0	0	0	54
28	58	91	0	0	0	0	0	0	0	149
27	47	85	39	0	0	0	0	0	0	171
26	36	99	625	3	0	0	0	0	0	763
25	38	88	542	19	0	0	0	0	0	687
24	28	89	527	189	0	0	0	0	0	833
23	19	76	561	163	0	0	0	0	0	819
22	12	81	604	205	0	0	0	0	0	902
21	9	75	512	270	1	0	0	0	0	867
20	4	63	556	414	17	0	0	0	0	1,054
19	0	0	53	26	0	0	0	0	0	79
18	0	0	24	61	0	0	0	0	0	85
17	0	0	19	71	0	0	0	0	0	90
16	0	0	0	55	0	0	0	0	0	55
15	0	0	9	58	1	0	0	0	0	68
14	0	0	4	48	1	0	0	0	0	53
13	0	0	0	48	2	0	0	0	0	50
12	0	0	0	48	3	0	0	0	0	51
11	0	0	0	35	4	0	0	0	0	39
10	0	0	0	19	5	0	0	0	0	24
9	0	0	0	16	6	0	0	0	0	22
8	0	0	0	0	7	1	0	0	0	8
7	0	0	0	3	4	1	0	0	0	8
6	0	0	0	0	5	1	0	0	0	6
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	1	1	0	0	0	2
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	382	751	4,079	1,751	61	6	0	0	0	7,030
FY 2013										
YOS	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1	Total
30+	77	0	4	0	0	0	0	0	0	81
29	48	4	0	0	0	0	0	0	0	52
28	55	87	0	0	0	0	0	0	0	142
27	45	81	37	0	0	0	0	0	0	163
26	34	94	597	3	0	0	0	0	0	728
25	36	84	518	18	0	0	0	0	0	656
24	27	85	504	180	0	0	0	0	0	796
23	18	73	536	155	0	0	0	0	0	782
22	12	78	574	196	0	0	0	0	0	860
21	9	71	490	258	1	0	0	0	0	829
20	4	60	532	395	18	0	0	0	0	1,009
19	0	0	51	24	0	0	0	0	0	75
18	0	0	23	59	0	0	0	0	0	82
17	0	0	18	68	0	0	0	0	0	86
16	0	0	0	52	0	0	0	0	0	52
15	0	0	9	56	0	0	0	0	0	65
14	0	0	4	46	1	0	0	0	0	51
13	0	0	0	46	2	0	0	0	0	48
12	0	0	0	46	3	0	0	0	0	49
11	0	0	0	34	3	0	0	0	0	37
10	0	0	0	18	5	0	0	0	0	23
9	0	0	0	15	6	0	0	0	0	21
8	0	0	0	0	7	0	0	0	0	7
7	0	0	0	3	4	1	0	0	0	8
6	0	0	0	0	4	1	0	0	0	5
5	0	0	0	0	4	1	0	0	0	5
4	0	0	0	0	0	1	0	0	0	1
3	0	0	0	0	0	1	0	0	0	1
2	0	0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	365	717	3,897	1,672	58	5	0	0	0	6,714



## **Chapter 4: Medical Manpower Requirements**

This chapter displays military medical manpower by corps or designation for Active and Reserve Components along with civilian medical personnel working in fixed medical treatment facilities for the previous, current, and next fiscal years. For Active and Reserve Components, the FY07 data represent validated actual end strength obtained from the Health Manpower and Personnel Data System (HMPDS) maintained at the Defense Manpower Data Center, Seaside, CA. The FY08 and FY09 data represent budgeted end strength submitted by the Army, Navy, and Air Force. It is important to note that the Reserve Component manpower in this report is limited to that of the Selected Reserve. To meet total force wartime needs, the Military Departments will also rely, in part, on the pre-trained individual manpower (PIM) categories within the RC. The PIM is composed of the Individual Ready Reserve, the Standby Reserve, and military retirees. The civilian medical personnel are reported as work-years or full-time equivalents and include doctors, dentists, nurses, allied health and administrative personnel required to support day to day activities in fixed medical treatment facilities.

### **Mission**

The primary mission of the Military Health System (MHS) is to enhance DoD and the Nation's security by providing health support for the full range of military operations and sustaining the health of all those entrusted to its care.

### **Key Medical Manpower Issues**

The MHS provides medical care to over 9.1 million DoD beneficiaries located around the globe with a workforce of more than 160,000 active and civilian medical personnel and over 67,000 reserve medical personnel. We continuously strive to improve the development of key medical skills and align our workforce's capabilities to meet new and emerging medical needs. Our readiness mission requirements demand that our three service Medical Departments work together through increased collaboration and integration across the MHS to achieve interoperability and agility in meeting our responsibilities of today and the future.

The MHS is facing numerous challenges as we continue to fight a global war on terrorism, defend our Nation's homeland, and provide support around the globe for humanitarian efforts. These include a challenging recruiting and retention environment during a demanding war, an increasingly competitive civilian healthcare industry job market, a projected future nationwide shortage of physicians and nurses, a growing and aging beneficiary population, and the increasing cost of sustaining the health care benefit. Internal to DoD, development of a framework for a Joint/Unified Medical Command (J/UMC), BRAC, and other strategic initiatives drive re-examination of component structures and service medical human resource requirements.

The ASD (HA) has outlined an MHS Human Capital Strategy to meet these challenges. This plan establishes the vision for optimizing the MHS workforce across the Services to enable the delivery of its evolving mission more effectively and efficiently through increased interoperability, collaboration, and agility. The goals of this plan include:

- Planning and executing an empowering human capital lifecycle for the Total Medical Force to optimize MHS mission accomplishment and allow people to perform at their highest levels (i.e., joint solutions, optimal mix and career path planning).
- Leverage existing, performance-based management systems to create and lead an agile and responsive Total Medical Force to accomplish the MHS mission (i.e., National Personnel Security System and coordinated military/civilian personnel incentives).
- Educate, train, and develop the Total Medical Force to provide quality care while assuring interoperability (i.e., joint education and training programs).
- Create and implement adaptable and inspirational human capital solutions to address changes in mission requirements, healthcare delivery trends, and emerging healthcare needs (i.e., joint solutions, environmental scans, and identifying ideal Force mixes to meet both operational medicine and peacetime healthcare delivery demands).
- Build and maintain a unified information management capability to enable an enterprise-wide view of MHS human capital and energize strategic human capital management.

The MHS Strategic Plan will help the MHS successfully meet its missions and provide world-class healthcare to our beneficiaries.

**Table 4-1: DoD Medical Manpower Program**

Corps	Active Component			Reserve Component*		
	FY07	FY08	FY09	FY07	FY08	FY09
	Actual	Estimate	Estimate	Actual	Estimate	Estimate
Medical	11,432	11,552	11,481	3,550	5,246	5,092
Dental	2,843	3,145	3,095	1,100	1,440	1,420
Nurse	9,332	9,801	9,724	9,425	8,480	8,363
Medical Service	7,676	7,910	7,804	5,333	5,366	5,500
Medical Specialist (USA)	1,175	1,177	1,200	1,278	1,405	1,562
Biomedical Sciences (USAF)	2,134	2,347	2,328	883	361	363
Veterinary (USA)	430	427	419	165	194	197
Warrant Officers	140	122	122	49	78	80
Medical Enlisted	75,084	73,063	72,421	42,718	41,300	40,775
Dental Enlisted	5,725	5,412	5,162	2,552	2,080	2,259
<b>Total</b>	<b>115,971</b>	<b>114,956</b>	<b>113,756</b>	<b>67,053</b>	<b>65,950</b>	<b>65,611</b>
DHP Civilian Work years (See Notes 1-3)	45,082	48,197	50,004	N/A	N/A	N/A

**Table 4-1a: Army Medical Manpower Program**

Corps	Active Component			Reserve Component*		
	FY07	FY08	FY09	FY07	FY08	FY09
	Actual	Estimate	Estimate	Actual	Estimate	Estimate
Medical	4,274	4,448	4,447	2,012	2,575	2,420
Dental	933	1,032	1,033	590	934	913
Nurse	3,241	3,332	3,327	5,541	4,758	4,647
Medical Service	4,312	4,348	4,377	4,129	4,410	4,546
Medical Specialist	1,175	1,177	1,200	1,278	1,405	1,562
Veterinary	430	427	419	165	194	197
Warrant Officers	140	122	122	48	78	80
Medical Enlisted	33,499	32,106	32,214	27,536	27,842	27,299
Dental Enlisted	1,685	1,460	1,412	1,671	1,348	1,527
<b>Total</b>	<b>49,689</b>	<b>48,452</b>	<b>48,551</b>	<b>42,970</b>	<b>43,544</b>	<b>43,191</b>
DHP Civilian Work years	28,773	27,645	28,192	N/A	N/A	N/A

**Table 4-1b: Navy Medical Manpower Program**

Corps	Active Component			Reserve Component*		
	FY07	FY08	FY09	FY07	FY08	FY09
	Actual	Estimate	Estimate	Actual	Estimate	Estimate
Medical	3,730	3,761	3,700	501	719	719
Dental	1,008	1,146	1,109	218	253	253
Nurse	2,803	2,952	2,900	1,266	1,336	1,336
Medical Service	2,293	2,537	2,412	394	348	348
Warrant Officers	0	0	0	1	0	0
Medical Enlisted	22,674	23,327	22,680	5,154	4,901	4,893
Dental Enlisted	1,581	1,709	1,549	238	268	268
<b>Total</b>	<b>34,089</b>	<b>35,432</b>	<b>34,350</b>	<b>7,772</b>	<b>7,825</b>	<b>7,817</b>
DHP Civilian Work years‡	10,715	13,219	14,183	N/A	N/A	N/A

\*Selected Reserves: Navy Reserve.

‡Includes medical Research, Design, Test & Evaluation (RDT&E) manpower.

**Table 4-1c: Air Force Medical Manpower Program**

Corps	Active Component			Reserve Component*		
	FY07	FY08	FY09	FY07	FY08	FY09
	Actual	Estimate	Estimate	Actual	Estimate	Estimate
Medical	3,428	3,343	3,334	1,037	1,952	1,953
Dental	902	967	953	292	253	254
Nurse	3,288	3,517	3,497	2,618	2,386	2,380
Medical Service	1,071	1,025	1,015	810	608	606
Biomedical Sciences	2,134	2,347	2,328	883	361	363
Medical Enlisted	18,911	17,630	17,527	10,028	8,557	8,583
Dental Enlisted	2,459	2,243	2,201	643	464	464
<b>Total</b>	<b>32,193</b>	<b>31,072</b>	<b>30,855</b>	<b>16,311</b>	<b>14,581</b>	<b>14,603</b>
DHP Civilian Work years	5,594	7,333	7,629	N/A	N/A	N/A

\*Selected Reserves: Air National Guard and Air Force Reserves.

Notes:

/1 FY07 Actuals excludes 417 TMA

/2 FY08 Budgeted excludes 1331 TMA and 669 USUHS

/3 FY09 Budgeted excludes 1,328 TMA and 669 USUHS

/4 FY07 Actuals excludes 650 USUHS

/5 FY07 AC/RC actuals from HMPDS FY07



## Chapter 5: Manpower Request Justifications

### Army Manpower Request

#### Introduction

The Army remains in the midst of its most significant reorganization since WWII. Manpower in both the operating and institutional force reflects that change. Additionally, as the Army develops a greater understanding of the nature and requirements of a long war, we continue to adapt our manpower and underlying unit and organizational designs to meet these needs. These changes range from how we develop curriculum and man our schools to the organization and manning of medical facilities treating wounded Soldiers. Demand for both Army units and individual augmentees continues to exceed supply; which prevents the Army from reaching its desired rotation rates of 1:3 for Active component units and 1:5 for Reserve component units. The Grow the Army (GTA) plan is designed to address this, but at current demand levels rotation rates will not fall below 1:2 for most AC units until FY 11. This high tempo of rotation places an unprecedented level of stress on the all volunteer force and many of our manpower initiatives are designed to address the impacts of those stresses.

#### Military Manpower

- Operating Forces:
  - Active Component. In 2008, we will add one new Brigade Combat Team (BCT), four new multi-functional support brigades, and seven functional support brigades to the force. In 2009, the GTA plan will add two additional BCTs, two multi-functional support brigades, and six more functional support brigades; bringing us to a total of 42, 35, and 41 respectively. Another significant change to our operational force is the conversion of our Army Service Component Commands (ASCC) to a new and more robust design which provides the Regional Combatant Commander a full-spectrum, deployable Army headquarters. In 2007 we activated US Army North; in 2008 we converted US Army Pacific and US Army South; and in 2009 we will convert US Army Europe and convert the Southern European Task Force to an ASCC in support of the new US Africa Command. The AC will be 90% complete in its build to modular structure under the GTA plan at the close of 2009.
  - Army National Guard. We started the build of the final four BCTs and right sized two BCTs (one into a Battle Field Surveillance Brigade and one into a MEB) in the ARNG in 2008, and add one more multi-functional support brigade and six additional functional support brigades. In 2009 we will add three additional multi-functional support brigades for a total of 28 BCTs, 40 multi-functional support brigades, and 36 functional support brigades. This will bring the ARNG to 93% completion of the GTA plan.
  - Army Reserve. In 2008, the United States Army Reserve will build five multi-functional and three functional support brigades in support of the GTA plan. In 2009, we will add one additional multi-functional and one functional support brigade bringing the total to 10

multi-functional support brigades and 38 functional support brigades, which is 80% of the total GTA plan.

- **Institutional Forces:** The most significant change to our institutional force is the creation of Warrior Transition Units which began in 2007 and culminate in 2008. These units are a key element of the Army Medical Action Plan and are meant to provide Soldiers a continuum of integrated care from point of injury, illness or disease to return to duty or transition from active duty. At end state we will have more than 70 of these units, each manned by Soldiers from all three components and civilians. The multi-compo makeup of these units is a conscious decision and reflects that our Warriors in Transition come from all three components. A continuing transition in the Institutional force is our effort to convert those military billets which don't require current military expertise to civilian performance which allows us to move the Soldiers back to the operating force. This is critical because many of these billets are mid grade NCOs who are needed to man new modular formations.

### **Civilian Manpower:**

Department of the Army civilians are filling increasing responsibilities in the Institutional force and we are searching for funding to allow us to grow their numbers commensurate with the growth in operational forces.

Congress requires the Army to project the number of full time equivalent civilians in the budget based on workload and available funding. Congress establishes floors and ceilings on certain categories of manpower, such as military technicians. About 47.7 % of the Army civilian workforce is within the discretionary control of the Army. The remaining 52.3% of the civilian workforce is subject to different statutory constraints and/or funding sources external to the Army and falls into the following categories: 1) 11.6% are paid for by the working capital fund (pursuant to 10 USC 2208); 2) 10.2% are foreign national employees controlled by international agreements; 3) 15.2% are Military Technicians; and 4) 15.3% are externally funded (to include Defense Health Programs, Special Operations, Intelligence, Foreign Military Sales and Counterdrug programs). In addition, there are about 27,000 employees separately funded by the Civil Works and Cemeterial appropriations.

Since 9-11, we increased the civilian employee workforce from 222,000 to 241,000 due to the global war on terrorism, military to civilian conversions, military technician increases, Defense Health Program increases and in-sourcing contracts associated with inherently governmental functions. Future civilian employee growth is critical to supporting current plans to accelerate and sustain the growth of the Army to 76 brigade combat teams and associated combat support/combat service support units by FY11. We intend to migrate Soldiers from the generating force to operational units by replacing them with civilians. In-sourcing contracted functions to performance by Department of the Army civilians has saved the Army an average of \$48 thousand per full time equivalent. To date, we have in-sourced 289 billets and another 144 have completed cost analysis and are awaiting final approval. We will continue to stress this important manpower shaping tool.

In this environment, it is essential for Congress and the Department to work together to secure stable funding for the civilian workforce and eliminate all direct and indirect statutory constraints on the civilian workforce not based on workload. Recent Congressional approval to repeal major headquarters activities limitations and provide additional in-sourcing flexibilities has allowed us to improve the command and control of operational activities in Army Service

Component Command (ASCC) headquarters and to in-source contracts associated with inherently governmental functions. In response to Congressional concerns, we are taking steps to make certain that competitive sourcing actions are based on considerations of operational demand and not pre-established targets, as required by the related certifications in section 2461 and 2462 of Title 10. There are areas, however, where Congress and the Department can further build on these structural management improvements:

- Reductions to major headquarters activity funding in the Fiscal Year 2008 Appropriations Act undercut the objectives of this statute and recent in-sourcing authorities provided by Congress.
- Reductions in the budget year for civilian under execution in the prior year make it difficult for the Army to grow based on workload.

In September 2007, we continued the policy requiring Senior Commanders and HQDA Principals to be responsible for having a human capital strategy for military, civilians (career, term, and temporary), and contractors that addresses both short and long term workforce requirements and wisely uses the Army's scarce resources in execution of the Army's priorities. This policy stated that we must transform to meet enduring requirements in our core competencies with military and civilian employees, and only use contractors for surge or specialized needs. Within each organization's human capital strategy for civilians, we need to improve the pace of civilian hiring to fill the Army's needs.

### **Contract Manpower**

The Army has continued its effort to account for the capabilities provided through contracted services and subjected these capabilities to requirements validation and review for potential in-sourcing. To do this, we have established a contractor inventory pursuant to the requirements of Section 807 of the National Defense Authorization Act for FY08 and Title 10 section 2330a. To date, the Army has accounted for about \$30.2 billion of contracted services for a reported contractor workforce of approximately 169,000 contractor man year equivalents (CMEs): 94K CMEs in the generating force and 75K CMEs in the Central Command area of responsibility.



# Navy Manpower Request

## Introduction

We are a maritime Nation. We are a maritime Service. We are and will remain the preeminent maritime power. Our Navy is unique – unlike any other Service – we are a sea-going force. Throughout our history, we have shown the American people and the world that we are committed to and capable of evolving and expanding our mission capabilities as required to defend our homeland and Nation’s vital interests, as well as prevent wars, dominate threats and defeat adversaries. Our success is a direct reflection of the dedication and commitment of our most valuable asset, our people – the Navy Total Force – military, civilians and contractors, and the families that support us by making the sacrifices that enable us to fulfill our mission.

People are the foundation for all that our Navy achieves. No ships will sail, no aircraft will fly, no submarines will submerge, no goods will be delivered, no roads will be built, and no terrorists will be defeated without acquiring and keeping people with the right talents and skills, and developing and enhancing them to deliver the mission. It is only through our people that we will remain the world’s most powerful Navy, fulfilling the mission and bringing the Maritime Strategy to life. We have been called on to expand our operations to include more non-traditional missions. Additionally, we continue working with familiar allies, former adversaries, and an expanding set of global partners. Whether providing “boots on ground” support to combat operations, fighting piracy, providing medical care and comfort, or protecting the seas, our people are ready to serve in the modern Navy. While our Service has evolved, our service to country and the world has fundamentally remained the same – a service ethos sealed with pride, exemplified by selflessness and firmly rooted in honor, courage and commitment.

## Manpower Status

In the past year, 337,574 active duty, 69,933 reserve and 171,070 civilians in the Navy helped bring certainty to an uncertain world. Through FY07, the Navy continued to size the force to meet the optimized FY13 end-strength requirement of 322,000. This future manpower requirement was derived from a capability-based analysis of current and future force structure and warfighting requirements associated with 313 ships, 2,813 aircraft, and present Global War on Terrorism (GWOT) requirements. Changes to future force structure will necessitate changes in associated manpower requirements. The Navy of 2013 will leverage technological advances that require better educated Sailors, thereby requiring less manpower to operate. Requirements are continually reviewed for “relevancy.” Although force size will be reduced, manpower costs are expected to remain on a steady incline.

- GWOT: The changing global security environment has assured us that Individual Augmentation (IA) / GWOT Support Augmentation (GSA) will remain for the foreseeable future. As of December 31, 2007, we have deployed or mobilized 62,811 Sailors – 17,435 AC and 45,376 RC – as IAs since the beginning of Operation ENDURING FREEDOM. Almost 75 percent of IAs are employed using their core Navy competencies such as electronic warfare, airlift support, cargo handling, maritime security, medical support, explosives engineering, and construction.

Presently, we have more than 8,000 Sailors on the ground in Iraq and Afghanistan supporting the current fight. We have 93 submarines and ships with supporting aircraft deployed in the Mediterranean Sea, the Arabian Gulf, the Western Pacific, the Caribbean, and the Gulf of Guinea. We have Sailors in the Horn of Africa building wells, roads, and other infrastructure for local populations.

- Recruiting/Retention: In FY07, our Navy continued to meet recruiting and retention goals. We exceeded our active enlisted accession goals for the ninth consecutive year. We achieved 100 percent of our reserve enlisted affiliation goal. We met 88 percent of our active officer goal with the shortfalls primarily due to medical student programs and chaplains. Our Navy will continue to aggressively attract the best talent our nation has to offer. This is a challenging task considering an increasingly difficult recruiting environment.

While the desire to serve our nation is a strong motivator, our Navy needs other ways to attract and retain our talented people. New and enhanced special and incentive pay authorities enacted in both the FY06 and FY07 NDAs have helped Navy attain goals in key mission areas and improve performance in others. As a result, we met our FY07 enlisted SELRES goal for GWOT-intensive ratings; received an increase in the number of new recruits in the Naval Special Warfare/Naval Special Operations (NSW/NSO) programs; and saw an increase in application activity in the medical professions.

- Strategy for Our People: Last year, the Navy released the *Strategy for Our People*. This document provides the framework through which we will continue to shape our workforce into a diverse Navy Total Force – active/reserve military and Navy civilians, supported by contractors - that is the right size and that possesses the right mix of skills, applied in the appropriate manner, to best meet Navy mission requirements. Many of the efforts currently underway to recruit, develop, and retain the best people for our Navy are included in the *Strategy for Our People*. For example, we have executed the Chief of Naval Operations Diversity Campaign, implemented use of a Single Manpower Resource Sponsor, and stood up Task Force Life Work to focus on quality of service and quality of life, including focus on Navy families.

## Challenges

The greatest challenge for our Navy is our ability to sustain our core capabilities and readiness, while building the future naval Fleet and developing the Navy Total Force that will operate, fight, and lead in a variety of challenging environments. Demands on the Navy Total Force are growing, and our ability to deliver the people with the requisite skills required to meet these demands is becoming increasingly challenging in an austere fiscal environment and ever more-competitive recruiting and retention marketplace. Today's fiscal environment mandates keen insight and ability to establish and maintain the right balance between people and the platforms and systems from which they will deliver Joint warfighting capabilities. This balance is further challenged by fierce competition with the private sector, which generally has greater flexibility in offering career incentives, and in appealing to and satisfying the needs of a diverse and changing workforce.

- GWOT: The commitment to supporting the GWOT comes at a cost. We are carefully monitoring the strain on our Permanent Change of Station and Temporary Duty accounts to ensure we can execute our core Navy and GWOT missions while fostering the development of our people. There is also a "cost" in terms of meeting GSA by removing Sailors from their

primary job assignment. Currently, more than 8,000 Sailors are on these assignments, requiring others to ensure their duties in the affected commands are carried out.

- Recruiting/Retention: Recruiting, developing, and retaining diverse and highly capable men and women is imperative. Although we have been able to consistently meet recruiting goals for enlisted personnel, we are facing tough competition in today's employment market. Only three out of ten high school graduates meet the minimum criteria for military service. In the medical, science, and technology fields, we face obstacles in recruiting and retention as private sector salaries rise and fewer Americans seek degrees in these fields.

## Priorities

- GWOT: Significant progress has been made in sourcing IA requirements, particularly in skill sets that have been stressed by high utilization. In many cases, the Navy has identified skill sets resident in lesser-stressed communities and fulfilled requirements with alternate sourcing. This flexible response, coupled with effective strategic communications to the Fleet, has reduced some uncertainty of repeat IA deployments and helped provide predictability and stability for our Sailors and their families.

GSA detailing is how Active Component IA requirements will be transitioned to PCS transfers, rather than a mid-tour, short-notice assignments. This new GSA detailing process will address Sailor and family needs by making assignments more predictable, enabling and rewarding volunteers, and ensuring detailer involvement in our Sailors' professional development and career progression. GSA Sailors receive administrative PCS orders to San Diego or Norfolk and Temporary Duty orders for all training and movement, including to the Navy Mobilization Processing Site. PCS allows for moving dependents to Fleet concentration areas with significant support services and infrastructure. Advancement boards will continue to stress the value of GSA and IA tours. Other benefits include advancement points, flexible advancement exam options, and joint credit. Execution of GSA detailing requires the merger of two systems currently operating in parallel – GSA and the Individual Augmentation Manpower Management (IAMM) systems. Placing GWOT billets and IA requirements into the normal detailing process will improve unit manning stability. Navy Personnel Command and U. S. Fleet Forces (USFF) will cooperate to balance Fleet readiness and GSA requirements. Until GSA detailing is fully implemented, USFF will continue to fill a portion of IA requirements through IAMM. The short-term goal of GSA detailing is to create an environment where GSA assignments are the normal business practice and IAs are the exception.

- Recruiting/Retention: Navy Recruiting Command is relentless in its pursuit of hiring the best talent in America to serve in our Navy. Their efforts are especially focused on recruiting for the Medical Corps, Chaplain Corps, Nuclear Power community, and Naval Special Warfare (NSW) community. The Navy is continually exploring new ways to recruit America's talent. Through the Medical Leads Assistance Program, our own officers serve as ambassadors for generating interest in Navy Medicine. In the NSW and Naval Special Operations communities, we provide mentors for recruits before enlistment and during training with the dual goal of improving recruiting results and ensuring applicant success at Recruit Training Center (RTC) and Basic Underwater Demolition/SEAL training (BUD/S).

To assist recruiting chaplains and nuclear trained officers, we are encouraging our personnel to "share their story" with the American public. Through the Reserve Officer

Goals Enhance Recruitment (ROGER) program, our reservist chaplains use their network of ministerial relationships to share the experiences of a Navy chaplain and provide information on how to become an active or reserve chaplain or chaplain candidate. Our nuclear trained officers share their experiences of operating a nuclear reactor and submarine through visits to college campuses and career fairs. These visits have already improved short-term Nuclear Propulsion Officer Candidate recruiting and will continue to cultivate personal relationships with faculty and university representatives to ensure long-term program health.

Recruiting and retaining the Nation's best and brightest -- sustaining the All Volunteer Force -- to meet the enduring and emerging demands of the Global War on Terror, and as outlined in the Maritime Strategy, is a top priority. We are committed to providing them great benefits, unparalleled professional and personal fulfillment, and continue to value their meaningful service to our country. We aspire to be recognized as a top 50 employer, ensuring that our personnel policies reflect the best practices of the Nation's greatest workplaces. The first step toward accomplishing this goal is to align the life and career goals of our people with the mission requirements of our Navy – current and future – in a way that provides the greatest opportunities for personal and professional development. Achieving this view of our future for sustaining the high quality all-volunteer force entails providing a robust pay and benefits package, professional and personal fulfillment and affirmation of the value we place on Sailors, their families, and their selfless service to our country.

- Strategy for Our People: We developed the Manpower, Personnel & Training and Education Strategic Vision in 2006, which sets the course along which we will transform our Navy Total Force to meet the demands of the future, delivering the human component of Joint warfighting capabilities. Our Navy leadership and partners within and outside Navy have been strong supporters of our efforts to move this Vision forward to execution. This Vision, more commonly referred to as the *Strategy for Our People*, was signed by CNO Mullen in September 2007, and provides the framework through which we will fulfill our role, in support of Navy, in executing the Maritime Strategy.

Having identified the required force size, we have shifted our primary focus to "FIT", which entails force shaping (getting the right Sailors in the right positions at the right time) and stabilizing (establishing a flexible and adaptable personnel management system that proactively responds to changes in war-fighting requirements). Operationalizing the Strategy for Our People is the mechanism through which we will ultimately achieve "FIT" and reach a stabilized force. Our goal is to build upon last year's efforts with greater emphasis on those areas most critical to our role in supporting the Maritime Strategy – delivery of training, focus on jointness, language skills, regional expertise and cultural awareness, and continued Active Reserve Integration efforts, particularly in leveraging Reserve capabilities when sourcing GWOT assignments.

- "FIT:" The requirement to deliver people to the maritime solution not only reinforces the need for continued changes in the way we do business (getting to a flexible and agile personnel delivery system that proactively responds to changes in warfighting needs); it also means taking a proactive role in the investment in our people, current and future. To maximize their potential and provide the most ready force to the Fleet and Joint Warfare Commanders, we will continue to improve upon our personnel systems, policies and development tools. Our investment will offer greater life/work balance; place the right Sailor in the right job at the right time, and prepare our 21<sup>st</sup> Century leaders to operate adeptly in our dynamic global environment. We must actively ensure that we satisfy the life and career



goals of our people in a way that meets the mission requirements of the Navy, maximizing the mutual benefit between the two – achieving “FIT”.

The concept of “FIT” is centered on the idea of delivering the right Sailor to the right job at the right time. “Right Sailor” is defined as an individual with the proper mix of knowledge, skills and abilities to match the demands of the assignment – the “right job.” The timing element refers to both the timeliness of that Sailor arriving in the position to support the operational unit’s schedule, and the right point in the Sailor’s career to provide the seniority and leadership required. We must assign Sailors to positions that draw from and enhance their talents and strengths, and emphasize continued professional growth and development, through learning and experience. Achieving “FIT” means we enhance their development in stages that align to career milestones, affording them the opportunity to progress and remain competitive for advancement and promotion.

Over the next year, we will continue to focus our efforts to achieve “FIT” by:

- Developing our people, through learning and experience, in a way that fulfills the promise of our people and aligns their careers aspirations with Navy commitments;
- Meeting our recruiting and retention challenges by modifying our programs, policies, and incentives to meet the life and career goals of our people, providing an appropriate balance between the two, while meeting the mission requirements of the Navy.

In doing so, we will set our Navy on course to be valued as a top employer and rewarding place to work, while fulfilling the promise of our people and executing the Maritime Strategy.

## **Conclusion**

The Navy has a unique and proud history of service to our Nation and partners across the globe. Our Navy Total Force continues to evolve as required to meet the demands of an ever-changing global security environment. Whether providing “boots on ground” support to combat operations, fighting piracy, providing medical care and comfort, or protecting the seas, our people are ready to serve in the modern Navy. While our Service has evolved, our service to country and the world has fundamentally remained the same – a service ethos sealed with pride, exemplified by selflessness, and firmly rooted in honor, courage, and commitment. It is only through our people – a diverse, high-performing Navy Total Force - and the families that support us, that we will remain the world’s most powerful Navy, providing America the blanket of freedom we work so diligently to protect and defend. With the continued support of the American people, we will keep our Navy strong and ready to respond to a rapidly changing and uncertain future, ensuring the welfare of our Sailors, Navy civilians, and their families.



# **Marine Corps Manpower Request**

## **Introduction**

The Marine Corps manpower requirements consist of active duty, reserve, and civilians dedicated to meet the demands of the GWOT. Over the past year, Marines have deployed to all corners of the globe in support of our Nation. With more than 24,000 Marine ashore throughout the U.S. Central Command's area of responsibility, Operation Iraqi Freedom and Operation enduring Freedom remain the Marine Corps largest commitment in the GWOT.

In addition to those operations, the Marine Corps also deployed forces to: support over sixty Theater Security Operation events, which ranged from small Mobile Training Teams in Central America to Marine Expeditionary Unit exercise in Africa, the Middle East, and the Pacific. The Marine Corps also took part in civil-military and humanitarian assistance operations such as New Horizons events in Nicaragua, land mine removal training in Azerbaijan, and disaster relief in Bangladesh after a devastating cyclone.

## **Major Force Structure Changes Affecting Manpower Request**

To meet the demands of the GWOT, as well as the unforeseen crises that will inevitably arise, our Corps must be sufficiently manned, well trained, and properly equipped. Like the Cold War, the GWOT is a long-term struggle that will not be measured by the number of near-term deployments or rotations; it is this long-term view that informs our priorities and plan for growth.

To fulfill our obligations to the Nation, the Marine Corps will grow its personnel end strength to 202,000 Active Component Marines. This increase will enable your Corps to train to the full spectrum of military operations and improve the ability of the Marine Corps to address future challenges of an uncertain environment. Our growth will enable us to recover our ability to respond in accordance with timelines outlined in Combatant Commander war plans — thereby, reducing operational risk.

As we grow, we will develop all the elements of our Marine Air Ground Task Force in balanced manner to meet the diverse challenges of an uncertain future. This growth includes:

- An increase in our end strength to 202,000 Marines;
- Adequate expansions of our infrastructure to provide for our Marines, their families, and their equipment; and
- The right mix of equipment for the current and future fight.

This additional end strength will result in three Marine Expeditionary Forces — balanced in capacity and capability. The development of the Marine Corps force structure has been the result of a thorough and ongoing process that supports the Combatant Commanders and accomplishes our Title X responsibilities. The process addresses all pillars of combat development (Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities) and identifies our required capabilities and the issues associated with fielding them. The most recent assessment revealed a requirement to front-load structure for recruiters

and trainers to support our personnel growth and a phased introduction of units balanced across the Marine Air Ground Task Force.

In FY07, we stood up two infantry battalions: 1st Battalion, 9th Marines and 2nd Battalion, 9th Marines. We also added capacity to our combat engineer battalions and air naval gunfire liaison companies. During FY08, the Marine Corps stood up 3<sup>rd</sup> Battalion, 9<sup>th</sup> Marines, additional Explosive Ordnance Disposal teams, Reconnaissance Platoons, Military Police Companies and a Helicopter Squadron. Our plan will gradually improve the deployment-to-dwell ratio of some of our other habitually high operational tempo units — such as military police, unmanned aerial vehicle, helicopter, air command and control, combat service support, and explosive ordnance disposal units.

## **Key Manpower Issues**

Increasing the AC end strength of the Marine Corps to 202,000 will enable the Marine Corps to build capacity to fight the GWOT and to better train and respond to other crisis. It will also go a long way toward reducing the strain on the individual Marines and the institution by helping the Marine Corps meet the Secretary of Defense's goal of 1:2 deployment-to-dwell ratio.

To meet the demands of the GWOT and other crises that arise, the Marine Corps must be sufficiently manned, trained, and equipped. Like the Cold War, the GWOT is a continuing struggle that will not be measured by the number of near-term deployments or rotations. To meet these challenges, the Marine Corps must ensure that its personnel policies, organizational construct, and training are able to operate at a "sustained rate of fire."

The current deployment cycle requires commanders to focus on those skill sets required to accomplish the mission in Iraq and Afghanistan. This emphasis, along with the added requirement for individual augments, training team requirements, and the need to deploy many units for missions outside of their normal functions, has caused deterioration in other skill sets. The result of this strain is limitation in the Marine Corps' ability to provide trained forces to project power in support of other contingencies. Deployment cycles must not only support training for irregular warfare, they must also provide sufficient time for recovery, maintenance, and training for other contingency missions.

An equally important factor in sustaining a viable force is continuing to recruit and retain qualified young men and women with the right character, commitment, and drive to become Marines. With over 70 percent of the end strength increase comprised of first-term Marines, both recruiting and retention efforts will be challenged. A major part of this effort will involve increased funding for both the enlistment bonus and the selective reenlistment bonus programs. The Marine Corps needs the continued strong support of Congress to achieve continued success.

While maintaining DoD quality standards, the Marine Corps continues to recruit the best of America's youth. The Marine Corps forecast that both active and Reserve recruiting will remain challenging in FY07, particularly when viewed through the lens of accession missions to meet the increased end strength of the Marine Corps. The Marine Corps will need the continued support of Congress for strong enlistment bonuses and other recruiting programs, such as advertising, which will be essential in meeting these challenges.

Retention is the other important part of building and sustaining the Marine Corps. In FY08, the Marine Corps reenlisted 31% of the first term and 70% of the career force eligible populations, compared to the 22% first term and 65% career force reenlistment rates achieved in FY07.

For FY08, the Marine Corps exceeded the FY07 retention goals. The Marine Corps' continuing success can be largely attributed to two important enduring themes. First, Marines want to stay Marine because of the superb leadership in our officer and staff noncommissioned officer ranks and their desire to remain part of a "band of brothers." Second, the Marine Corps' wise use of the selective reenlistment bonus program (SRBP) that the Congressional leadership has provided.

Marines' leadership and technical skills are very marketable to lucrative civilian employment opportunities. To keep the most qualified personnel, the Marine Corps must increase SRBP funding in order to support retaining the right grade and skill sets for its growing force. Not only will the Marine Corps have to retain more first-term Marines, but it will also have to increase the number of career Marines reenlisting for second and third times. This will require it to add additional funding toward key military occupational specialties such as reconnaissance, intelligence, explosive ordnance disposal, and military police to name just a few in the career force so that we have their leadership and skill sets.

## **Reserve Component**

The Marine Corps' effort in the GWOT has been a Total Force effort, with the Reserves once again performing with grit and determination. Recent policy changes within the DoD will allow the Reserve forces as they were structured to be employed - to augment and reinforce the AC forces. To this end, the Marine Corps goal is to obtain a 1:5 deployment-to-dwell ratio within the RC.

The current authorized RC end strength of 39,600 Selected Reserve Marines is adequate. The Marine Corps continuously reviews the make-up and structure of the Reserve in order to ensure the right capabilities reside within the Marine Forces Reserve units and the Individual Mobilization Augmentee program across the force. Finally, as the active force increases in size, the reliance on the Reserve forces should decrease - this will allow the Marine Corps the ability to achieve the desired deployment-to-dwell ratio.

## **Civilian Manpower**

Since 2004, approximately 3,150 military-to-civilian conversions have provided a valuable source to send additional Marines back to the operating force in support of our warfighting initiatives and to help reduce stress. This highly successful program is continuing, and there were an additional 961 military-to-civilian conversions planned for FY08 and FY09. The Marine Corps will continue to pursue sensible conversions and remove Marines from billets that can utilize civilians. Also, the Marine Corps is committed to successful implementation of the National Security Personnel System. The National Security Personnel System will enable the Marine Corps to better support the warfighter by providing a civilian workforce that is flexible, accountable, and aligned to the Marine Corps mission.



# Air Force Manpower Request

## Introduction

This section describes Air Force manpower requirements in terms of active military, U.S. Air Force Reserve, Air National Guard, and civilian manpower. Air Force manpower needs are derived from the force structure estimate to accomplish the mission within the scope of the National, political, and military strategies. In that light, this section identifies wartime manpower requirements, requested manpower strengths for the budget years, and major changes by component.

The FY09 President's Budget includes a decrease of 12,000 in active duty military from 328,600 in FY08 to 316,600 in FY09. This decision to reduce end strength sought to halt the intolerable risk of continued deferment of fielding modern battle systems, shifting more risk to the increasingly costly yet precious personnel accounts, and in turn, to our Total Force.

## Key Manpower Issues

The Air Force is currently programmed at 328.6K at the end of FY08 and is on a glide slope to programmed 316.6K at the end of FY09. The Air Force was directed by the FY08 House Conference Committee to submit a Total Force End Strength Report on new and emerging missions and how it would resource it from existing budget to all Defense related committees. This report was submitted with the FY09 President's Budget.

In keeping with Title 10 section 129a, the justification for military-to-civilian conversions is based on converting non-military essential positions to civilian. The Defense Manpower Review Process also resulted in military-to-civilian conversions for various Defense Agencies.

## Reserve Component

- Air National Guard (ANG): The ANG military end strength is 106,700 for FY08 and FY09 – unchanged between the two years. The ANG went through a major mission restructure in the FY08 budget, which is currently being implemented. In FY08 and FY09 the ANG received increases in full-time resources due to mission requirements, but maintained the same military end strength.
- Air Force Reserve (USAFR): USAFR military end strength in the FY09 President's Budget is 67,400 in FY09. The USAFR programmed end strength will decrease by 100 spaces between FY08 and FY09. The majority of this decrease is due to AF Transformation initiatives to draw down end strength for investment in future capabilities and to Training Pipeline reductions. The 100 space decrease comprises the remaining reductions of these two initiatives, started in FY08, which were largely programmed in the FY07 APOM.
- The Individual Mobilization Augmentee (IMA) Program: This program provides individual military USAFR assets to AC units to function as a total force multiplier. IMAs augment the AC structure of the Department of Defense or other Departments or Agencies of the U.S.

Government, to support mobilization requirements, contingency operations, operations other than war, or other specialized or technical requirements to meet National Defense, strategic national interest, and domestic objectives.

- Full-Time Support Programs: Reserve and ANG AGR personnel are Reservists and Guardsmen on active duty for periods in excess of 179 days who provide full-time support to the RC and are paid from Reserve and Air National Guard personnel appropriations. AGRs work at unit and headquarters levels. AGRs who serve on the staff of AC headquarters organizations are referred to as being on a statutory tour. They are responsible for RC management, policy, planning, programming, and training; assist in developing and implementing Reserve forces policies, procedures, and programs; and assist in organizing, administering, recruiting, instructing, and training the RC.

AGRs assigned to unit level, Air Reserve Technicians (ARTs), and Technicians serving in dual status, provide full-time support at the combat and combat support unit levels. ARTs and Technicians are civil service civilians who also provide full-time, day-to-day support to a Reserve or ANG unit and are available to enter active duty should their unit be mobilized. As members of the USAFR or ANG, AGRs and ARTs are integral members of their unit and participate in all military training and duty in their unit.

## **Civilian Manpower**

Civilians comprise approximately one third of Air Force manpower. Air Force civilian end strength includes ANG and USAFR Military Technicians, who serve their units as civilians during peacetime and as uniformed members upon mobilization. The civilian work force supports the Air Force mission in numerous capacities. All major commands and organizations depend on the contributions of civilian employees to accomplish the mission, with civilians assigned to virtually every Air Force installation worldwide, particularly in base operating support functions and real property maintenance.

The FY09 Presidents Budget includes an increase of 2,419 in programmed civilian FTEs from 168,894 in FY08 to 171,313 in FY09. Through the Program Budget Decision process U.S. Civilian end strength has increased due to the aggressive effort by the Defense Department to reduce/eliminate the use of military personnel in non military essential position and replace them with either U.S. Civilians or contractors. Military are then realigned to warfighting skills reducing the stress on high demand military skill sets.



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